Chart 3.1
Results of the Evaluate Attractions Stage

<table>
<thead>
<tr>
<th>Name of Attraction</th>
<th>Drawing Power</th>
<th></th>
<th></th>
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<tbody>
<tr>
<td></td>
<td>local</td>
<td>micro-regional</td>
<td>state-wide</td>
<td>macro-regional</td>
<td>nationwide</td>
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<tr>
<td>Basketball Hall of Fame</td>
<td>1</td>
<td>1</td>
<td>1.17</td>
<td>1.83</td>
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<tr>
<td>Henry County Historical Museum</td>
<td>1</td>
<td>1.5</td>
<td>2.5</td>
<td>2.8</td>
<td>2.8</td>
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<tr>
<td>Legend of the Raintree</td>
<td>2.75</td>
<td>3</td>
<td>3</td>
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<td>Downtown Commercial Historic District</td>
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<td>1.5</td>
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<td>Henry County Courthouse</td>
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<td>2</td>
<td>2.5</td>
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<td>Chrysler Fieldhouse</td>
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<td>1.67</td>
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<tr>
<td>Henry County Memorial Park</td>
<td>1</td>
<td>1.67</td>
<td>1.83</td>
<td>2.83</td>
<td>2.83</td>
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<tr>
<td>Westwood Park</td>
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<td>1.5</td>
<td>1.83</td>
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<tr>
<td>Osborne Park</td>
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<td>HeritageFest</td>
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<td>1.2</td>
<td>2.6</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>First Nighters Productions</td>
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<td>1.2</td>
<td>2.8</td>
<td>2.8</td>
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<tr>
<td>Raintree County Jamboree</td>
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<td>2</td>
<td>2.83</td>
<td>3</td>
<td>3</td>
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<td>Classic Resale Shop</td>
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<td>3</td>
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<tr>
<td>Rose Bowl</td>
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<td>2.25</td>
<td>2.25</td>
<td>3</td>
<td>3</td>
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<td>Story of Catherine Winters</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>2</td>
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<td>Maxwellhouse Restaurant</td>
<td>1</td>
<td>2.17</td>
<td>2.83</td>
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</tr>
<tr>
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<td>1.2</td>
<td>2</td>
<td>2.8</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Sing We Noel</td>
<td>1</td>
<td>1.67</td>
<td>2.67</td>
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<td>3</td>
</tr>
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<td>Annual Fireworks Display</td>
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<td>American Legion Golf Course</td>
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<td>Maxwell-Briscoe story</td>
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<td>2</td>
<td>2.67</td>
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<td>2.67</td>
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<td>Bill's Diner Cruise-In</td>
<td>1</td>
<td>1</td>
<td>2.25</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Terry Dukeman</td>
<td>1.5</td>
<td>1.5</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Sam Graham (coverlets)</td>
<td>1.33</td>
<td>1.67</td>
<td>1.5</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Horse Shows</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2.33</td>
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<tr>
<td>Industrial heritage</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>New Castle City Hall Annex</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>City Center</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>3</td>
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</tr>
</tbody>
</table>

Likewise, the committee began to discuss the purpose of evaluating local attractions and eventually filtered into the issue of themes for the community. The committee began to discuss some of the various opportunities for the city of New Castle. Perhaps the most prevalent was a theme based upon the "Golden Age" - the 1950s. One member of the committee optimistically stated that in his opinion the city of New Castle was largely a reflection of the 1950s, not only in terms of physical resources, but also ways of thinking. In particular, he provided three reasons for such a theme: 1) the extraordinary industrial prominence of New Castle, 2) New Castle's love for the automobile and 3) the
community's infatuation with the "simpler times" of the 50s. Another member of the committee expressed approval of such a notion, stating that during the 1950s Henry County basketball was also in its peak.

Another potential theme expressed by members of the community included the use of local folk arts, referred to as "Ageless Art" by one committee member. In her opinion, the community offered enough artists and art to make the idea successful.

**STAGE FOUR: CREATE THEMES**

The fourth stage is the most important of the methodology and has already been glimpsed as a result of the second committee meeting. By this stage, any interviews or questionnaires should be complete and added to the list of attractions determined in the second stage. At this point, the committee can begin to discover relationships between various attractions as well as the culture of the area.

This stage is the opportunity for the committee to discover its culture by asking questions such as, "Who are we?"; "What does our community represent?"; "How would we like others to view us?" and "What is our story?" This includes not only the positive aspects or those that tourists would find pleasing, but also the negative traits or those that may seem boring and noneventful. For example, in Indianapolis, one of the themes developed was the "Volunteer City," one in which the people are caring, kind and generous. Although such

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<table>
<thead>
<tr>
<th><strong>Create Themes: Stage Four</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Procedure</strong></td>
</tr>
<tr>
<td>◆ establish relationships &amp;</td>
</tr>
<tr>
<td>develop concepts to focus</td>
</tr>
<tr>
<td>around</td>
</tr>
<tr>
<td>◆ incorporate survey results</td>
</tr>
<tr>
<td>◆ incorporate opportunities</td>
</tr>
<tr>
<td>outside of the community</td>
</tr>
</tbody>
</table>
theme does not draw millions of tourists, it is an authentic representation of the local culture. From that point, the attractions available to the community become pieces of local culture.

Once themes have been determined, the committee should look at opportunities to form a relationship with the various characteristics and attractions of other communities using the inventory conducted earlier in the second stage. It is likely that many of the themes found in communities will be regional and therefore applicable to surrounding rural lands and small towns. At the same time, certain resources of other communities might be compatible or coincide with resources and events of the host community providing a potential linkage between the areas.

The result of the "create themes" stage should be a list of potential themes describing the community. Each should provide a description of the theme and its relationship with the community as well as a list of attractions which can relate to each theme. Opportunities to link with other communities should be noted.

The second meeting of the community participation committee in New Castle prematurely entered the fourth stage of the process as committee members discussed various issues and potential themes. The third meeting, which took place on March 7, continued to nurture and develop what had previously been started. Unfortunately, the meeting was scheduled to take place the evening after the community had unveiled the Henry County Strategic Plan; thus, attendance was limited to four of eleven committee members. Nevertheless, the meeting continued as planned.

Themes were described as an opportunity for the community to portray an image both for its own satisfaction as well as the benefit of others. Questions such as "What does New Castle represent?," and "What makes New Castle a special place?," were combined with, "What does New Castle have to offer?"
Primarily, the group discussed aspects and assets of the community, allowing the author the liberty of enveloping the characteristics into themes. As a result, two very prominent themes and several smaller themes appeared.

"The Golden Age"

The 1950s represents the realization of the American Dream for the social masses of the United States. This was the era of the rise of the middle class. Blue collar employment in a booming manufacturing industry meant a life of prosperity never before witnessed in this nation by so many of its citizens.

New Castle reflects this era in several ways:
- manufacturing, particularly in the automobile industry, has played a dominant role in the life of New Castle residents
- New Castle was, and continues to be, tied very closely to the automobile in terms of affection, nostalgia and, of course, making a living
- New Castle is a largely middle class community with middle class ambitions and images
- One of the most unique Hoosier traits, Hoosier Hysteria, witnessed one of its greatest eras during the 1950s, particularly in the area surrounding New Castle. At the time, schools were still unconsolidated, and rivalries and school spirit required little prodding.

"The Hoosier Small Town"

New Castle is one of those unique cities in Indiana that was able to take part in the manufacturing age without losing its small town character to the vast needs of the urban environment. Today New Castle is fortunate in that it can share the tale of both images, industrial prosperity and agricultural tradition.

New Castle reflects this image in several ways:
- It takes little, if any, time to leave the scenes of urban life behind to enter the rural surroundings, which maintain the agricultural heritage of the area
• New Castle is a community which firmly believes in the need for caring, sharing and working together. Volunteers offer their assistance when needed. The people of the community have faith and trust in their surroundings. People can leave their windows open or walk alone at night without fear of treachery.
• The community has a deeply rooted and diversified sense of religion as proven by the number of churches which can be found in the area.
• The residents of New Castle are a patriotic and proud community which strongly manifests the spirit of independence and freedom. Many statues and historical figures in New Castle are those of American soldiers, those who have protected the right to unhindered freedom and independence.
• The community has a strong respect for its heritage and continues to make an effort to recognize and preserve it.

Secondary themes:
• Folk arts and crafts: "the Ageless Arts"
• The story of Catherine Winters
• Industrial development in New Castle
• New Castle as a home of Hoosier Hysteria
• The equestrian link: horse shows in New Castle
• New Castle as the new Middletown, U.S.A.
• The legend of the Raintree

Unfortunately, no information dealing with attractions outside of the community was collected. Therefore, no linkages were realized or attempted with other communities.

STAGE FIVE: DETERMINE COMPLEXITY & COMPLETENESS

Stage five looks into the various aspects of each theme attempting to fill any gaps which may be missing. Maps, illustrations and descriptions should be created to portray the images of each theme. Services and facilities should be discussed, and needs should be addressed. New attractions such as festivals, museums, parades and home shows could be utilized to make each theme stronger.
This stage is essentially the opportunity for the committee to dream of how the community could creatively and responsibly deal with each theme. Its true purpose is to give the committee the chance to creatively approach the needs of themes without the restrictions of economics.

The result of this stage of the process should be a detailed description of each theme complete with maps and illustrations. In addition, the committee should list the needs and possibilities of each theme.

In the case study, this and following stage were to be conducted at the final meeting of the community participation committee. The meeting occurred on March 14 at 7:00 and was only slightly better attended than the previous meeting. Unfortunately, few of the goals of the final two stages were met.

The meeting began by finalizing the themes developed on March 7. On of the most crucial comments of the committee after reading the compiled themes was that the comparison of the 1950s to the perception of a "golden age" was skewed. One committee member commented that the idea of a golden age was, in fact, an age which was reminiscent for the majority of the community. For example, for a person raised in the 1920s, the 50s may have seemed hectic and much more complex. In that case, the 20s would be considered a "golden age." Hence, by placing a time constraint on the theme of the golden age, the committee was ignoring any past or future opinions.

However, at the same time, it was argued that the 1950s were indeed a special time for the city of New Castle and that many of the elements
prevalent in the community were honestly reminiscent of that era. Thus, it was decided that perhaps the two ideals could be separate themes or one which continuously evolved.

The remainder of the meeting was largely spent on creating or enhancing various festivals and social events. Specifically, one of the prime points was to enhance the most recently created New Castle festival, HeritageFest. At this time, HeritageFest is a festival featuring local crafts and bands. According to John Holmes, the tourism board had already determined that HeritageFest needed to be expanded. However, the committee felt that the festival had much greater potential than was currently expected.

One recommendation was to upgrade the festival to include a version of the "chautauqua," a festival revolving largely around reading legends, tales and poetry, held annually in Madison, Indiana.

Another recommendation was to create a play or musical based upon the story of Catherine Winters. Such a play, it was argued, had the capability to become an attraction which could even draw visitors on the national level.

A third proposal was to entice Terry Dukeman, a local potter of national acclaim, to display his wares at the festival as an attempt to attract higher quality artists and craftsmen.

It was also recommended that the Ice Cream Social, held by the Henry County Historical Society in past years, should be resurrected and enhanced. Such small scale gatherings as this and the Christmas Tea provided an opportunity for the community to celebrate its local culture and heritage, generating both an awareness and pride. In addition, such activities also had the ability to bring visitors into the community from the surrounding area.

In terms of providing additional and more appropriate services to visitors, the committee discussed the need for unique restaurants and overnight accommodations. One possibility mentioned was adapting a
building outside of New Castle, the "Old County Home," as a potential bed-n-breakfast facility.

Thus, the meeting resulted in expansion of the determined themes, rather than the development of a detailed description of each theme. No maps or illustrations were completed. The needs and possibilities of each of the themes was only briefly discussed.

**STAGE SIX: DETERMINE OPTIONS**

This is the final stage in which the committee must participate. It involves rating the various themes according to the possibility of implementation and effort in order for implementation to occur. This stage sets the priorities of the community in order so that they are easily recognizable during the upcoming tourism planning process. The results of this phase simply include a list of themes rated according to possible implementation and effort.

This stage was to occur on the final meeting. Unfortunately, the committee never reached this point. However, of the themes that had been discussed, it was obvious that the themes of the Golden Age and the Hoosier Small Town were the most popular.

<table>
<thead>
<tr>
<th>Procedure</th>
<th>Product</th>
</tr>
</thead>
<tbody>
<tr>
<td>list the various themes based upon the ability to be developed</td>
<td>rating of themes according to the ability to be developed &amp; the best opportunity</td>
</tr>
<tr>
<td>list the various themes based upon the best opportunity</td>
<td></td>
</tr>
</tbody>
</table>

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STAGE SEVEN: EVALUATION & CONCLUSIONS

All planning processes should include a stage at which the mediator can look back and determine which elements require improvement, alteration or enhancement. In this process, such a situation occurs at the end of the process, the evaluations and conclusions phase.

This phase is also the opportunity to pull the entire project together and measure its overall success. Did it meet the expectations of the community? Did it create a new appreciation for local culture among citizens? Most important, did the process provide an answer for the community?

For the purposes of this research project, the evaluations and conclusions stage will provide an additional opportunity to determine if the process has been a success in terms of accomplishing the goals of the research project.
Evaluations and Recommendations

Flaws in the framework

Nearly every idea looks good on paper. However, the true test is always the rate of success on the first application. The process created by this research project is certainly no exception, and like most other ideas, its first run had flaws, some small, others quite large. Some of these problems were simply due to a lack of expertise and experience on the part of the mediator. But others were strictly problems within the process and must be effectively dealt with if the process is to be a complete success. Regardless of the reason for occurrence, each problem is noted in the next several paragraphs along with various recommendations for improvements.

In General:
- attendance began to wane, particularly toward the end of the case study
- more time should have been placed between each of the meetings
- the media was not used early on as a tool to build excitement and awareness
- correspondence keeping the committee members aware of activity should have been maintained, including a growing synopsis of accomplishments

Preliminary Preparations Stage
- the introductory meeting was not as inspirational as it should have been
- better information and examples of intangible attractions and their potential should have been provided during the introductory meeting
- positive examples of cultural tourism communities and opportunities should have been provided during the introductory meeting
- lack of time did not allow for a survey to be conducted
Determine Attractions Stage
- the committee should have been allowed to "brainstorm" about the various resources of the community before using other inventories
- better visual and oral interaction would have occurred if the mediator had written the attractions on a large, informal display

Evaluate Attractions Stage
- there was really no need to evaluate attractions, except to generate discussion, and this might have been better accomplished through detailing the listed attractions
- evaluating attractions skewed perceptions in favor of physical attractions because of the difficulties in measuring intangible cultural resources
- evaluating attractions measured attractions according to demand characteristics and therefore constrained the creative abilities of the committee

Create Themes Stage
- defining themes and guiding the community in their discovery proved to be difficult
- this stage should have included examples of possible themes and perhaps a brief analysis of the community

Determine Complexity and Completeness Stage
- this phase should be renamed "Establish and Enhance Themes"
- this phase should have included a brainstorming process, dividing into groups and developing and presenting individual themes
- themes were not completely determined before moving into this stage, therefore complicating the process

Determine Options Stage
- determining options should have been conducted in a simple matrix to be completed individually by each committee member
Evaluations and Conclusions Stage
• this stage should include the opportunity to compile a report of findings resulting from the process

Finally, the case study proved to be much more "realistic" than was anticipated. One of the most difficult problems was the inability to rise above the barriers created by thinking purely economically and within perceived limits. As a result, the process remained very "concrete" rather than glamorous and exciting. The reasons for such are likely to be: 1) the result of a poor description of the process on the part of the mediator, and 2) the fact that the community is already deep into the tourism process perceiving little need to deal in concepts and themes.

The process revised

Based upon the problems and recommendations that occurred as a result of the New Castle case study, the process has been altered. This should not be viewed as a failure or even a setback. On the contrary, any planning process has room for improvement. After all, making alterations and perfecting the process and the product are a crucial elements of the planning process. By alleviating the problems faced during the New Castle study, the process should be improved to the point that it can succeed in meeting all of its predetermined goals and expectations. The following is the revised process for use in realizing the cultural tourism potential of small Midwestern communities.

Stage One: Preliminary Preparations
a) pre-introductory meeting tasks
• determine committee members
• use the media as a tool for creating excitement and awareness in the community
• send out surveys
b) introductory meeting tasks
• introduce the committee to the methodology
• introduce the committee to cultural tourism and its unique aspects and opportunities
• provide examples, particularly pertaining the utilization of intangible cultural resources and themes
• determine a time frame for the project, including meeting dates
• stress the need for participation and attendance at each of the meetings

• attempt to create a sense of excitement and hope

Figure 5.1
REVISED PROCESS

Stage Two: Determine Attractions
• allow committee members to brainstorm a list of various attractions, both physical and intangible
• use a visual display to list each attraction
• include attractions discovered in other inventories
• investigate attractions and opportunities in other communities

Stage Three: Detail Attractions
• list a brief description and purpose of each potential and existing attraction
• gather other vital information, including content, story, dates of relevance, permanency, etc.

Stage Four: Create Themes
• provide examples of successful cultural tourism projects and a brief analysis of the community based on previously gathered data
• link the attractions and concepts of the community with the story, the image
• list themes complete with a brief description of each theme, relationships with various local attractions, and pertinent linkages, both within and outside of the community
Stage Five: Establish and Enhance Themes

- break the committee into groups, dividing the themes among
  the groups and asking for each group to develop and appreciate
  local cultural and its inherent cultural tourism.
- create maps and renderings to illustrate the development of
  each theme
- seek out gaps in local resources
- develop various linkages with outside communities
- present detailed themes created during the process and gain any
  relevant feedback

Stage Six: Determine Options

- correctly place each theme in a hierarchy of importance through
  use of a matrix. Each theme should be rated according to:
  1) committee choices of favorite themes, 2) those with the most
     potential and the most positive impact and 3) which would be
     most likely to be implemented

Stage Seven: Evaluations and Conclusions

- prepare a report stating the findings of the process
- analyze the process and note the successes and the weaknesses
  of the process

Was the project a success?

From whence do Legends come? From the spirit and imagination
and determination of those working against the odds. Henry County, by
many counts, has more than its fair share of Legends. From the original
settlers from North Carolina and Virginia . . . to the migration of
workers from Kentucky early in this century . . . Henry County Hoosiers
have endured poverty, hard work, and the elements to establish homes
and generations. Dedicated to their children and proud of their
churches and schools, today's citizens are a tough bunch, struggling now
with a changing world economy and yet sustained by legends of the
past. (Henry County Strategic Plan 1991, 1)
Was the process a success? For the purposes of this project two ways exist to determine the success of the process. First, one can compare it to the Demaree study for Henry County. Is there a marked difference between the two? If so, did the process fill the gap in local tourism planning? Likewise, the success of the methodology can be measured against its ability to meet its predetermined objectives. Did it result in a new awareness in local culture? Did the process succeed in creating a potential guide for future development?

First, compare the results of the methodology with those of the previously conducted Demaree study. Although it is granted that the two processes were meant to provide two different results, the fact remains that had such a process been undertaken previous to the Demaree study, the outcome would have been different.

The above quote from the Henry County Strategic Plan describes a county whose people are a "tough bunch" with spirit, imagination and determination. These traits are not reflected by any of the proposed attractions of the Demaree report. In fact, imagination does not even exist in the study. The study was, for all intents and purposes, a study of existing attractions, measuring the strength of each and making recommendations based upon current trends in the tourism industry. Recommendations of the Demaree report include continued support for the Indiana State Basketball Hall of Fame, expansion of local horse shows, enhancement of a series of antique stores and the need for a convention facility. Of those, only the convention facility was a new idea, and it likely arose from the current trend of convention center development.

The case study of New Castle developed several themes, two of which were key elements in the community. Yet neither of the major themes was noted in the Demaree report, nor, for that matter, were any of their intangible ingredients. If this project had occurred before the Demaree Consulting Group had been hired, the community could have arranged an agenda with which to guide the study. In addition, the study would have recognized the cultural tourism opportunities as well as the need to creatively develop ways to deal with the intangible
resources inherent in cultural tourism. The result would have been a much more exciting and meaningful study, one which included the same spirit found in the Henry County Strategic Plan.

However, by the same token, this report provided another important conclusion. While the city of New Castle has many elements which may serve as tourist attractions, the community has little to offer in terms of obvious primary attractions. The single major physical attraction in the area, the State Basketball Hall of Fame, has been created based upon a strong cultural link between the community and "Hoosier Hysteria." If the community wishes to further draw from its cultural tourism potential, the same creative genius that procured the Hall of Fame will have to be used again. This is not to say that New Castle has little cultural tourism potential; on the contrary, cultural tourism development in New Castle will require the creative, and perhaps costly, conversion of intangible resources into viable attractions.

Thus, although the process did not discover any new cultural amenities, it did provide a new sense of how to use what is already known about local heritage. Likewise, the project resulted in an appreciation in the capabilities of some of the intangible assets of the community.

Community members gained a stronger understanding of the relationship between culture and quality of life in the area. In addition, the process allowed for the opportunity to dream and discover many of the best traits of the community. Hence, while the process did have problems, overall, it had a positive impact on the community.

Clearly, the results of the case study did not accomplish each goal as successfully as would have been desired; however, the only method of effectively perfecting such a process is through trial and error. The final methodology created by this report will still carry flaws or elements that may need to be adapted to fit the specific situation. Regardless of such problems, the methodology must be considered a success with the potential to achieve each of its goals.
Realizing Cultural Tourism Potential

In conclusion, this project has the potential to add a new dimension to the tourism planning process, one which recognizes opportunities, concepts, and dreams as much as obvious physical attractions and statistical trends. In doing so, the process truly realizes the potential of cultural tourism in the local community. Only by doing so can communities expect to reap the bountiful harvest that is cultural tourism.

For small communities across the Midwestern United States, this means a chance to recognize and celebrate their greatest asset, local culture. It means an opportunity to celebrate freedom, independence, hope and strength – the traits that made America a great nation. It is the chance to speak of legends, traditions and local history. It is, in fact, the opportunity to tell a wonderful story, the story of the small Midwestern community.
Appendix A

Tony Allender
301 South Liberty Street
Apartment D
Muncie, Indiana 47305
(317) 747-4176

January 21, 1991

Dear Dave,

I am writing to ask for your assistance in a project that I think would prove beneficial to both myself and the city of New Castle. I have reached my final year of undergraduate study in urban planning at Ball State and the time has arrived for writing a thesis. As a topic, I would like to investigate a process by which small Midwestern communities can determine their potential for the development of cultural tourism. I would like to use New Castle as a case study.

The city of New Castle is uniquely appropriate for this project for three key reasons. First, recent developments in New Castle, such as the Indiana State Basketball Hall of Fame and the steady revitalization of downtown make cultural tourism a plausible option. Second, the area has already expressed an interest in the opportunities provided by tourism. Only last year, Demaree Consultants completed a tourism marketing study for Henry County. More recently, the nearly complete strategic plan for Henry County expresses a strong desire to investigate the possibilities of tourism throughout the area. Third, the working relationship between the Ball State design team and members of the New Castle community over the past three years has resulted in a vast amount of information and motivation, both of which can be used for this project. Much of the tedious research and data collection needed to prepare for a project like this has already been completed, thus dramatically cutting down the time needed for completion of the project.

Determining a community's potential to develop cultural tourism is not the only goal of this project. I have taken into consideration that while tourism development is growing in popularity, it remains largely a mystery to most community leaders. Hence, in addition to determining the potential for cultural tourism, this project aims to educate leaders in the "basics" of tourism. By doing so, it will allow community leaders to play a much more decisive role in the evaluation and development of tourism in the community.
Since, the process has been created for use by leaders of a community, it must involve the participation of those persons who are crucial to the prosperity of New Castle. Therefore, I am asking you and various other individuals to participate as a committee in determining the possibility of cultural tourism development in your community. The entire process will last roughly three months and will require attending four meetings. Below, I have proposed a list of dates and times for the four committee meetings as well as a list of potential committee members. Needless to say, these lists are preliminary and can be adapted to fit the needs of the committee and the project.

**Preliminary Meeting Dates & Times**

- Meeting One: Monday, February 4 - 7:00 p.m.
- Meeting Two: Thursday, February 14 - 7:00 p.m.
- Meeting Three: Monday, February 25 - 7:00 p.m.
- Meeting Four: Thursday, March 7 - 7:00 p.m.

**Preliminary Committee Members**

- Marynell Bogue
- Dave Copenhaver
- Kim Drackett
- John Holmes
- Nadine Kirkpatrick
- Jeanine Mathes
- Richard McKnight
- Tom Miller
- Darrel Radford
- Cheri Sawicki

I am confident that this project will be of use to the city of New Castle and I would greatly appreciate your participation in this endeavor. Feel free to let me know of anyone else who would prove beneficial to the project. I will call you on Friday, January 25, to discuss the matter further.

Sincerely,

Tony Allender
February 15, 1991

Dear Richard,

I am writing to let you know that the second meeting of our group, which had been rescheduled for February 19, needs to be rescheduled! Due to the fact that the New Castle Trojans will be playing basketball at home on that date, I have decided that it might be best to postpone the meeting (where else in the United States would the affairs of the community come to a halt for basketball!!).

Unfortunately, it is already becoming extremely close to the time of the third meeting. Therefore, I have decided to push each of the meetings back and have the second meeting on February 25, rather than the third meeting. In turn, the third meeting will occur on March 7 and the fourth meeting will be, tentatively pushed back to Wednesday, March 13. I apologize for any inconveniences that this may cause.

The second meeting will deal with determining the resources of the community which might appeal to potential tourists. While we already have a great deal of the available attractions on record as a result of the marketing survey conducted by Demaree Consultants for the Henry County Tourism Marketing Strategy, many of the potential attractions of the community which would be valuable to cultural tourism may remain, as of yet, unveiled. In addition, we will analyze all of the potential attractions and categorize them in terms of drawing power (i.e. national, statewide, or local appeal), scope (i.e. primary or secondary attractions), and permanency (i.e. annual appeal, seasonal appeal, one week event). We will also discuss the importance of authenticity in cultural tourism.

Unfortunately, I cannot promise another thirty minute meeting; however, I will do my best to keep the length to within an hour. I will call you Tuesday to confirm your receipt of this letter and to confirm the location of the meeting. Once again, I would like to thank you for your time and patience while serving on this committee.

Sincerely

Tony Allender
February 27, 1991

Dear Jeanine and Robert,

This letter is a simple reminder that our next meeting will take place on, Thursday, March 7. We will once again convene at the Henry County Historical Museum.

The second meeting allowed us to look at some of the attractions available to the community. While the process has not quite worked as I had planned (due mostly to some "goofs" that I had made in creating the evaluation process), it nevertheless has already managed to achieve the ultimate goal of this project -- to allow the leaders of the community to create visions of their cultural tourism potential. In light of this, I must admit that I feel that the project has thus far been a success. In fact, the topic of themes, which was not scheduled to begin until the next meeting, was already underway before the completion of the second meeting.

Themes are simply a way to package the best images of the community. They represent the manner in which the community wishes outsiders to view New Castle, as well as the way in which the community sees its own image. On March 7, we will continue to discuss potential themes of the community.

The third meeting is perhaps the most important of the four because it sets the stage for the focus of cultural tourism in the community. In addition, it could very likely be the most exciting of the four meetings.

I will call on Tuesday to confirm your receipt of this letter. Once again, I would like to express my gratitude for your assistance in this endeavor.

Sincerely,

Tony Allender
March 8, 1991

Dear Nadine,

This letter is to let you know that our next meeting will take place on, Thursday, March 14. We will once again convene at the Henry County Historical Museum at 7:00 p.m.

Last Thursday, our group looked at various elements of the community which made the city of New Castle special. Among those points mentioned included the industrial and agricultural roots of the community, the importance of basketball in New Castle, the contributions of folk arts, and the images often found in the small town.

The fourth meeting will bring the process to an end. In this meeting, we will organize our thoughts generated in the last meeting into broad themes and devise a framework to fit each theme into the community. This will include linking with resources outside of the community, if possible.

I will call on Tuesday to confirm your receipt of this letter. Once again, I would like to express my gratitude for your assistance in this endeavor.

Sincerely,

Tony Allender
Important Impacts of Cultural Tourism Development

**Economic**
- Increased employment
- Increased income circulating within the community's economy
- Employment for those categories of workers traditionally difficult to employ
- Increased diversity in the economy
- Increased land values
- Utilized existing resources of the community

**Social or Cultural**
- Expanded and Improved Cultural facilities
- Improved community image (within and outside of the community)
- Increased sales potential for local arts and crafts
- Relatively clean development
- Expanded understanding of the historic and cultural assets of the community
- Increased preservation of the community's assets
Components of Cultural Tourism

Demand

Potential Tourists

Supply

Destination Community

Demand Generators

(i.e. museums, festivals, historic structures, folklore art exhibits, craft shows)

Support Facilities & Services

(i.e. dining, lodging, transportation, infrastructure, promotion)
# RESEARCH METHODOLOGY

<table>
<thead>
<tr>
<th>Process</th>
<th>Procedure</th>
<th>Product</th>
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</table>
| Preliminary Preparations | ✷ solicit community leaders for participation in project  
| | ✷ present the process to the community participation committee (CPC) | ✷ roster of community participation committee  
| | | ✷ list of potential & existing attractions within & outside of the community  
| | | ✷ maps showing the locations of attractions  
| | | ✷ survey of community residents  
| Determine Attractions | ✷ research attractions within & outside of New Castle  
| | ✷ utilize existing inventories  
| | ✷ recommendations of CPC  
| | ✷ consider questionnaire | ✷ matrix of attractions by category  
| | | ✷ list of potential themes incorporating various attractions  
| Evaluate Attractions | ✷ determine the scope of appeal of each attraction (i.e. national, regional, local, etc.)  
| | ✷ determine the amount of appeal generated by the attraction (i.e. primary, secondary, etc.) | ✷ list of needs and existing resources of each theme  
| | | ✷ maps & concepts describing various themes  
| Create Themes | ✷ establish relationships & develop concepts to focus around  
| | ✷ incorporate survey results  
| | ✷ incorporate opportunities outside of the community | ✷ rating of themes according to the ability to be developed & the best opportunity  
| | | ✷ conclusions & recommendations for the research project  
| Determine Complexity & Completeness | ✷ attempt to fill gaps in each theme according to need  
| | ✷ evaluate the needs and existing resources of each theme | ✷ presentation materials  
| | | ✷ final product  
| Determine Options | ✷ list the various themes based upon the ability to be developed  
| | ✷ list the various themes based upon the best opportunity | |  
| Evaluation & Conclusions | ✷ compare what took place to what was expected & what could be made better  
| | ✷ determine the success of the project | |  
| Present Findings | ✷ present thesis at Ball State | |
# Meeting Schedule

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<tr>
<th>Meeting One</th>
<th>Preliminary Preparations</th>
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<td>Determine Options</td>
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### Final Product Presentation

- Evaluation & Conclusions
- Present Findings
New Castle Attractions noted in Developing A Tourism Marketing Strategy For Henry County by Demaree Consultants

**physical attractions**
Indiana Basketball Hall of Fame
Henry County Historical Museum
Westwood Park
Henry County Memorial Park
Osborne Park
Baker Park
Wilbur Wright State Fish & Wildlife Area
Summit Lake State Park
Special Creations (collector's outlet)
Classic Resale Shop (clothing store)
Sky Castle Aviation
New Life Fitness Center
Rose Bowl (bowling alley)
American Legion Golf Course

**scheduled events**
Summit Lake State Park - various events
Sing We Noel
Farmers Pike Festival
Raintree County Jamboree
Farmers Pike Little Opry
Lions Club Home Show
Henry County 4-H Fair
Annual Fireworks Display
Bill's Diner Cruise-In - classic car shows
First Nighters Productions
Various Horse Shows - at Memorial Park
New Castle Lanes (bowling alley)
Mt. Lawn Speedway
Other Potential Attractions Not Recognized in the Demaree Study

Downtown Historic Commercial District - pending
Henry County Courthouse
Renovated Murphy & Hammer Buildings
HeritageFest

Historic Events
1816  Indiana becomes a state
1819  Henry Count settled
1823  Henry County platted
1823  Isaac Bedsaul first settled
1823  First Post Office
1823  First school
1824  Methodist Episcopalian Church organized
1824  First county courthouse built
1830  First city cemetery
1836  Second county courthouse built
1839  New Castle Incorporated
1841  New Castle Courier began publication
1844  Presbyterian Church organized
1848  I.O.O.F. organize New Castle chapter
1849  Courthouse annex
1849  Murphey Building built
1850  St. John's Lutheran Church organized
1851  St. Anne's Catholic Church organized
1853  First Railroad (Great Eastern R.R. to Richmond)
1861  Christ Methodist Church organized
1862  Christian Church organized
1865  First National Bank opens
1865  L.A. Jennings Lumber Company opens
1865  Second county courthouse burned
1867  Gravelling of roads begun
1869  Third county courthouse completed
1869  Union Station built
1869  Ft. Wayne, Muncie & Cincinnati Railroad
    (aka New Castle & Muncie R.R.)
1873  Citizen's State Bank founded
1875  Odd Fellow's Lodge built
1876  Y.M.C.A organized
C.1880  New Castle & Rushville Railroad begins service
C.1880  Cleveland, Cincinnati, Chicago & St. Louis Railroad begins
        service
1883  New Castle Handle Factory founded
1887  Natural gas discovered
1890  Henry County Savings & Loan founded
1891  Knights of Pythias Building built
1895  Masonic Lodge Building constructed
1897  Alcazar Theatre opened
1900  Hoosier Cabinet Company founded
1902  Krell-French Piano Company founded
1902  Pan-American Bridge Company founded
1903  County courthouse addition added
1903  Indianapolis & Eastern Railway Company opens Interurban line to Spiceland
1904  Indianapolis & Eastern Railway Company opens line to Dunreith
1907  Maxwell-Briscoe plant opened
1907  New Castle Roller Polo team plays in city coliseum
1907  New Castle Casket Company founded
1908  Terre Haute, Indianapolis & Eastern Traction opens city streetcar line
1910  Grand Theatre opens
1910  Indianapolis, New Castle & Toledo Electric Railway opens Indianapolis-New Castle route
1913  Carnegie Library constructed
1913  Catherine Winters mysteriously disappeared
1916  Grand Theatre burned
1917  New U. S. Post Office constructed
1917  Union Block burned
1917  Tornado strikes New Castle
1918  Lawson Casket Company founded
1919  Citizen’s Federal Savings & Loan constructed
1919  Howard R. Smith American Legion formed
1920  Henry County Memorial Park opens
1921  Mary Caldwell is first woman elected to office
1922  New Castle city streetcar line abandoned
1924  Ed Jackson, New Castle attorney, elected Indiana Governor
1924  YMCA Main Building constructed
1925  YMCA Gym (Church Street Gym) constructed
1925  Walter P. Chrysler takes over Maxwell Company
1926  Perfect Circle Company opens in New Castle
1929  First “talkie” shows in New Castle at Princess Theater
1930  Henry County Memorial Hospital opens
1931  News-Republican begins publication
1932  New Castle High School wins State Basketball Championship
1936  Coca-Cola plant opens
1937  Baker Park opens
1941  Interurban makes last run (New Castle-Muncie)
1943  Sears Building burns
1944  Emergency First Aid Unit makes first run
1947  WCTW radio station goes on the air
1955  New Castle under martial law during Perfect Circle strike
1959  Ray Pavy and Jimmy Rayl's "Shootout in Church Street Gym"
1959  New Castle High School Fieldhouse (world's largest) is
dedicated
1961  New Castle Casket Company destroyed by fire
1962  New Castle Courier-Times building constructed
1965  Arlan's Department Store opens
1970  Parkview Junior High School opens
1971  Burr Building destroyed by fire
1972  Construction of downtown "mall" begins
1973  Kent Benson named Indiana "Mr. Basketball"
1973  Historic "Castle" school building demolished
1978  Blizzard shuts down New Castle for several days
1980  New Henry County Jail opens
1982  Steve Alford
1982  West Lawn Addition to Southmound Cemetery opens
1986  Hill's Plaza opens
1990  Indiana Basketball Hall of Fame opens
Appendix C

List of Various Possible Attractions
Cultural Tourism Study ——— City of New Castle

This is a sample of the different types of attractions that could be used to support cultural tourism

- museums
- landmarks (first, one of a kind, etc.)
- historic sites
- historic neighborhoods and districts
- traditions/heritage
  - ethnic
  - crafts/arts
  - legends/lore
  - folklore
  - personalities
- festivals
- recreational areas
- educational institutions
- cultural institutions
- religious institutions
- public institutions
- manufacturing plants
- national shrines
- sports activities & memorabilia
- shopping opportunities
- cuisine opportunities
# Evaluation of Various Attractions

Cultural Tourism Study  City of New Castle

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**Scope:**

- primary attraction
- secondary attraction
- supplementary attraction

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## Drawing Power

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<th>statewide</th>
<th>macro-regional</th>
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<th>annual</th>
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# Evaluation of Various Attractions

Cultural Tourism Study — City of New Castle

**Scope:**
- **primary attraction**
- **secondary attraction**
- **supplementary attraction**

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<td>American Legion Golf Course</td>
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<td>Bill's Diner Cruise-In</td>
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66
# Evaluation of Various Attractions

Cultural Tourism Study

City of New Castle

**Scope:**

- Primary attraction
- Secondary attraction
- Supplementary attraction

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Appendix D

- Potential Themes For the City of New Castle -

1950s: "the Golden Age"

The 1950s represents the realization of the American Dream for the social masses of the United States. This was the era of the rise of the middle class. Blue collar employment in a booming manufacturing industry meant a life of prosperity never before witnessed in this nation by so many of its citizens.

New Castle reflects this era in several ways:
- manufacturing, particularly in the automobile industry, played a dominant role in New Castle life
- New Castle was, and continues to be, tied very closely to the automobile in terms of affection, nostalgia and, of course, making a living
- New Castle is a largely middle class community with middle class ambitions and images
- One of the most unique Hoosier traits, Hoosier Hysteria, witnessed one of its greatest eras during the 1950s, particularly in the area surrounding New Castle. The schools were still unconsolidated, rivalries and school spirit were a given.

The Hoosier Small Town:

New Castle is one of those unique cities in Indiana that was able to take part in the manufacturing age without losing its small town character to the vast needs of the urban environment. Today New Castle is fortunate in that it can share the tale of both images, industrial prosperity and agricultural tradition.

New Castle reflects this image in several ways:
- It takes little, if any, time to leave the scenes of urban life behind to enter the rural surroundings, which maintain the agricultural heritage of the area.
- New Castle is a community which firmly believes in the need for caring, sharing and working together. Volunteers offer their assistance when needed. The people of the area work together for the fitness of the community. The people of the community have faith and trust in their surroundings. People can leave their windows open or walk alone at night without fear of treachery.
- The community has a deeply rooted and diversified sense in religion as proven by the number of churches which can be found in the area.
• The residents of New Castle are a patriotic and proud community which strongly manifests the spirit of independence and freedom. Many statues and historical figures in New Castle are those of American soldiers, those that protect the right to unhindered freedom and independence.
• The community has a strong respect for its heritage and continues to make an effort to recognize and preserve it.

Additional Secondary Themes:

Folk arts & Crafts: "the Ageless Arts"

The Story of Catherine Winters

Industrial Development in New Castle

New Castle as a Home of Hoosier Hysteria

The Equestrian Link: Horse Shows in New Castle

New Castle as the New Middletown, U.S.A.

The Legend of the Raintree
Bibliography


Bibliography (continued)


Bibliography (continued)
