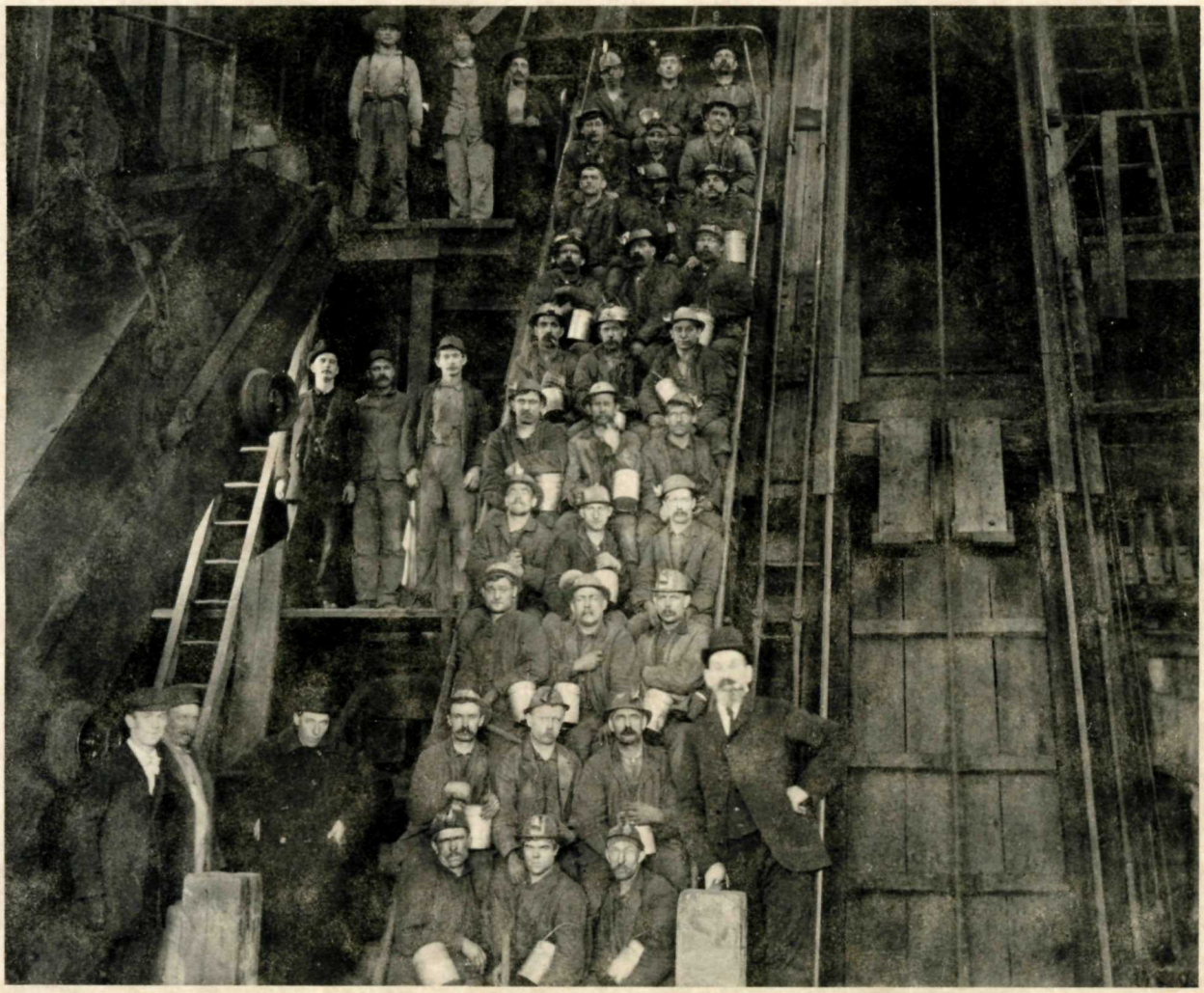

Options For National Park Service Involvement In The Management Of Historic Copper Mining Resources On Michigan's Keweenaw Peninsula

OPTIONS FOR NATIONAL PARK SERVICE INVOLVEMENT IN THE MANAGEMENT OF HISTORIC COPPER MINING RESOURCES ON MICHIGAN'S KEWEENAW PENINSULA

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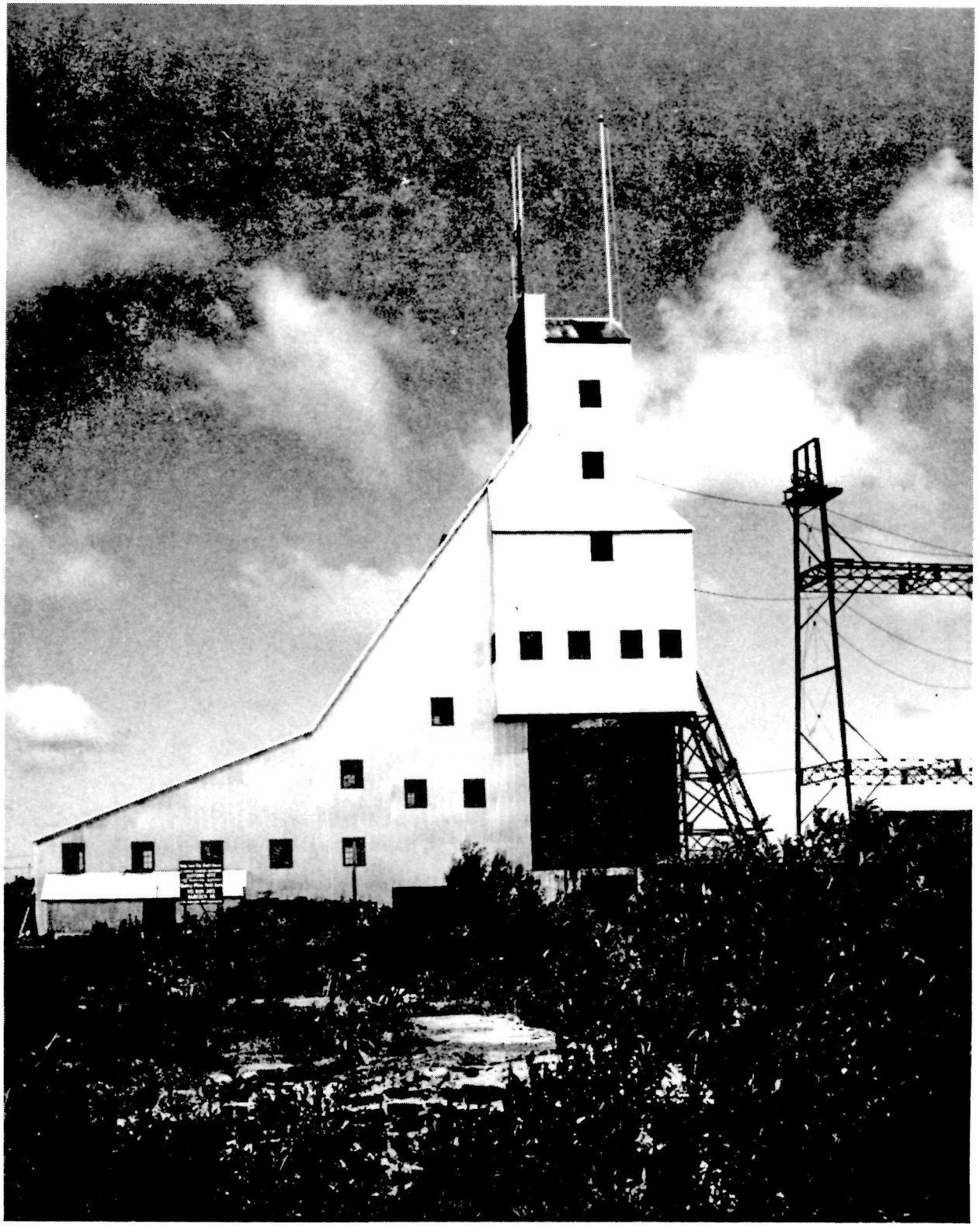
March 1988



Quincy Mining Company's No. 2 Shaft-Rockhouse (1908) as it appears today.
Louis G. Koepel collection, Paul Hinzmann photographer.

cover:

Quincy Mining Company miners prepare to descend into the mine via a man-car.
Michigan Technological University Archives and Copper Country Historical Collection.

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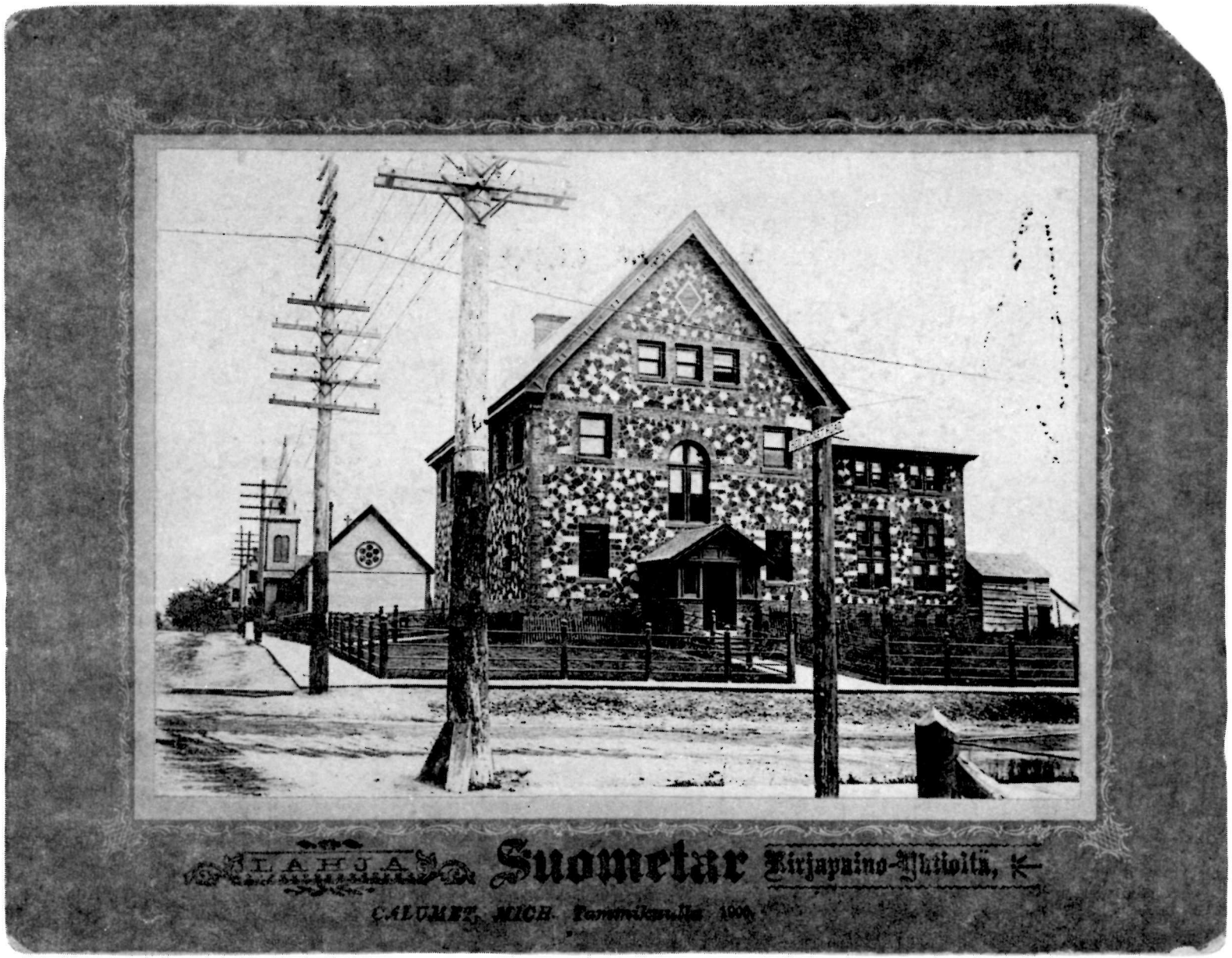


Calumet and Hecla Mining Company's paternalism is exemplified by the substantial community library they built for their workers. C&H also provided a bath house/swimming pool, an exclusive men's club, company hospital and doctors, and housing. Note the photography studio's Finnish byline. The 1900 United States census for Houghton County enumerated 9,975 Finns of the county's total population of 66,063.

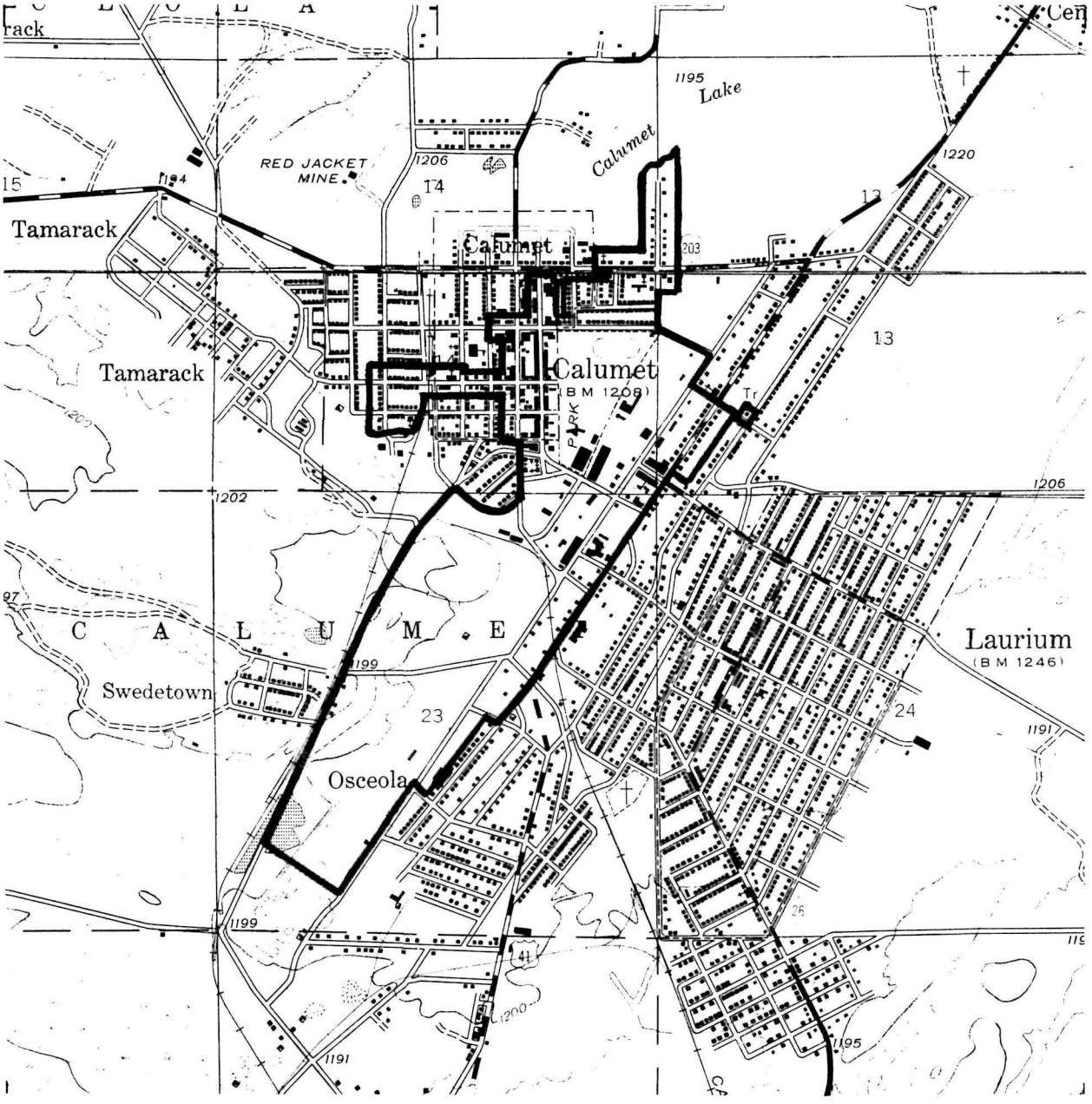
Michigan Technological University Archives and Copper Country Historical Collection.

I. PURPOSE

This report presents several options for preserving and managing the historic copper mining resources on the Keweenaw Peninsula of Michigan. Impetus for this study began in the spring of 1987, when Congressman Robert W. Davis, 11th District of Michigan, requested the Secretary of the Interior to assess the historical significance of the role played by the community of Calumet in the copper mining industry. During that summer, the National Park Service (NPS) conducted a reconnaissance study to identify Keweenaw Peninsula copper mining sites that might meet the criteria of the National Historic Landmarks Program.

Several Keweenaw Peninsula sites related to copper mining were determined to be of historical significance, and two areas appear to meet the Landmarks Program criteria of national significance. They are: 1) portions of the Quincy Mining Company properties (including the Franklin and Pewabic Mines and the smelting complex in Ripley), and 2) portions of the Calumet and Hecla (C&H) Mining Company location and the related commercial district of Red Jacket (the present village of Calumet). Together, these two areas represent the major technological elements and related social infrastructure of the Michigan copper industry. Quincy and C&H were the dominant companies throughout the period of Michigan's leadership of the nation's copper industry between 1867 and 1882. This study is, therefore, limited (with one exception) to the boundaries recommended in the 1988 National Historic Landmark nominations (see maps).

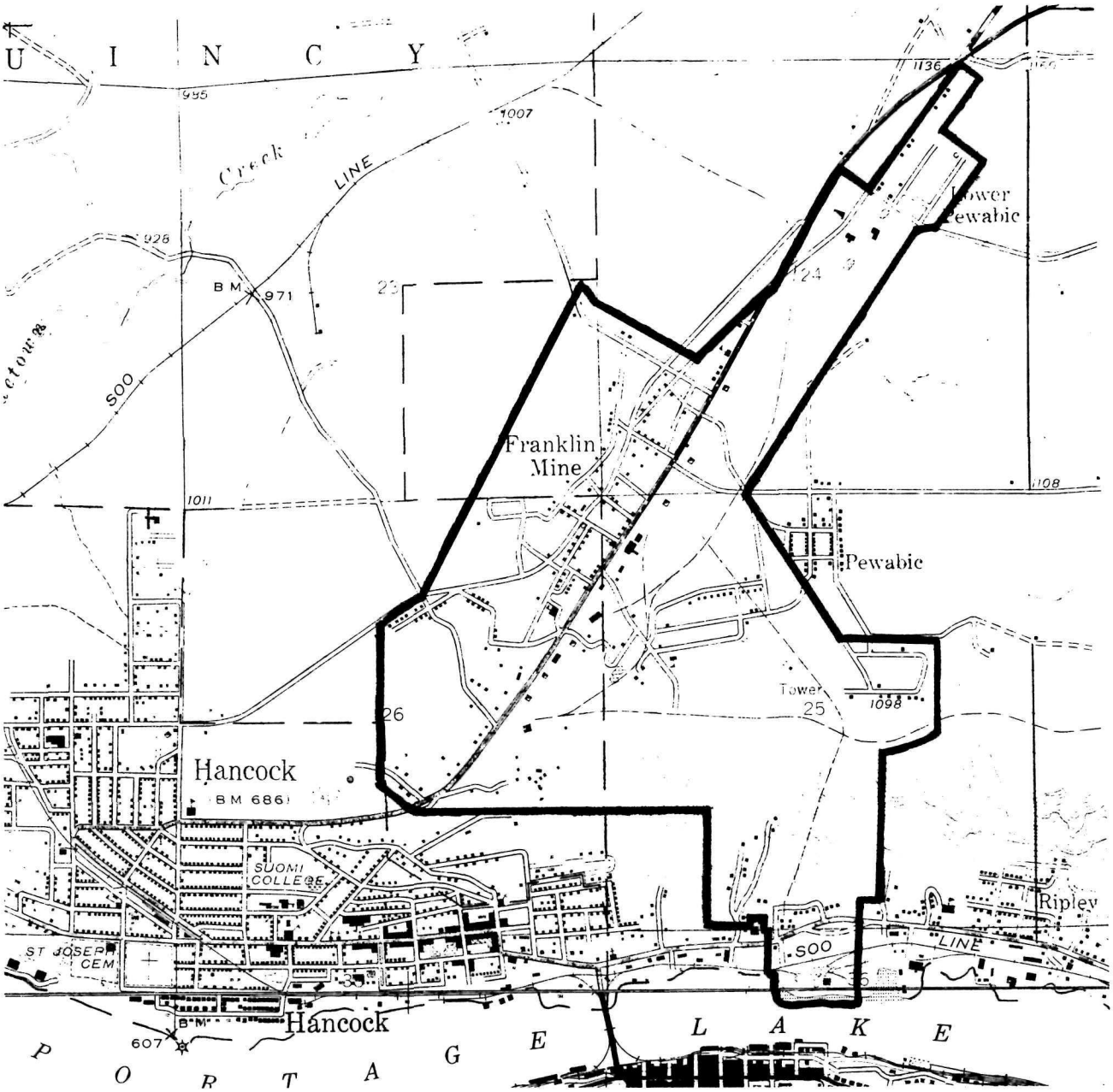
In December 1987, a delegation of local citizens, accompanied by Congressman Davis, met with the Secretary of the Interior and the Director of the National Park Service to express support for NPS involvement in Calumet and vicinity. The meeting also resulted in local funding by the Ventures Group, Houghton, Michigan, to support this study. The Midwest Regional Office of the National Park Service then organized a study team to evaluate the potential for NPS involvement in interpretation and preservation of the nationally significant areas. The study team first reviewed previous studies relating directly to the two areas that appear to meet the criteria for national significance. The team then examined other existing National Park System and affiliated areas with similar circumstances requiring preservation activities that are compatible with economic development, private ownership, and non-federal use. In late February the team visited the areas, reviewed resource significance, evaluated interpretive potential, and examined possible roles and levels of involvement for the National Park Service. This study attempts to outline a broad range of options for protection and interpretation of the proposed Landmark areas. None of the options have been selected by the team as preferred, and any possible future legislation could combine elements of more than



Proposed National Historic Landmark Boundary

Calumet Historic District

Source: USGS 7.5 minute quadrangle maps. Ahmeek and Laurium, Michigan.



Proposed National Historic Landmark Boundary

Quincy Mining Company Historic District

Source: USGS 7.5 minute quadrangle maps. Chassell and Hancock, Michigan.

one option. The study is also meant to provide the public and interested members of Congress with a tool for decision making.

This report is not meant to present detailed alternatives for development, interpretation, or protection. If legislation were passed, highly detailed planning would follow and would provide the opportunity for future public involvement and input. Development would be addressed in the form of a General Management Plan. Likewise, the details of how to tell the mining story would be described in an Interpretive Prospectus, and protection of public and private structures would be described in a Land Protection Plan, both of which would be prepared following legislation.

Calumet, Michigan. West side, 100 block of Fifth Street. St. Anne's Catholic Church and the Congregational Church in the distance.
Michigan Technological University Archives and Copper Country Historical Collection.

II. BACKGROUND

Since the suspension of mining and reclamation activity at the Quincy Mining Company in 1967, and at the Calumet and Hecla Mining Company in 1968, several companies and associations have played a key role in either the demolition/liquidation or the preservation/interpretation of these mining resources.

Calumet and Hecla properties were purchased by Universal Oil Products just prior to the strike which ended copper production there. They subsequently sold their holdings to the Lake Superior Land Company. Lake Superior Land Company is currently engaged in managing some of their lands for forestry while they are platting and selling other portions of the former C&H holdings. Quincy Mining Company's properties have been transferred within the past year to the Quincy Development Corporation, an affiliate of the Ventures Group.

The most prominent of the local organizations that are attempting to preserve and interpret the mining heritage are the Quincy Mine Hoist Association and Coppertown, U.S.A. The hoist association was incorporated in 1962 to preserve and interpret the shaft-rockhouse (1908), the Nordberg hoist (1920), and the hoist-house (1920), all of which served the Quincy Mining Company's No. 2 Shaft. The Quincy Mine Hoist Association obtained a 99-year lease on these structures. It took approximately five years for the association to raise money and begin operating the structures as tourist attractions. Seed money was provided by the Quincy Mining Company through a no-interest $50,000 loan. In addition, the Quincy Mining Company would match any local donations eight to one. Approximately $8,000 was raised locally, which was matched by a contribution of approximately $64,000. Since Quincy's properties were recently purchased by the Quincy Development Corporation, the association is now a lessee of that entity which honored the original 99-year lease agreement. In 1988, the directors of the Quincy Mining Company notified the hoist association that they would not have to repay their initial $50,000 loan. Through the years the Quincy Mine Hoist Association has preserved and interpreted these sites. Recently, through local donations and state grants, the association was able to re-sheath the exterior of the No. 2 shaft-rockhouse.

Coppertown, U.S.A. is a museum housed in Calumet and Hecla's former pattern shop. The museum is the single tangible result of a much larger plan. The plan, prepared in 1972 by Barton-Aschman Associates for Universal Oil Products Realty Development Company, is titled <u>Coppertown, U.S.A. -- A History and Tourist Center for the Keweenaw Peninsula.</u> Coppertown, U.S.A. was to have been a "historic center and service facility for Copper Country tourism where history and traditions will live again and be a year-round source of inspiration, fun, and excitement to

visitors of all ages." The attraction would have been a large complex comprised of restored and adaptively used mining structures as well as new construction. It was to feature such attractions as a copper mining exhibition center, copper products exhibition center, an ethnic and cultural center, a festival plaza, an arts and crafts area, a large new hotel facility, and a 70-foot tall statue of a copper miner. The proposed complex was compared to Greenfield Village (Michigan) and Cooperstown (upstate New York). The museum, primarily open in the summer, is administered by a board of directors and is staffed by volunteers. It attracts approximately 4,000 visitors each year. The entire Michigan copper district is interpreted through several displays. The emphasis, however, is on Calumet and Hecla.

In addition to the master plan for Coppertown, U.S.A., several other preservation plans have been prepared for the area. In 1977, the Western Upper Peninsula Planning and Development Region produced a document entitled Historic Preservation Plan, in which buildings and sites in a six-county area were surveyed. An evaluated inventory was produced which ranked the Calumet Downtown Historic District as the highest preservation priority in the six-county area.

Also in 1977, the Historic American Engineering Record (HAER), National Park Service, and the Michigan Bureau of History, Michigan Department of State, co-sponsored an inventory of historic engineering and industrial sites and structures in Michigan's Upper Peninsula. The result was The Upper Peninsula of Michigan: An Inventory of Historic Engineering and Industrial Sites, published in 1978. That survey included the Quincy Mine. Because of the mine's long history and impressive physical remains, HAER selected it as the subject of a recording project in the summer of 1978. Field measurements, photography, and historical research were all accomplished during a brief ten-week period. Eventually, a book, Old Reliable, was produced by parties involved in the Quincy HAER Project.

In 1979, a document entitled Calumet Downtown Historic District Plan was prepared by Preservation and Urban Design (Ann Arbor, Michigan) in association with local architect John Roger Johansen. The plan depicts all buildings in the village's downtown area with line drawings. Different elements of each building are evaluated to indicate which are non-contributing (negative), neutral, positive, or outstanding. The narrative discussed what property owners in the village should do to restore their buildings.

Although unaware of the historical park movement initiated by Keweenaw Peninsula residents, the Conservation Foundation released a regional preservation proposal in October 1986. The plan is titled a Concept Paper to Generate a Proposal for the

Conservation, Enhancement, and Development of a Regional Heritage Reserve in Michigan's Western Upper Peninsula. It is a coordinated plan for preserving the cultural and natural heritage in the six counties of the western Upper Peninsula. The plan does not propose federal involvement but rather an advisory board made up of representatives from state agencies, regional colleges and universities, local governments, chambers of commerce, and business owners.

Beyond these basic preservation organizations and plans, there were no unified efforts to preserve and interpret copper mining until the fall of 1986. At a meeting of the Calumet Downtown Development Authority, its members discussed the idea of a national historical park in the village of Calumet. At the meeting, Calumet and its substantial buildings and related mining structures were compared favorably to Lowell National Historical Park and Gettysburg National Military Park. On February 10, 1987, the headline of the Daily Mining Gazette (Houghton, Michigan) read: "Idea: Turn Calumet into a National Park." In the ensuing weeks the news of the proposed national park was carried by national wire services, regional television stations and newspapers, and the local news media. In late February, Representative Davis set up a five-person task force to explore the possibilities of creating a national park in the village of Calumet. One of his aides was dispatched to Lowell, Massachusetts, to seek advice from the Massachusetts congressional delegates who aided in creating Lowell National Historical Park. Additional impetus was generated when several local village and city councils and the chamber of commerce endorsed the park concept. On March 26, Congressman Davis requested the Secretary of the Interior to direct the National Park Service to prepare a reconnaissance study of the village of Calumet. On April 10, 1987, a town meeting was held at the Calumet Theatre. More than 300 local citizens came to hear Congressman Davis and representatives from the Lowell Historic Preservation Commission and Lowell Heritage State Park. Those present watched slides depicting the dramatic revitalization of the former industrial city.

During the summer of 1987, Kathleen Lidfors, Apostle Islands National Lakeshore historian, was selected to study the Calumet area to determine if it possessed national significance. She was assisted by Mary Hrenchir, a seasonal employee at Apostle Islands. Ms. Lidfors found that to adequately preserve and interpret the copper mining story, consideration had to be given to areas beyond the village boundary of Calumet. The entire picture of copper mining was best represented by three components: the village of Calumet, the former Calumet and Hecla Mining Company properties, and the former Quincy Mining Company properties. The village buildings best represent social, ethnic, and commercial themes. Extant Calumet and Hecla buildings best depict corporate paternalism and power, and the themes of

extraction and processing are best represented by extant structures and buildings of the Quincy Mining Company.

Currently, the industrial core of the C&H Mining location and a portion of Calumet Village (Red Jacket) are listed in the National Register of Historic Places. The Quincy Mining Company location and smelter have been documented by the Historic American Engineering Record.

Two National Historic Landmark nominations have been prepared: one for a large portion of the Quincy Mining Company location and smelter complex, and a second for the core of the C&H mine location and for a segment of the adjacent village of Calumet (historic Red Jacket). Preparation of the nominations was requested by the National Park System Advisory Board at their 1987 fall meeting upon consideration of a report prepared by Ms. Lidfors evaluating the historical significance of Keweenaw copper sites. The Advisory Board will review the nominations in 1988. The Board will then make recommendations about designation based on the Landmarks Program criteria. Subsequently, the Secretary of the Interior, who designates Landmarks, will make a decision based on the Board's recommendations.

Slag buggies stand in front of the 1920 mechanical casting plant at the smelter (1978).
Michigan Technological University Archives and Copper Country Historical Collection.

III. HISTORICAL SIGNIFICANCE

The Keweenaw Peninsula, approximately 50 miles long and 15 miles wide, lies at the northernmost tip of Michigan as it juts out into Lake Superior. The copper range forms a narrow spine running down the peninsula. This mining district, in which copper occurs in a pure metallic state, unalloyed with other elements, supported a modern copper mining industry for more than one hundred years.

The remains of ancient diggings excavated by prehistoric miners led both French and British explorers to organize mining ventures on the Keweenaw. Under the U.S. flag, Henry R. Schoolcraft surveyed the area in 1820 and recommended that the federal government work the deposits. However, serious efforts to open the region to copper mining did not get underway until 1840, when Michigan's first state geologist, Douglass Houghton, surveyed the area. His reports set off the nation's first copper boom.

The first mining attempts located fissure deposits at the northern end of the peninsula, where the Cliff Mine opened. Other fissure deposits at the southwestern end of the peninsula were worked by the Minesota Mine. These ranges contained the richest mass copper deposits ever discovered; however, the fissure veins proved profitable for only a few hundred feet and could not sustain long-term operations.

The most productive and profitable mineral deposits of the region proved to be the amygdaloid and conglomerate lodes, located in the central portion of the copper range. The Quincy Mining Company, near Portage Lake, was the first to exploit these less concentrated copper deposits, beginning in the late 1850s. The 1860s saw the rise of the Calumet and Hecla Mines, which worked the Calumet conglomerate lode a few miles to the north. Between 1872 and 1920, more than four hundred companies organized and attempted to make their fortunes in the district. Of these, only C&H and the Quincy Mining Company mined more or less continuously after the initial boom had passed.

In the twenty-five year period prior to the opening of the Calumet conglomerate lode, the United States produced less than six percent of the world's copper, with Michigan accounting for 75 percent of the U.S. total. Between 1867 and 1884, the years following the development of the conglomerate lodes, the United States increased its output to 17 percent of world copper production, Michigan accounting for 12 percent of the world total. By the mid-1880s, the western copper mines began to challenge Michigan's dominance. Although the Keweenaw boom continued into the early twentieth century, its substantial contributions to the industry were superceded by the large western mines.

QUINCY MINING COMPANY (1846-1967)

The Quincy Mining Company represents an outstanding example of the growth and development of the United States copper industry from its earliest years through 1920. It was the first company to recognize the limits of fissure mining and to shift to amygdaloid beds, which, with the conglomerate lodes, had low copper content. The future of the district would depend upon the exploitation of these deposits. The company earned the title "Old Reliable" for a fifty-four year sequence of dividends paid to its stockholders and its ability to continue mining during economically difficult times when all but the giant Calumet and Hecla operation had shut down.

Quincy made a singular contribution to the Northern effort during the Civil War. Between 1862 and 1868 it ranked first nationally in copper production, supplying the raw material for brass buttons, copper canteens, bronze cannon and naval equipment, especially copper sheathing for vessels. When the war began in 1861, Michigan produced 89.5 percent of United States copper, the Quincy Mine accounting for 56 percent of that figure. By 1865, Quincy was producing five times more ore than the largest producing fissure mine. Although after 1868 Quincy could not match Calumet and Hecla's output, it remained second in the nation until the late 1880s, when Michigan lost its top rank to the western mines.

The Quincy Mining Company was a leader in mining technology. Working the longest drifts in the district, Quincy produced or adapted the specialized technology of hard-rock mining to meet the demands of the lode. Quincy was the first company to consolidate the processes of breaking, sorting, and cleaning the rock at the spot where it was dumped from the skips. The "shaft-rockhouse," which Quincy introduced in 1873, served as a model for the Michigan copper industry.

The ability to raise the rock from underground depended upon the hoisting equipment. Quincy utilized some of the largest steam engines in the United States. In 1917 Quincy ordered a compound condensing hoist from the Nordberg Manufacturing Company which operated at 3,200 feet per minute and could lift ten tons of copper rock per trip. It was the largest steam hoisting engine in the world. The engine with its condensing equipment remains in excellent condition in the Quincy No. 2 hoist house.

The construction of the Quincy Smelting Works (1898) represented a significant development in the growth and autonomy of the company. Typically in the industry, mining companies would contract with independent smelting companies to process their ore. The expense of erecting and operating their own smelters was usually too large to justify. Quincy's output at the turn of

the century warranted such a facility, which was erected on Portage Lake at the foot of Quincy Hill. Significant structures and much operating equipment remain on site.

Although the Quincy Mining Company was weakened by a district-wide strike in 1913-14, the demand for copper during World War I temporarily enabled the company to improve its position within the industry. However, finding copper ore at a reasonable cost became increasingly difficult. During the 1920s the company increased the depth of its mines and mechanized most of the operations. By 1931, the Quincy Shaft No. 2 reached a depth of 9,009 feet--the deepest mine in the United States.

The drop in copper prices during the Great Depression closed down operations until the company geared up again to meet the demands of World War II. By 1943, Quincy opened a reclamation plant to process ore from the mill stamp sands as a supplement to waning mine productivity. In 1945 mining operations ceased, although the reclamation plant continued to produce copper for another twenty-two years.

CALUMET AND HECLA MINING COMPANY (1858-1968)

The discovery and extraction of the rich Calumet conglomerate lode was the most important development in both Michigan and United States copper mining between 1867 and 1884. During these years the U.S. percentage of world copper production increased from 6 percent to 17 percent. C&H alone contributed more than one-half of the nation's total. As late as 1882, after the rise of the western copper fields, C&H still accounted for 63 percent of the total U.S. production of copper. Although the Boston-based company lost its dominant position in the late 1880s, by the early twentieth century consolidation and diversification enabled C&H once again to rival the larger western companies.

C&H's high production figures and financial success reflect the technological innovations and industrial developments which made possible the successful exploitation of the conglomerate lode. C&H did not experience the problems inherent in opening a wilderness to settlement and industry. Developing some twenty years after the initial Keweenaw copper rush, it built on existing technology and systems. However, C&H quickly assumed leadership, introducing methods to mine efficiently at great depths and developing technology to exploit deposits which previously had little economic value, as well as to increase productivity in existing lodes.

To support its mining operations, C&H built a surface plant recognized as the largest and most efficient in the nation. Equipped with the facilities necessary for receiving copper rock, giving it a preliminary break, and shipping it to the stamp mill, the surface plant also included a host of shops able

to supply virtually all the mine's maintenance, repair, and fabrication work. The company deliberately overbuilt, intending that the plant standing at the mine in 1900 would serve until the conglomerate lode was exhausted. In addition, the company operated two stamp mills, two smelters, and a railroad.

Erasmus Darwin Leavitt, an important nineteenth-century machinery designer, worked as a consultant for C&H. Hundreds of Leavitt's designs remain in the C&H collections at the Smithsonian Institution and at the Michigan Technological University Archives. Thousands of wooden patterns for these and other machines designed by C&H engineers remain on site in the Coppertown, U.S.A. museum.

As significant to the company's success as its industrial development, was C&H's management of its labor force. The size and scale of the C&H industrial community make it a significant example of corporate-sponsored community planning and paternalism in the United States. Employing the largest work force in the Lake Superior region, and one of the largest in the nation, C&H held tight rein within the mining community. Ultimately, the company's "benevolent paternalism" and determination to prevent union organization contributed to the rise of labor agitation on a scale previously unknown on the Keweenaw Peninsula, culminating in the strike of 1913-14.

Immigrant labor made C&H's immense profits possible. The ethnic population of Calumet Township (including the mine location and the adjacent villages of Red Jacket and Laurium) is itself significant. Churches, social halls, bars, and houses were clustered within a few blocks of the mines. In this tight web, a dozen distinct ethnic groups delineated their social and physical boundaries. The architecture, neighborhoods, surnames, foods, and traditions in Calumet today continue to express the heritage of this remarkable "ethnic conglomerate."

In 1923 the Calumet and Hecla Mining Company reincorporated, consolidating its, by now, numerous mining properties. From this point until the mines closed permanently in 1968, company efforts were focused on capturing larger quantities of copper in the milling process, extraction of ore from amygdaloid rock in the new mines, and reclamation of copper from the mill stamp sands.

IV. COMPONENTS OF THE MAJOR INTERPRETIVE THEMES

One of the major purposes of this study was to develop and outline the components of the major interpretive themes that would be required to effectively tell the copper mining story. That outline (presented below) was also used both to assess the validity of options and to determine if the Landmark boundaries encompassed all elements necessary for proper interpretation. All the important elements were significantly represented in the two Landmark boundaries except the milling process. The study team looked at several sites containing mill ruins and felt that this process was best represented by the remains of the Ahmeek Stamp Mill at Tamarack City.

The two principal topics that summarize the copper mining heritage of the Keweenaw Peninsula of Michigan are 1) copper mining processes and 2) related socio-cultural impacts. The historic and cultural resources of this industry are potentially of national significance in the following thematic areas of American history as outlined in History and Prehistory in the National Park System and the National Historic Landmarks Program: 1987.

Theme XII. Business
- A. Extractive or Mining Industries
  - 3. Other Metals and Minerals

Theme XVIII. Technology (Engineering and Invention)
- F. Extraction and Conversion of Raw Materials

Theme XXX. American Ways of Life
- C. Industrial Towns
- E. Ethnic Communities

The following expanded outline lists the two principal topics and associated subtopics used by the team in developing options for National Park Service involvement:

I. COPPER MINING PROCESSES

- A. Mine Shaft
  - 1. Surface Mining - Prehistoric/Indian Diggings
  - 2. Excavation
    - a) Location
    - b) Geology
    - c) Survey
    - d) Mineral Rights
    - e) Coring
    - f) Drilling
    - g) Blasting
    - h) Timbering
    - i) Ventilation

j) Lighting
k) Pumping
l) Rail System

3. Operation
   a) Drilling
   b) Blasting
   c) Mucking
   d) Tramming
   e) Skip Filling
   f) Sanitation

B. Shaft - Rockhouse
1. Sizing, Sorting, and Reduction of Mined Material
   a) Mass Copper
   b) Barrel Copper
   c) Sheet Copper
   d) Stamp Copper
   e) Poor Rock
2. Transport of Miners
3. Transport of Tools
4. Loading of Rail Cars

C. Hoist House
1. Vertical Transporation within Mine
   a) Men
   b) Skips
   c) Tools
   d) Supplies
2. Changing Technology
3. Communication within Mine

D. Stamp Mill
1. Reduction
2. Sorting
3. Water Source

E. Smelter Works
1. Fuel
2. Furnace
3. Casting and Moulding
4. Quality Control
5. Storage
6. Water Source

F. Transportation
1. Inter-Mine
2. To Markets/Processing Facilities
3. Tram Roads
4. Railroads
5. Lake Shipping

G. Support Services/Structures
   1. Blacksmith Shop
   2. Machine Shop
   3. Carpenter Shop
   4. Foundry
   5. Powder House
   6. Dry House
   7. Boiler Plant
   8. Administrative Offices
   9. Warehouses
   10. Farms

H. Copper Products
   1. Cooking Utensils
   2. Electrical Wire
   3. Maritime Applications
   4. Tubing
   5. Military Applications
   6. Electronic Circuitry
   7. Commerce and Trade

II. SOCIAL/CULTURAL HISTORY

A. Mine Management
   1. Capital Financing
   2. Employment Practices
   3. Mine Policies & Regulations
   4. Intra-Corporate Associations/Competition
   5. Governmental Regulation/Interface

B. Labor Relations
   1. Corporate Paternalism
   2. Unions
   3. Strike of 1913-14

C. Housing
   1. Size and Quality Comparable to Occupational Status
   2. Expectations -vs- Improvements
   3. Varied Ownership Patterns
   4. Architectural Design
   5. Town Planning
   6. Ethnic Distribution

D. Social Clubs/Institutions
   1. Company Organizations
   2. Governmental/Educational
   3. Elective/Voluntary Associations

E. Commerce
   1. Kinds/Breadth of Services
   2. Competition (Company -vs- Private Sector)
   3. Proximity to Mine/Residence

F. Transportation
   1. Arrival on Keweenaw Peninsula
   2. Access to and from Work

Calumet Theatre, completed 1900.
Michigan Technological University Archives and Copper Country Historical Collection.

V. EFFECTS OF NATIONAL HISTORIC LANDMARK DESIGNATION

If the proposed Quincy and Calumet National Historic Landmarks are designated, they will be placed in the federal list of historic properties that are important in the broad sweep of our national historical heritage, not just for one locality, region, or state. National Historic Landmark designation is largely honorary. It would not involve the National Park Service in ownership or administration of the Calumet or Quincy historic districts. It would, however, focus an extra measure of attention on these areas.

The National Park Service manages two programs that serve as inventories of prehistoric and historic properties across the nation, whether in public or private ownership: The National Register of Historic Places and the National Historic Landmarks Program. The National Register lists properties of local, state, and national significance that have been nominated by the states or federal agencies. National Historic Landmarks, in contrast, possess national significance and are designated by the Secretary of the Interior, following review by the National Park System Advisory Board. National Historic Landmarks, if they have not already been listed in the National Register, are considered so listed as of the date of Landmark designation. The proposed Landmark boundaries for Calumet and Quincy encompass some areas which are already listed in the National Register.

The National Historic Landmarks Program, under the twin mandates of the Historic Sites Act of 1935 and the National Historic Preservation Act of 1966, serves two complementary functions: 1) to identify and recognize properties that have nationally significant historical associations, which might merit inclusion in the National Park System; and 2) to identify and encourage the preservation of nationally significant prehistoric and historic properties without bringing them into the National Park System. The criteria for proposed additions to the National Park System include not only historical significance, but also feasibility and suitability of management by the National Park Service and alternative means of preservation.

Under federal preservation law, National Historic Landmark designation does not affect the right of private owners to take any action regarding their Landmark property that they may otherwise legally take. In that sense, Landmark status is designed to foster appreciation of historic values through voluntary, rather than regulatory, means. Landmark designation does not entail any legally binding requirements that a private owner preserve, repair, or otherwise take steps to protect a Landmark. Similarly, it does not require that a Landmark be open to the public for visitation.

Landmark designation does involve the National Park Service in several activities designed to encourage preservation. The NPS provides technical advice to Landmark owners about generally accepted preservation standards and techniques. It also maintains a continuing relationship with Landmark owners to monitor the condition of Landmark properties. This monitoring process involves periodic visits and contacts with other interested parties, such as State Historic Preservation Officers. Based on these monitoring activities, the NPS submits to Congress each year a report on Landmarks that appear to be threatened or endangered. If a Landmark is destroyed or otherwise loses the qualities for which it was designated, the designation may be withdrawn.

As a preservation incentive, Congress annually authorizes limited funding for grants-in-aid related to the National Register of Historic Places. In recent years these funds have generally been restricted to survey and planning efforts. They are apportioned to each state, where decisions about specific projects to receive grants are made. These grants may be supplemented in several ways. The National Park Service Preservation Assistance Division also acts as a clearinghouse, linking potential donors with Landmarks in need of funding, building materials, and professional services for preservation. The National Trust for Historic Preservation, in setting priorities for its grant and loan programs, also gives weight to Landmark status. The Trust is a national private organization chartered by Congress for the purpose of encouraging public participation in historic preservation. State Historic Preservation Officers can advise about alternative funding sources. Landmark designation could thus give Calumet and Quincy property owners some advantages in competing for limited grant funding.

Federal agencies must consider the impact of their activities, including funding and licensing, on the distinguishing qualities of National Register properties and National Historic Landmarks through a review and planning process established under the National Historic Preservation Act. Section 106 of that Act requires federal agencies involved in undertakings that may affect a property listed (or eligible for listing) in the National Register to take into account the effect of the proposed undertaking on the property's historic values. The agency must also afford the Advisory Council on Historic Preservation a reasonable opportunity to comment on the undertaking. The Council, which was established under the above Act, monitors compliance with Section 106 and advises the President and Congress on matters of historic preservation. Section 110(f) of the Act requires, before approval of any federal undertaking that would directly and adversely affect a National Historic Landmark, that the involved federal agency should, to the maximum extent

possible, undertake planning and other actions to minimize harm to the Landmark.

For income-producing properties certain preservation tax incentives may be available, upon application, for the certified rehabilitation of certified historic structures. Landmark designation could facilitate the process of determining whether a property is considered a certified historic structure for purposes of these tax incentives.

In summary, the extra measure of recognition and attention devoted to National Historic Landmarks could be a valuable tool in setting priorities for preservation programs in the Keweenaw. It could serve as a catalyst for local, state, and private preservation efforts. Federal agencies must consider the historical values of National Historic Landmarks along with other factors involved in the planning of federal and federally supported undertakings. Federal preservation law does not alter private property rights, though it does involve planning and review responsibilities for federal agencies. Landmark designation can foster a consensus for preservation efforts, including private and corporate funding and local zoning or preservation ordinances. It could heighten awareness of the Keweenaw copper mining heritage in the community and among government officials.

Even without specific legislation for NPS involvement in the preservation of historic Keweenaw copper mining resources, Landmark designation could aid and augment local and state preservation programming. Congress may choose to act upon the concept of NPS management in advance of Landmark designation.

VI. INTRODUCTION TO PRESERVATION STRATEGIES

There are a variety of strategies that can be used to protect the significant historic resources of the Keweenaw copper district. The following is a list of available funding and assistance sources that could apply to local historic preservation endeavors. The list is not comprehensive. It is intended to describe the most prevalent tools in use today and to show the wide range of preservation issues which they address. These tools can be applied to local preservation projects whether accomplished by local, state, or federal agencies and would be used to supplement preservation efforts in those portions of the Landmark not protected by other options.

FUNDING SOURCES

There are several grant and loan programs available through the National Park Service (NPS), the Department of Housing and Urban Development (HUD), the National Trust for Historic Preservation (NTHP), and from several agencies within the state of Michigan. The Bureau of History, Michigan Department of State, has information about many of these funding sources and should be contacted for eligibility requirements and application procedures. These funding sources are:

Historic Preservation Grants-in-Aid (NPS)
Community Development Block Grants (HUD)
Urban Development Action Grants (HUD)
Title I Home Improvement Loans and
    Historic Preservation Loans (HUD)
Endangered Property Program (NTHP)
National Preservation Loan Fund (NTHP)
Preservation Services Fund (NTHP)
Critical Issues Fund (NTHP)
Inner Cities Ventures Fund (NTHP)

A <u>revolving fund</u> is a pool of money made available to finance rehabilitation or preservation projects that conventional financing sources will not (or cannot) assist. The source of the pool for a revolving fund may be entirely public funds, entirely private funds (such as the National Preservation Loan Fund), or a combination of the two. Cities may use community development block grant funds to establish a loan pool or may issue municipal bonds to establish one. A revolving fund is likely to be the major tool used by a community economic development corporation. Some revolving funds acquire historic properties for rehabilitation and resale with protective restrictions. Revolving funds may also be used to lend money for rehabilitation. Revolving funds may be set up for both commercial and residential properties.

Indirect sources of support include the technical assistance program administered by the National Park Service. Section Two of the Historic Sites Act authorizes the National Park Service to establish technical advisory committees to aid in the rehabilitation of historic structures. The National Park Service can offer the services of its qualified professional historians, architects, and engineers. While a technical assistance program cannot meet all historic preservation needs, it can help property owners defray planning costs and can strengthen the use of other preservation tools.

Tax incentives are another indirect source of financial support. The Economic Recovery Tax Act of 1981 provides income tax credits as incentives for the rehabilitation of historic buildings. For persons rehabilitating properties for commercial enterprises or rental housing, a rehabilitation tax credit is available. Projects must be certified by the National Park Service as being historically significant, and all rehabilitation work also must be certified to meet "The Secretary of the Interior's Standards for Rehabilitation." Owners of properties listed in the National Register of Historic Places, either individually or as contributing elements of a district, are eligible. A local example of a major preservation project which utilized tax incentives is the renovation of the Douglass House Hotel (Houghton) into senior citizen housing.

METHODS OF PROTECTION

Zoning The areas within the proposed Landmark districts are not presently subject to local zoning regulations. Many communities, however, have adopted zoning ordinances which restrict or control the density, type, and location of private land development. These ordinances can help to preserve the distinguishing historical qualities of the Landmark districts while permitting reasonable private real estate development. Calumet in particular could support considerable private real estate activity, consistent with preservation goals. Specific historic preservation guidelines, in the form of a preservation ordinance, could be developed along with zoning regulations to facilitate the preservation of the distinguishing qualities of the downtown area in particular. A sample preservation ordinance, prepared for Ann Arbor, Michigan, is included in the appendices of the Calumet Downtown Historic District Plan.

Trusts can be established to fund preservation through a variety of mechanisms. Usually a trust is a one-time appropriation which is managed by an administrative board, either private or public. The trust can be funded by private donations, corporate grants, or federal appropriations. It is a self-sustaining preservation fund which could offer low-interest loans or the purchase or lease of significant buildings or structures.

Preservation Easements are increasingly used for the protection of historic properties or their facades. Public fee acquisition, used at times for preservation efforts, requires considerable funding for the purchase and maintenance of properties and removes the structure from property tax roles. Easements are generally less costly than fee acquisition. Normally, they require only part of the market value to acquire, and they leave the cost of maintenance with the owner.

Easements vary in nature, depending on the requirements to be fulfilled. Some of the easements that serve a conservation or protection function provide benefits to an adjacent landowner and are termed easements appurtenant. This term applies to easements that restrict building heights to protect solar access, retain rights of access to adjacent property, or protect visual integrity. Many historic preservation easements, however, do not provide benefits to adjacent property holders. Rather, they protect broad values that benefit the general public. Such preservation easements, which are granted to government agencies or non-profit organizations that do not own adjoining land, are termed easements in gross.

The right or privilege granted by an easement may be made perpetual and may be drafted so as not to expire with the termination of the original landowner's interest in the affected property. Such easements are said to "run with the land," that is, each successive landowner takes the property subject to the continued privilege of use by others who are benefitted by the easement.

Preservation easements are commonly restrictive in that they limit or prevent specific actions from being taken in the future. Controlled actions might include changes to a building exterior or grounds or a structural addition. In other cases, an easement may be affirmative in that it stipulates future actions to be taken such as specific maintenance treatments and schedules. Restrictive provisions and affirmative obligations may be written into the same easement. Restrictions are generally easier to enforce than affirmative obligations from the point of view that it is easier to prevent someone from doing something and easier to monitor a change in a property than it is to require a change, particularly if the change would necessitate an expenditure on the part of the property owner.

Monitoring and enforcement of an easement are the obligations of the grantee and are essential to the continued validity of the easement. Initial documentation of the property's condition is necessary at the origination of the easement, and periodic inspections are required to document future conditions relative to the specifications of the easement. This obligates the grantee to certain periodic costs. The easement should specify the rights of the grantee to ascertain that the terms of the

easement are being met and, if not, to seek remedies through the courts.

Tax benefits may be available for the donation of all or part of the value of an easement that is granted for preservation purposes. Individuals or private concerns would be well advised to seek legal counsel for further details.

Cooperative Agreements The federal government is authorized under the 1935 Historic Sites Act to:

> contract or make cooperative agreements with states, municipal subdivisions, corporations, associations, or individuals with proper bond where deemed advisable, to protect, preserve, maintain, or operate an historic or archeological building, site, object, or property used in connection therewith for public use, regardless as to whether the title thereto is in the United States.

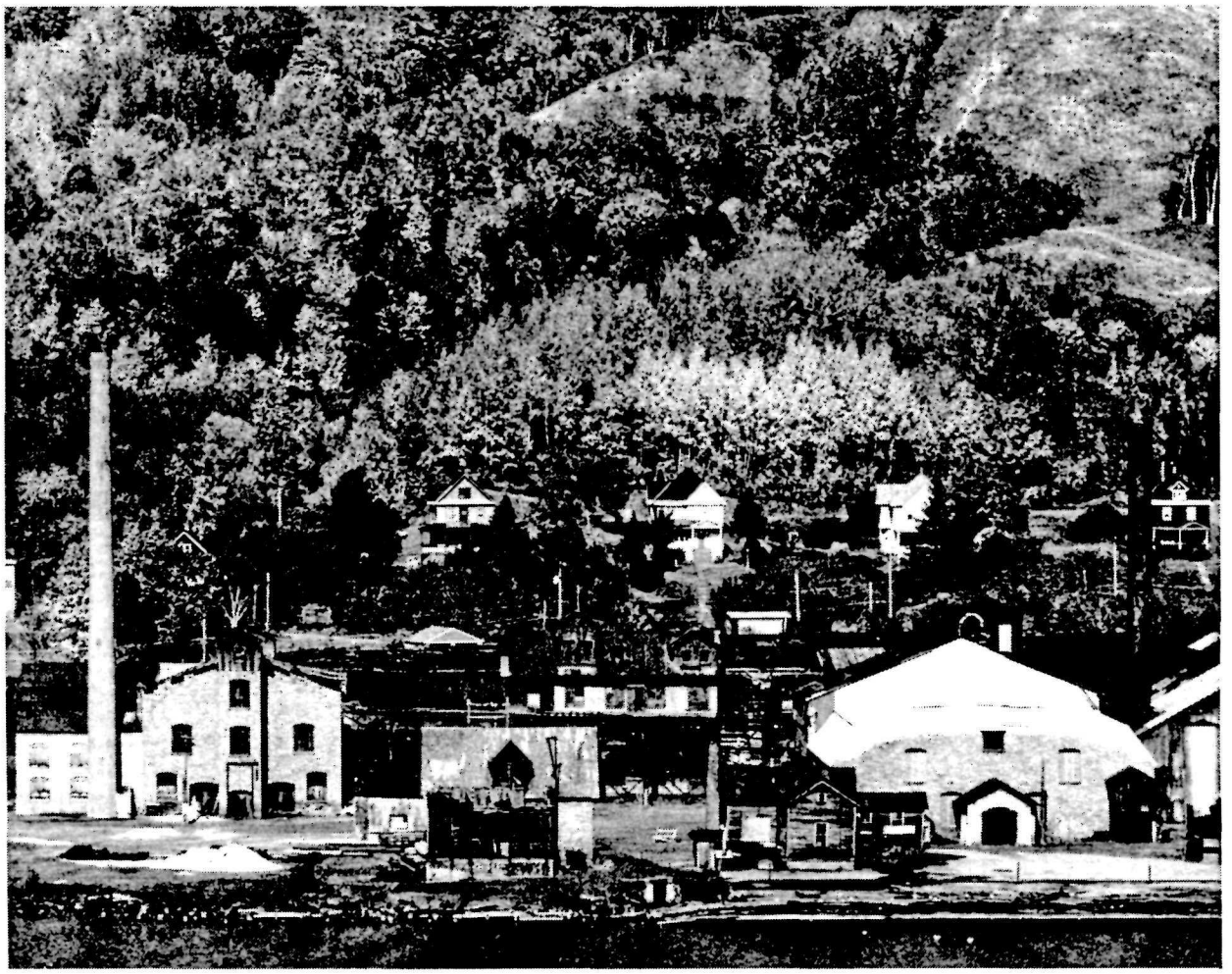
Cooperative agreements are resolutions between two or more parties for giving and receiving assistance. Assistance can take the form of financial, technical, product, or access agreements. However, obligations of the general fund of the U.S. Treasury cannot be made unless Congress has appropriated money. Agreements between landowners and interested parties may range from informal agreements to detailed contracts. Cooperative agreements provide the government no perpetual ownership interest in the property. Their primary drawback is that they generally lack the stringency of contracts and may be terminated with a specific notice period (typically 60 to 90 days). They usually lack the assurance of permanent protection provided by acquisition of an interest in land. Cooperative agreements, however, can be written as legally binding contracts.

Historic Preservation District The village of Calumet could take the lead in coordinating preservation and development in the historic downtown district. This could entail the adoption of state enabling legislation to administer the district. Other communities have found that such designation helps to stabilize deteriorating physical conditions and to strengthen the community's tax base.

Adoption of Michigan Public Act 169 of 1970 (P.A. 169) would enable the village to form a historic district commission. This could be accomplished in a number of ways, one of which is local designation of a historic district. The historic district commission, with the input of the community, has the prerogative of designating a historic district and deciding how, and to what extent, buildings should be protected from inappropriate alteration or demolition. It is important to note that adoption of P.A. 169 does not require designation of a historic district or legal control of the buildings within it. It is the

prerogative of the local community to decide whether or not this is desirable.

Certified Local Government The certified local government program could be implemented in Calumet. This would enable a village employee, trained in historic preservation, to make decisions on behalf of the State Historic Preservation Officer in local preservation projects. This program would be particularly applicable were a historic preservation ordinance adopted.



Contemporary view of Quincy Smelting works, constructed 1898.
Louis G. Koepel collection.

VII. OPTIONS FOR NATIONAL PARK SERVICE INVOLVEMENT

None of the options presented below are designed to afford total protection of all the historic features in the two Landmark areas. Regardless of which strategy may be selected in the future, close cooperation and mutual effort among local, state, and federal agencies as well as private landowners and business people is essential. Since there are more than 1,000 sites, buildings, and structures within the two landmark areas it would not be practical or desirable for the National Park Service to be directly involved in more than a small fraction of this total. Selected potential funding sources and tools for preservation were outlined previously in this report and can be applied to any selected scheme. Also, as noted earlier, features of several options can be combined, and any final proposal would not necessarily involve the exclusive selection of all features of any one option.

Cooperative state/federal management was discussed as a component of only one option; however, if legislation is proposed, consideration should be given to the state of Michigan presence in the operation of selected sites which would complement the total effort.

One of the more meaningful interpretive experiences potentially available to help the public understand the copper mining and extraction processes is a visit into a mine shaft. Under all of the following management options some type of mine experience is envisioned for the visiting public. These experiences could be provided by: 1) informing the public of the availability of private mine tours on the Keweenaw Peninsula; 2) exploring the possibility of instituting tours through the experimental mine operated by Michigan Technological University; 3) developing full-size exhibitry to simulate a copper mine shaft, drift, and stope; or 4) providing access to one of the Quincy mine shafts which are already proposed for surface interpretation. Due to the logistical and safety issues which must be addressed, further research would be required before a mine interpretive program could be implemented.

The options below are generally listed in ascending order from nominal to substantial National Park Service involvement.

OPTION A: ADVISORY/COORDINATING COUNCIL WITH CONGRESSIONAL TRUST

Organizational Structure

This option is based upon the formation of an advisory/coordinating council responsible for the preservation, interpretation, and promotion of historic copper mining resources on the Keweenaw Peninsula, particularly sites located within the proposed Quincy and Calumet National Historic Landmark districts.

The goal would be to coordinate the management of Landmark resources by various public and private entities through an umbrella council.

Staffing and Funding

The council members, appointed by the governor of Michigan, would serve without pay and be composed of representatives from the National Park Service, the Michigan Bureau of History, Michigan Technological University, elected officials, local historical societies and tourism groups, and community organizations in the Keweenaw region. There would not be any NPS employees working for the council on a full-time basis. A variation of this option, which would increase National Park Service involvement, might be a concept similar to America's Industrial Heritage Project. This is an action plan dedicated to the development, enhancement, and interpretation of iron and steelmaking, coal, and transportation themes within a nine-county region of southwestern Pennsylvania. This management strategy is under the direction of the Heritage Preservation Commission, which is composed of 33 regional representatives from industry, government, and area organizations. The National Park Service is the lead agency and staff to the commission and assists in its public involvement activities. The present NPS staff for the project consists of a project director, a park planner, an historian, a landscape architect, and two administrative assistants.

Funding for the coordinating council's preservation and interpretation efforts could come from the establishment of a self-sustaining congressional trust. This trust would be funded by a one-time federal appropriation, managed by an administrative board selected from the council. Funds would be used to acquire only the minimum interest necessary to preserve and interpret selected Landmark properties. The trust would allow the council to achieve their mandate by:

- acquiring lands and interests in lands from willing sellers;

- monitoring easements and neighborhood change;

- entering into maintenance and other cooperative preservation agreements;

- providing technical assistance to residents (primarily advice on preservation tax incentives and referrals for professional consultation related to preservation and interpretation projects);

- raising funds and administering revolving funds to finance neighborhood preservation projects;

- providing funds for public education programs dealing with the national significance of historic copper mining sites in the Keweenaw region; and

- seeking restraint through the courts to protect a property threatened with demolition.

Interpretation and Facilities

The council would seek to coordinate interpretive programs conducted by member agencies and organizations at various locations in order to consolidate professional resources and to maximize their effect on the visiting public. The council would also serve as a public clearinghouse for interpretive information and programs. The idea is to get everybody working in the same direction using existing skills, manpower, and facilities.

Protection

Historical and cultural sites located within the proposed Quincy and Calumet Landmark districts would be owned and managed by a variety of agencies, organizations, and individuals. In most cases, the coordinating council would only serve in an advisory role unless a Landmark property was actually threatened. Though the council might not have any regulatory authority, it could exert considerable influence as a strong voice for historic preservation on the Keweenaw Peninsula.

In some instances, the council would sustain the trust by purchasing property in fee, then selling or leasing it back, retaining the accrued interest. In addition, the council would probably be eligible for federal and state preservation grants.

OPTION B: FOUNDATION WITH RECURRING FUNDING

Organizational Structure

This option would involve the creation of an affiliated area of the National Park System, backed by a foundation empowered through federal and state law to carry out a broad range of preservation planning and interpretive programming. Precedent for a body with a joint federal-state legal mandate exists in the Pinelands National Preserve and Pinelands Commission in New Jersey. Such a foundation would have authority to develop a general plan for preservation and interpretation, not only for the proposed Quincy Mining Company and Calumet National Historic Landmarks, but also for other sites related to the operations of the historic copper mining companies on the Keweenaw Peninsula.

The foundation would also have authority to accept donations of funds, real property, and less-than-fee interests in appropriate historic resources. It would establish a grant fund for

preservation and interpretive programs, and a revolving fund for low-interest loans to finance preservation and rehabilitation projects. In cooperation with local governments, it would develop a plan for consideration of local planning, zoning, and preservation ordinances, as well as incentives for owners of historic properties. In addition to one-time grants, it would provide recurring financial support and technical preservation advice and assistance to key organizations (such as the Quincy Mine Hoist Association and Coppertown, U.S.A.) that manage and protect major historic resources related to Keweenaw copper mining.

Staffing and Funding

The foundation would be governed by a body appointed by the Secretary of the Interior and possibly by the Governor of Michigan, which would include one employee of the National Park Service. It would have authority to hire a staff to provide services and technical advice in historic preservation, interpretation, archeology, grants and contract administration, and fund-raising.

Funding would be provided on an annual, recurring basis from the federal and state governments. In addition, the foundation would actively solicit donations and grants from the private sector and act as a clearinghouse providing grant information to private and public groups and individuals that manage historic copper mining and mining community properties.

Interpretation and Facilities

In addition to its assistance to existing preservation groups, the foundation would assess the historic resources not adequately protected and interpreted at present, and develop a long-term plan for acquisition of key historic sites to serve as anchors for a regionwide interpretive plan.

This plan could include a tour (self-driven or with some form of public transport) that, at a minimum, would follow a circle route between Calumet, the Quincy Mining Company area, and the mill sites along Torch Lake. The Ahmeek Stamp Mill site on Torch Lake, with its extant Nordberg compound stamping machine, represents one of the best opportunities for interpreting the function of mills in copper processing. This function alone, among the major steps in this process, is not well represented in the proposed National Historic Landmarks for C&H and Quincy.

The foundation would also engage in survey work to identify and promote recognition of historic copper mining resources along the Keweenaw Peninsula, with the goal of fostering interpretation and preservation by public agencies and private individuals. Gradually, as existing mechanisms for protecting and informing

the public about key historic sites prove inadequate, the foundation would be in a position to consider acquisition of sites for preservation and museum purposes.

Initially, the Quincy Smelter would provide a potential focus for the foundation's first acquisition and interpretive efforts under this option. The existing smelter buildings and equipment in them reflect the smelter's historic operations with a high degree of integrity. These buildings and their working equipment present an opportunity to interpret and preserve an entire complex, where visitors could readily visualize a major industrial process in a setting that remains virtually unchanged since smelting operations ceased. The smelter, in addition, occupies a highly visible and accessible location on Portage Lake. Its location is thus well suited to the establishment of an orientation center where visitors could receive their introduction to copper mining history. Its intact equipment is a primary historic resource which would be lost in any major scheme for adaptive reuse. The smelter's potential as a museum facility is one of its prime assets.

Protection

The foundation would provide for preservation and protection of historic resources including buildings, archeological sites, and artifacts, in three major ways:

i) Preparation of a comprehensive plan, in conjunction with local governments, for preservation and protection of historic copper mining resources. This plan would be implemented by local governments through zoning and other preservation-oriented ordinances, local planning processes, and tax abatement for preservation projects; and

ii) Acquisition of some key facilities and sites, gradually expanding to supplement existing local and state efforts would be identified in the comprehensive plan;

iii) Preservation incentives for private owners of resources, including historic housing, that reflect the history of copper mining in the Keweenaw Peninsula. Easements, grants, and low-interest loans would be among the tools available for these purposes. The foundation would also encourage owners of historic copper mining properties to include preservation covenants in deeds. Initial efforts in these areas would focus primarily on the proposed Landmark areas, but would ultimately reach out to embrace the full range of tangible remains of the Keweenaw copper mining heritage.

OPTION C: NATIONAL HISTORIC SITES WITH HISTORIC PRESERVATION COMMISSION

Organizational Structure

Under this option, there would be three major units: Quincy Mining Company National Historic Site, C&H Mining Company National Historic Site, and Calumet Historic Preservation District. The purpose of the two national historic sites would be to preserve and to interpret the historic mining processes and the mining community lifestyle. The historic preservation district would be established to interpret the social history of the mining community and to preserve associated historic properties.

This organizational structure would allow the National Park Service to become involved in the preservation and interpretation of significant copper mining sites and mining community structures. The historic preservation commission would be responsible for the preservation and revitalization of the proposed historic Calumet village area within the National Historic Landmark district.

The joint responsibilities of the National Park Service and of the commission would be coordinated in a manner similar to that of Lowell National Historical Park. There, the National Park Service is responsible for preserving and interpreting the historic textile manufacturing processes and the structures associated with the social history of the mill town. The Lowell Historic Preservation Commission is largely responsible for coordinating the planning and funding of historic preservation activities in the larger historic preservation district that surrounds the national historical park and for selected properties within it.

Staffing and Funding

The national historic sites would be staffed and funded by the National Park Service, which would be responsible for park operations and resource planning, preservation, and interpretation. This staff generally would consist of technical preservation, cultural resource management, and interpretive specialists. These National Park Service employees could be supervised by an on-site unit manager and receive administrative assistance from Isle Royale National Park, due to its proximity.

The historic preservation district would be operated by a historic preservation commission that would consist of local and state officials and representatives from the financial, historic preservation, real estate, and other local communities. The National Park Service would be represented on and provide

technical assistance to the commission. The commission staff would be paid with federal operating funds and in turn would fund planning and economic revitalization studies and preservation construction with appropriated funds and through low-interest loans. The structures to which the commission would direct its efforts would be those within the National Historic Landmark district and which are of importance to the community.

Interpretation and Facilities

The copper mining and mining community themes identified earlier in this document could be interpreted in the following facilities.

The Quincy Mining Company Shaft No. 2 and Shaft-Rockhouse may serve as the center for interpreting the mining and sorting of native and stamp copper. The Shaft-Rockhouse is particularly well suited for the interpretation of access into the mine shaft, vertical transportation within it, and sorting of rock extracted from it.

Power for lowering miners and tools into the mine and for hoisting them and copper to the surface may be interpreted at the Quincy Mining Company Shaft No. 2 Hoist House (1920). This could be an appropriate location for interpreting changing technologies and increasing requirements for powering the hoisting equipment in the ever deeper mine shafts.

The hierarchy and organization of the mining community, as well as the quality and evolution of its architecture, may be interpreted through the Quincy Mining Company mine office building, Agent's House (Lawton House), and the adjacent workers' houses in Limerick.

The milling of stamp rock may be interpreted at the Ahmeek Stamp Mill remains on Torch Lake in Tamarack City. The Nordberg stamp at this mill is the only piece of equipment of its type in the area.

The Quincy Mining Company Smelter Works on Portage Lake in Hancock may serve as the location for the interpretation of the smelting of copper. Due to the strategic geographic location of this structure, it could also be the principal information/orientation site for visitors.

The Calumet and Hecla Mining Company library may serve as the location for interpretation of the corporate paternalism practiced by the copper mining companies.

A structure in Calumet, such as the Red Jacket Union Building or St. Anne's Church, could be used for interpreting the significant social history of the mining community.

Additional mining company structures may be used to interpret the associated functions necessary to support the mining operation, such as a dry house (used by the miners to change their clothes before and after work), a carpentry shop, a blacksmith shop, a warehouse, and water supply. Ruins of similar support structures located at the Quincy and C&H Mining Companies could also be interpreted so that the visitor would gain an understanding of the extent and scale of these mining operations, within the Landmark district. In addition, the railroads, tramroads, and streetcar tracks which were used to transport workers and materials to, from, and within the mining community also could be interpreted. Streetscapes of Calumet within the Landmark district may be used to interpret the mercantile and social patterns of life in the historic mining communities.

Protection

Land acquisition would likely be limited to those structures mentioned above, which are required to interpret the historic copper mining processes and the mining lifestyles on the Keweenaw Peninsula. These structures would be acquired in fee and would be operated and maintained by the National Park Service. This level of federal interest would be necessary to permit the anticipated level of federal funding and personnel required to preserve and interpret these industrial resources. Significant new development of these properties could be inconsistent with their preservation and public access. Every effort would be made to use cooperative agreements and other forms of operating arrangements in order to share the responsibilities of staffing and maintenance with those entities that presently operate these facilities, particularly the hoist house and shaft-rockhouse operated by the Quincy Mine Hoist Association, and the mining museum operated by Coppertown, USA. Some purchase and lease-back or sell-back arrangements may be appropriate, where public use is not required and where private uses are not inconsistent with the preservation needs of the historic resource or with the proposed public use of adjacent property.

In general, the structures located within the Calumet Historic Preservation District would be preserved through the efforts of the historic preservation commission. This would typically entail the application of less-than-fee methods of resource protection. Specifically, technical assistance, historic preservation guidance, economic revitalization studies, grants, low-interest loans, and easements are envisioned to be the methods for accomplishing the preservation of the historic district. Failing these, in special situations, fee acquisition and public use or lease-back and sell-back could be considered.

OPTION D: NATIONAL HISTORICAL PARK

Organizational Structure

Under this option, a national historical park would be organized in a manner similar to traditional operations at other historical parks of the National Park System. The park would consist of two units, one encompassing the Quincy Mining Company properties, and the other including the C&H Mining Company properties and a portion of Calumet's historic downtown. The Quincy unit would be preserved to interpret the historic copper mining processes and the administration of the mines. The Calumet unit would be preserved to interpret mining processes as well as corporate paternalism and the social history of the mining community.

Under this option, the National Park Service principally would be responsible for park operations, including planning, staffing, preservation, maintenance, protection, and interpretation. The National Park Service would, however, work closely with the owners and managers of key structures and sites to provide technical assistance and funding for preservation and interpretation efforts.

The National Park Service operations on federal fee land are envisioned to be similar to those at traditional units of the National Park System. On non-federal land within the park, however, the National Park Service would be authorized to act in an innovative way to preserve significant historic resources and to provide public information. One example of this type of arrangement is Klondike Gold Rush National Historical Park, where the Secretary of the Interior is authorized to participate in cooperative planning, preservation, and interpretive efforts with state and local public entities, other federal agencies, and private interests for the benefit of the historic resource and the visiting public.

Staffing and Funding

The park would be staffed by National Park Service employees in a manner similar to that of traditional National Park Service areas. There would be a full complement of management, administrative, planning, resource management, maintenance, and interpretive personnel on site. Personnel costs would be funded through National Park Service operations funds. Funding for land acquisition, cyclic maintenance, historic preservation, and special projects would be programmed in the conventional manner. In addition, funding would be provided for assisting local preservation and interpretation projects of a private or public nature.

Interpretation and Facilities

The surviving mining and community structures and the ruins of former industrial structures at the Quincy and Calumet units would be preserved to interpret the historic copper mining processes and the mining community lifestyles of the Keweenaw Peninsula. In addition, the ruins of the Ahmeek Stamp Mill in Tamarack City would be stabilized to interpret this important processing function, which is not represented by any extant structure in the Quincy or Calumet units.

The principal themes of Keweenaw copper mining and mining communities would be interpreted at many of the same facilities as those of Option C. Additional mining areas and village buildings would be included to expand the base of the historic resources to be preserved and interpreted.

In the Calumet unit, these additional resources could include the landscape surrounding Hecla and South Hecla shafts, the core administrative and industrial buildings on both sides of Red Jacket Road, Agassiz Park, and the downtown commercial area of Calumet. At Quincy, this may include the smelter, the part of Quincy Hill which contains the Franklin incline site and other historic transportation arteries, the key industrial structures, ruins, and archeological remains associated with the Quincy Mine, the agent's house, the company offices, and housing at Lower Pewabic and Limerick.

Protection

Representative historic structures, ruins of mine structures, and the industrial landscape of the former Quincy and C&H properties would be acquired by the National Park Service in fee. Those structures to be acquired would be used to interpret the various mining and processing functions, the associated support services, transportation, power, mine administration, housing, corporate paternalism, and community life. In certain cases, these structures then could be sold or leased with terms and conditions designed to preserve their distinguishing qualities and for uses which would not conflict with public use of the park. In other cases the National Park Service could enter into cooperative agreements with other entities, which would be responsible for certain preservation or interpretation activities.

Historic resources that are presently in private ownership and are not required for public interpretation or use would not be acquired if they could be successfully rehabilitated with less-than-fee or with no federal interest.

Summary of National Park Service Role

OPTION	STAFFING	FUNDING	INTERPRETATION & FACILITIES	PROTECTION OF RESOURCE	LAND ACQUISITION
National Historic Landmark designation	None	Potential state & federal grants	None	Local efforts only. Periodic NPS inspections/assistance.	None
A. Advisory/Coordinating Council with Congressional Trust	NPS membership on council	Federal trust	Existing staffing, programming, & facilities	Limited NPS technical assistance	None
B. Foundation with Recurring Funding	Professional NPS staff as advisors	Annual federal & state appropriations	Foundation to acquire facility to provide visitor information & orientation	NPS technical assistance, legal advice, & other staff support for foundation	Easements
C. National Historic Sites with Historic Preservation Commission	Unit manager or superintendent with technical preservation staff. Member on & advisor to commission.	Annual federal appropriations. Grants & appropriations to commission.	Full range of visitor services provided by NPS, state, and local agencies	NPS management of principal historic sites (QMC & C&H). Commission to provide preservation planning & economic revitalization for Calumet.	Principal sites at QMC & C&H. Anchor sites at Calumet.
D. National Historical Park	Full NPS staff with management, administration, resource management, interpretation, maintenance, and protection functions.	Annual operating budget & other funding	Full range of visitor services provided by NPS	Full NPS management of selected historic copper mining sites & related mining structures in the community	Representative sites at QMC, C&H, & Calumet

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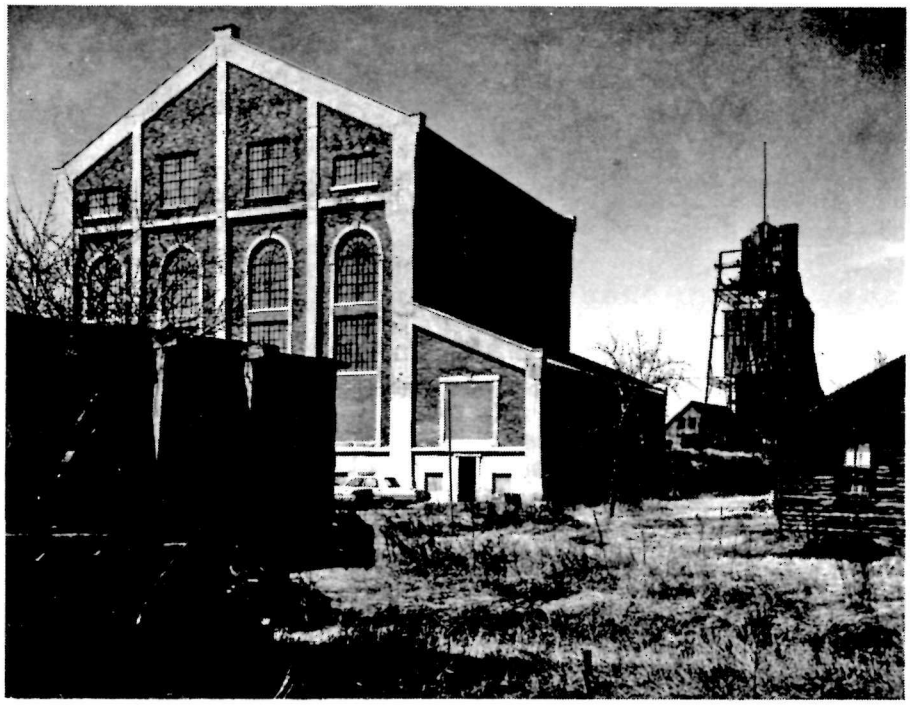
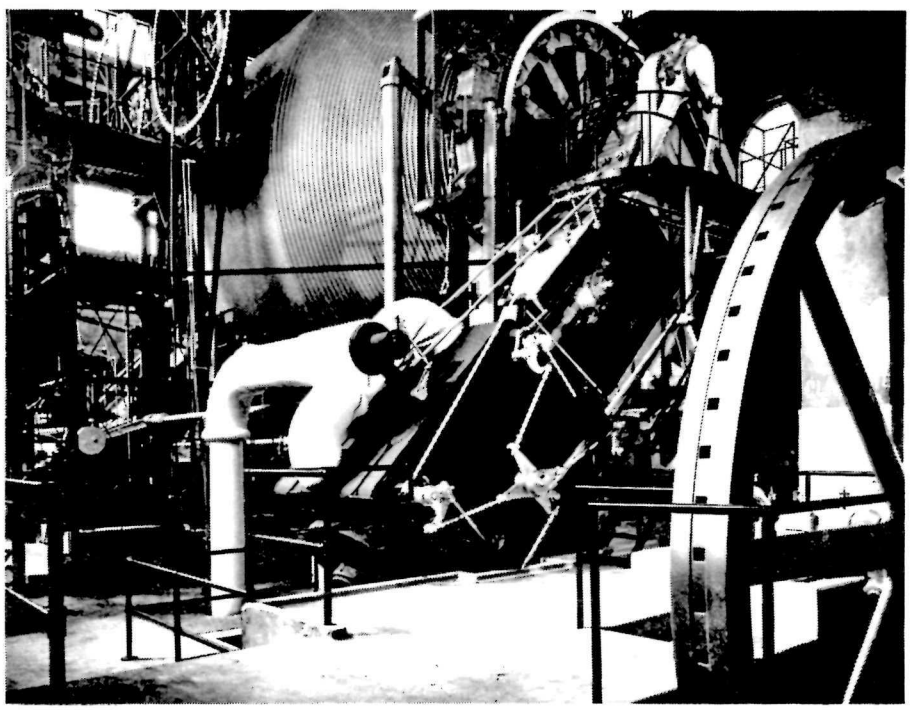
Calumet, Michigan. Corner of Fifth and Pine Streets.
Michigan Technological University Archives and Copper Country Historical Collection.



Quincy's No. 2 Hoist-House, Shaft-Rockhouse in the background.
Michigan Technological University Archives and Copper Country Historical Collection.



This Nordberg steam hoist lowered miners and supplies and raised copper bearing rock from Quincy's No. 2 shaft, which reached a depth of 9,260 feet. Completed in 1920, it was the largest steam hoist in the world.
Michigan Technological University Archives and Copper Country Historical Collection.

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