

National Park Service
U.S. Department of the Interior

Keweenaw
National Historical Park



Park Facility Plan

January 2009



Executive Summary

In July 2007, discussions between Keweenaw National Historical Park (KNHP) and the National Park Service (NPS) Midwest Regional Office’s Office of Planning, Communications, and Legislation led to a facility planning process in which the Park staff would work locally to develop an implementation approach to the broad facility prescriptions identified in the Park’s 1998 General Management Plan (GMP). The product of this process would be reviewed by the Office of Planning to determine whether the approach complied with NEPA and NHPA requirements. This report is that product: a planning supplement for the development of facilities for KNHP.

The approach considered only the potential for facility utilization, based simply on current park operating requirements. Not considered was the acquisition of historic resources from a purely historic preservation/mission-oriented perspective – only an operational one. Though the GMP suggested that some historic buildings might be acquired, restored, and placed in the historic leasing program, consideration of this approach was also outside the direction provided for this process. The proposal resulting from the process matches described operational needs with, in most cases, specific historic buildings, as described in these two tables:.

Facility	Proposed Use(s)
NPS-Owned	
Union Building	<ul style="list-style-type: none"> • Interpretive facility: “Life in a Mining Community”
C&H Office Building	<ul style="list-style-type: none"> • Current (NPS Headquarters, Advisory Commission, conference room)
C&H Pay Shed	<ul style="list-style-type: none"> • Interpretation (convertible space: mobile exhibits, gathering space)
C&H Library	<ul style="list-style-type: none"> • Current (museum and history staff offices, storage, and processing, secure research space, park library) • Interpretation, corporate paternalism exhibits
Warehouse No. 1	<ul style="list-style-type: none"> • Multi-park NPS museum repository • Visitor orientation center, Calumet Unit (in front “office” space)
Mesnard Streetcar Station	<ul style="list-style-type: none"> • Temporary housing or storage or Artist in Residence program
Quincy Mine Office	<ul style="list-style-type: none"> • Interpretation: “Business of Mining” and historic leasing

Not Currently NPS-Owned	
No. 2 Dry House	<ul style="list-style-type: none"> • Drill core storage • Interpretation of geology and miners' lives
Quincy Hill partner facility (A.E. Seaman Museum or Quincy Mine & Hoist)	<ul style="list-style-type: none"> • Park visitor center & NPS offices for Quincy Unit <p>NOTE: If neither of these becomes available, a partnership at the Quincy Smelter is the next preferred alternative; a less desired alternative would be new development in partnership with MDOT at the existing Quincy Hill overlook.</p>
Non-specific miners' houses, Quincy and Calumet	<ul style="list-style-type: none"> • Interpretation and exhibits of mine families' lives • Temporary housing
Non-specific C&H industrial building	<ul style="list-style-type: none"> • Carpenter and preservation shop and winter vehicle parking <p>NOTE: Acquisition, and subsequent removal from the cultural landscape, of the non-historic Calumet Township Armory Warehouse is proposed as an interim maintenance facility.</p>
Keweenaw Heritage Center at St. Anne's: enhanced interpretation	<ul style="list-style-type: none"> • Interpretation of the immigration experience and related themes (NPS work with Center to enhance these themes) <p>NOTE: If the KHC chooses a different direction for its interpretation, the park should look to other alternatives such as acquiring, and developing exhibits in, the Mineral Range Railroad Depot in Calumet.</p>
Coppertown Mining Museum: enhanced interpretation	<ul style="list-style-type: none"> • Interpretation of the workers' trades, and jobs of the mines (NPS work with Museum to enhance these themes)

Facility Planning

All Keweenaw National Historical Park (KNHP) employees and three commissioners from the KNHP Advisory Commission participated in a workshop¹ to match the operating needs of the two National Park Service (NPS) units within KNHP with facilities which are NPS-owned, available, potentially available, or available for use with a partner within the units. The workshop took place at the Keweenaw Heritage Center at St. Anne's in Calumet, MI, March 11 and 12, 2008. The planning builds on the recommendations of the KNHP 1998 General Management Plan/EIS and Record of Decision (GMP).

Purpose

The purpose of the workshop was to propose a concept for the use of existing NPS-owned historic resources and to recommend locations for other operational facilities where existing resources will not be sufficient to fulfill operational requirements.

It is important to recognize, prior to further discussion, that this workshop considered only operational needs of the NPS. Preservation requirements and priorities were factored in decision-making only as a contributing value when weighing the benefits of competing facilities considered to fill these operational needs. Compared to more traditional national park land acquisition planning, where such acquisition is based on resource preservation and ecosystem requirements, the direction for this study, and the approach followed, was to consider ownership based only on potential operational/facility use.

This approach to “fleshing out” the GMP was discussed in a meeting in the Midwest Regional Office in July 2007, which included the park Superintendent, Jim Corless; Chief of Planning, Communications, and Legislation Al Hutchings; Chief of Planning and Compliance Sandra Washington; and other regional office professional staff. Concern had been expressed by Regional Director Ernie Quintana that KNHP had been acquiring historic buildings without apparent park uses; no further KNHP acquisitions would be considered until an understanding of facility needs and uses was reached.

The Midwest Region's approach implies that KNHP is to acquire historic buildings only when there is a specific park need beyond historic preservation. Such an approach mandates, in land acquisition planning, the replacement of traditional means of evaluating the potential use of historic resources (i.e., sequential: acquisition based on significance, preservation needs, or threats to resources; Historic Structure Report or Cultural Landscape Report development; interpretive planning; A&E design; exhibit design; etc.) with a more cursory evaluation simply of their potential for facility use.

The purpose of the MWR meeting was to determine alternatives and an expedient approach to identifying uses for facilities already owned by the NPS and in identifying additional high priority facility needs. Because the long-used “development concept planning” is no longer a prescribed or funded planning tool for parks, discussion centered on the development of an amended or new GMP and, ultimately, the development of this in-house planning supplement. It

¹ A Midwest Regional Office historical architect was expected to participate in this workshop but was unable to attend the rescheduled workshop

was determined that, since the GMP established both a minimum facility requirement and, by reference and incorporation as an appendix, a more specific facility plan for the Calumet Unit, that the park could proceed with a local planning effort, to be ultimately evaluated by MWR as to whether additional action is required to meet NEPA requirements.

Park Structure and Background

The park's enabling legislation, Public Law 102-543, and the 1998 GMP make it clear that KNHP was intended to be a partnership park, with its preservation and interpretation mission distributed between the two NPS units, the operations of a permanent advisory commission, state and local governments, local public history organizations, and other mining-related enterprises. The NPS and the KNHP Advisory Commission (KAC) were assigned administrative and oversight responsibilities for the development of a cohesive park experience inside and outside official park boundaries. Since the finalization of the GMP, a formal partnership, the Keweenaw Heritage Site program, has brought nineteen individual public history organizations into partnership under the KNHP umbrella. Additional organizations – historic district commissions, local governments, and a National Trust for Historic Preservation sponsored Main Street program, among others – have taken on historic preservation and some interpretation responsibilities for sections of the Keweenaw Peninsula.

The GMP prescribed that the NPS first establish and implement these partnership programs, using the technical and financial assistance authority provided the NPS. After their implementation, the NPS was to initiate its own development and operations program, establishing “a strong public presence in the Quincy and Calumet park units through ownership, management, and interpretation of key resources.”² During this initial phase of partnership development, the NPS opportunistically acquired six historic buildings, four in the Calumet Unit and two in the Quincy Unit. With the successful development of the Keweenaw Heritage Site and other assistance programs, the NPS is now poised to develop its operational program, including the development of visitor and administrative facilities and to follow the GMP's direction to undertake “a concerted [but “moderate”] program to acquire or otherwise protect significant properties in the park,”³ including “not just the core industrial areas.”⁴

Legislation and Other Guidance

KNHP's enabling legislation authorizes the Secretary of the Interior to acquire lands, or interests therein, within the boundaries of the park. While the boundaries are yet to be finalized, the interim park boundaries include two distinct geographic units: the Calumet Unit including areas in and adjacent to the Village of Calumet and the Chartered Township of Calumet, and the Quincy Unit including lands in and adjacent to Quincy and Franklin Townships. The legislation establishes a cap on the amount of appropriated funds to be expended on land acquisition (\$5,000,000) but no acreage cap was placed on acquisition. (The GMP describes potential land acquisition as “moderate and selected.”)⁵ Legislation also prohibits the acquisition of any

² GMP, Record of Decision, page 1, “Decision.”

³ GMP, pages 59 and 63

⁴ GMP, page 62

⁵ GMP, page 63

CERCLA-contaminated lands. Further, the park's advisory commission is authorized to acquire real property, but is required to transfer such property to the NPS or other appropriate public agency.

In August 2007, the KNHP management team reviewed existing guidance related to the development and operation of NPS facilities within the two NPS units. Included were the GMP and the draft Long-Range Interpretive Plan (which is being completed concurrent with this planning effort) and draft Resource Stewardship Strategy, both drafted in 2006. A locally developed plan for the Calumet Unit was incorporated into the GMP by reference, the 1995 revision of the *Concept Development Plan: Keweenaw National Historical Park, Calumet, Michigan*.⁶ Further, the GMP also referenced the "Quincy Mine Hoist Association Development Plan," a description of the Association's plans as discussed at a meeting of GMP planners and the Association. The GMP states that the NPS "would look to these plans for preliminary guidance as it determines treatment and use of [significant] properties that come under its control" and that the NPS would work, with others, "to implement the proposals in these two plans as long as they meet the over all goals and objectives of the park."⁷ This August review considered the proposals in these plans along with the more recent NPS plans and drafts, then itemized park facility needs, and finally developed a list of potential buildings that could fill these needs (Appendix 1).

Existing Conditions

Of the six historic buildings owned by the NPS at KNHP, two have already been developed for specific uses: the Calumet & Hecla (C&H) General Office Building in the Calumet Unit has been rehabilitated as park headquarters, and the C&H Library Building has been adapted to accommodate the large museum collection of the NPS and some of its partners. One additional historic building in Calumet, the Union Building, is in the midst of rehabilitation, with its planned use being primarily as an interpretive facility. The fourth NPS-owned historic building in Calumet, the C&H Warehouse No. 1, is expected to be used, in conjunction with the C&H Library, as the principal collection repository of the Lake Superior Museum Collection Curatorial Facility, where the collections of four NPS sites, including KNHP, will be curated. A value analysis study conducted for the C&H General Office Building in 2001 demonstrated that Warehouse No. 1 would be the best of several KNHP options for this curatorial use. Also in the Calumet Unit, the NPS leases a non-historic facility for use as a maintenance/preservation shop. The Quincy Mine Office in the Quincy Unit is presently leased by the park to not-for-profit organizations; the unit's newly acquired (by donation) Mesnard Streetcar Station presently has no planned use other than preservation as part of the cultural landscape. This tract was acquired primarily to complete a contiguous tract of Quincy Mine-related properties owned by the NPS.

Several partners operating historic sites in the two NPS units have suggested partnership or acquisition opportunities for the NPS. Both the Quincy Mine Hoist Association and the A.E. Seaman Mineral Museum in the Quincy Unit have offered potential partnering in their facilities for the development of a parkwide visitor center. (The NPS currently operates a minimalist contact station at the Quincy Mine Hoist Association gift shop/ticket sales facility.) The

⁶ Prepared for Calumet Township and the Village of Calumet by the Calumet Township Strategic Plan Committee

⁷ GMP, page 52

Coppertown Mining Museum in Calumet has discussed the gift or sale of its facility to the NPS for potential use as an NPS-operated visitor center or interpretive facility. The park has also been approached regarding the donation or purchase of several other buildings, particularly in the Calumet Unit.

KNHP Workshop, March 2008

The facility planning workshop was scheduled for January 30 and 31, 2008, but severe weather forced a delay until March 11 and 12. One day of the January workshop did occur, but attention was refocused on a single facility, the Union Building. This historic building was rehabilitated on the exterior in 2005. Congressional funding (an earmark) was received in 2008 for the planning of the interior rehabilitation and the design of interpretive exhibits. The workshop participants developed an approach to the building's use, ultimately confirming the project description developed in 2005, that the building was to be an interpretive facility focusing on park themes related to "the people of the Keweenaw." Alternatives for specific treatments, including the location of restrooms, stairs, and an elevator were developed, with final decisions to be made using value analysis processes and the development of a Historic Structures Report, Part 2, during the design phase.

The March workshop agenda is attached as Appendix 2. The workshop began with a recapping of previous facility planning, as described above, with descriptions of guidance found in previous park planning efforts. The park superintendent also discussed the goals of the workshop, and identified some criteria and caveats for the day's recommendations:

- a. Some facilities have an expected use (based on prior planning):
 - i. C&H Office as Headquarters
 - ii. C&H Library as, at least partially, archival storage and museum offices
 - iii. Union Building will have a primarily interpretive function
 - iv. Warehouse No.1 will be used, at least in part, for a joint Lake Superior parks museum collection storage facilityAdditional uses would be entertained, and compelling arguments could justify amendments to these expected uses.
- b. Facilities not owned by KNHP, if proposed for park use, must have a reasonable chance of acquisition, e.g., willing seller, within boundaries, and not irrevocably contaminated. Facilities previously proposed for acquisition include:
 - i. Coppertown complex
 - ii. Mineral Range RR Depot
 - iii. C&H machine shop and pipe shop.Other facilities proposed as part of partnership efforts include:
 - iv. Quincy Mine & Hoist Association at the gift shop or rope house,
 - v. the A.E. Seaman Mineral Museum at the blacksmith shop or machine shop.
- c. The Smelter will not be a primary choice for any NPS activity, but can be recommended as an alternative location, or a function can be proposed for a partner to undertake at the site, e.g., interpreting the copper process.⁸

⁸ The Quincy Smelting Works (Smelter) complex is contaminated with heavy metals in its "stamp sand" soils. KNHP enabling legislation prohibits the NPS from owning CERCLA-contaminated (the heavy metals in the soil)

- d. Some locations may be identified as interim locations.
- e. Suggestions can be made as to partners (or potential partners) who might be able to accommodate a function.
- f. Following NPS management policies, we should build no new facilities.
- g. We should acquire only those facilities necessary and easily justified to accommodate park facility needs. Other historic buildings/features can be addressed in other plans, e.g., the RSS or CLRs.
- h. Coppertown has suggested that they would consider moving their exhibit into the Union Building if NPS was to purchase Coppertown (but they could also consider other alternatives).
- i. Parking: as an urban park, parking does not need to be adjacent to every facility.

KNHP program managers described their facility needs at varying levels of detail, e.g., by square foot; by comparison of space needs with spaces in existing facilities; by placing needs in bands of small, medium, and large space requirements; and by identification of the type of work, etc., that is expected to take place in each facility. Some program managers or specialists also shared facility drawings and other tools for use in assessing space requirements and addressing considerations specific to certain buildings.

A list of key interpretive exhibition topics was presented and is included as Appendix 3. This list represents identified gaps in the park's overall interpretive story, i.e., those themes or topics not addressed or expected to be addressed by partners in their interpretive media or programming.

Questions were asked and discussion ensued to clarify program requirements, objectives, and criteria.

Workshop participants broke out into three groups, with representatives of each division and the Advisory Commission in each group. Each group chose its own method of matching facility needs to potential buildings and partners, and at the end of the day presented its recommendations to the entire group, justifying its selections, and identifying resource-based, operations-based, or other reasons for choosing or rejecting some potential match-ups. Over night, the facilitator reviewed the recommendations, found common recommendations and areas of divergence and presented the findings to the whole group the next morning. The recommendations are consolidated in the following table:

properties. While an amendment to this legislation, presently before Congress, would remove this prohibition, other Department of the Interior policies could also prevent the acquisition of this property. The complex's contamination is expected to be remediated by the EPA in 2009, perhaps clearing the way for future acquisition and use, but due to the uncertainties involved, and present direction from the MWR Director, KNHP did not propose uses of this facility in this process.

Park Need	Best Location (Unanimous) or Locations
Park Visitor Center	A.E. Seaman Blacksmith Shop on Quincy Hill
Calumet Unit Visitor Orientation Station	Warehouse No. 1
Maintenance and Preservation Services <ul style="list-style-type: none"> • Carpenter's Shop • Vehicle Storage • Preservation workshop space • Materials storage 	New acquisition, recommended historic building in need of preservation in the Calumet Unit, either within the industrial core, or within historic downtown
Joint repository for regional museum collections	Warehouse No. 1 and C&H Library
NPS and Advisory Commission offices, Calumet	C&H Office Building, C&H Library
Quincy Unit NPS offices	At park visitor center
Temporary employee housing	Miner's house, Quincy and/or Calumet Mine Agent or manager's house Mesnard Streetcar Station
Public gathering spaces (programs, meet-the-ranger, etc.)	C&H Office building pay shed Union Building, third floor Outdoor space adjacent to Warehouse No. 1
Meeting spaces (NPS, Advisory Commission, educational groups)	C&H Office building conference room Future visitor center Union Building, third floor
Interpretive exhibits	Quincy Mine Office (mining business) Union Building (miners' lives) C&H Library (corporate paternalism) C&H pay shed (workers' lives)
KNHP museum and archives storage, curatorial work, and offices	C&H Library and Warehouse No. 1 joint repository
Cultural landscape preservation	Pursue options for easements through the NPS or a partner organization
Secondary Needs:	
Office space for the park's "cooperating association" and other collaborators	Leased space in the Quincy Mine Office, pending accessibility issues; leased space in miners' house, or other KNHP historic building
Artist-In-Residence (studio space)	Partnership with a Calumet gallery, space within various NPS facilities.

Use of facilities to address primary interpretive themes and other interpretive needs not being fully addressed at Keweenaw Heritage Sites:

Interpretive Need	Best Location(s)
Temporary and changing exhibit space	Union Building Warehouse No. 1 (opportunity to highlight collections) C&H Library, second Floor
Immigration and transportation stories	Mineral Range Depot, Calumet Saint Anne's (Keweenaw Heritage Center) Union Building Park visitor center and film
Labor stories	Italian Hall site Union Building C&H Pay Shed
Transportation and shipping themes	Quincy Smelter Lighthouses (Keweenaw Heritage Sites) Park visitor center Keweenaw County Historical Museum Portage Lifeboat Station
Evolving Landscapes (reading and recognizing landscape changes over time)	MDOT turnout on Quincy Hill Photo points with self-guided tours and wayside interpretation throughout park Park visitor center and park film
Evolving built/urban landscapes	Waysides Park visitor center
Stories of individual people/characters in the story	Focus on actual people relevant to a specific site
Landscape preservation education	Park visitor center Local communities in partnership with the NPS
Corporate Paternalism- the company contributions to the community	C&H Library (the "flashy" side) C&H Pay Shed (implications for the workers)
"Behind the scenes" work—watching preservation	C&H Library—viewing windows in the basement Warehouse No.1—work areas within sight Carpenter's shop – set up in visible location
Mine Family Lives	Interior exhibits and exterior interpretation of representative workers' houses: Quincy saltbox Calumet row house (e.g., Elm St.)
Lumbering component of the mining story	Chassell Park Visitor Center Estivant Pines Porcupine Mts Ontonagan Lake Linden Osceola No. 3 fire site Coppertown C&H mine tour
Mining business and economics	Paine Webber site Quincy Mine Office Pay Shed C&H Office Building

On the second day of the workshop, participants, as a single group, discussed areas of divergence and confirmed common recommendations. Preferred solutions and alternatives were developed where appropriate:

Park-Wide Visitor Center

An appropriate facility would offer an orientation to the full park and all heritage sites, offer space for showing a park film, allow for overview interpretation of the park's primary interpretive themes, including exhibits, and allow for a sales area. The NPS does not currently own a building that is well-suited for a visitor center in the Quincy Unit (the preferred location for the park-wide visitor center, per the GMP).

Alternative 1 (Preferred): AE Seaman Blacksmith Shop

Pros:

- Prominent, easily accessible location
- Safe vehicle access
- Efficient, by sharing infrastructure with a partner
- Sufficient, convenient parking and easy access to three park attractions
- Adaptive use, preserving a significant historic structure
- Sufficient space
- Efficient with sharing an audience, visitor draw with a partner
- Would further build the site as a destination spot

Cons:

- Not NPS-owned, and using the facility would depend on negotiations with a partner

Alternative 2: Partner with Quincy Mine Hoist Association to utilize one of their facilities

Alternative 3: Quincy Smelter

Alternative 4 (least desirable): New construction at the MDOT overlook on Quincy Hill, or on the NPS acreage on the northern portion of the Quincy Unit.

Alternative 5 (considered but rejected): Quincy Mine Office

Pros:

- Location would link historic sites on both the east and west sides of US41.
- The NPS currently owns this building

Cons:

- Unsafe access off and across US41 for vehicles and pedestrians
- The changes needed to convert the building to a visitor center would likely compromise the high historical integrity of the building

Joint Museum and Archives Repository for Regional Park Units

An appropriate facility would offer sufficient space, access, and options to be modified for climate control. Opportunities to combine interpretation and some level of visitor access/viewing would also be desirable.

Alternative 1 (Preferred): Warehouse No. 1

Pros:

- Utilizes a building that is currently NPS-owned
- Offers sufficient space for a combined repository and interpretation/orientation center
- This use would fully and efficiently utilize the building
- This building and the proposed use would be of easy and mostly intuitive access to visitors
- The Regional Office would assist in on-going support for the facility's maintenance
- Regional Office plans are already in-progress for this use of this facility

Cons:

- An additional facility would be required to fulfill park maintenance and preservation needs
- The building would have to be significantly modified on the interior to meet museum storage requirements, including the large number of windows that are incompatible

Alternative 2: Warehouse No. 2

Pros:

- The building is sufficient size and has fewer windows
- This would allow for use of Warehouse No. 1 for maintenance and preservation needs

Cons:

- The NPS does not currently own this building.
- Plans are already well underway for use of Warehouse No. 1
- The building is of greater size than necessary, which would likely lead to multiple uses and/or ownership which could be incompatible with museum collections storage

Maintenance and Preservation Services Facility

A building is needed for several maintenance and preservation needs, including: a carpenters' shop with sufficient space for running public workshops and demonstrations, vehicle storage, paint shop, and materials storage.

Alternative 1: Warehouse No. 1—utilize building for all maintenance needs, storage, a preservation learning center/research space, and interpretation.

Pros:

- Sufficient space
- This use would utilize the natural lighting with all the windows
- This use would be of high interest to visitors

Cons:

- Would not efficiently use the space (needs would not fill the building)
- Building does not have access for vehicle storage/maintenance, would need to find additional storage elsewhere
- Some modifications would be required to provide suitable work enclosures for hazardous materials handling

Alternative 2: When the opportunity becomes available, acquire a suitable building within the Industrial Core, such as:

- *C&H Machine Shop*—sufficient space for all needs, but has contamination issues, and would be costly to make useable
- *Blacksmith Shop*—sufficient space for carpenter shop and other preservation needs, but would need additional facility for vehicle storage
- *Gear House and Substation*—would satisfy all needs, with the benefit of being close to CLK schools to foster preservation partnerships
- *Warehouse No. 2*—could satisfy all needs, with additional space for partners or the township—benefits of prominence and adjacency to other NPS buildings
- *Drill Shop*—could satisfy all needs

Pros applicable to all of the above are adaptive use and preservation of an historic building. Cons are that the NPS does not own any of them and ownership would be dependent on a seller and sufficient funding.

Alternative 3: Use a downtown storefront for the carpenter's shop, in conjunction with interpretation and demonstrations.

Proposed: continue interim use of leased Armory Warehouse seeking its acquisition, then in future, when a preferred historic structure becomes available and is acquired, remove the non-contributing and intrusive Armory Warehouse to restore integrity to the Calumet industrial core cultural landscape.

Calumet Unit Visitor Orientation Center

Desirable components of a Calumet Unit visitor orientation facility include: 1) providing a general orientation to the unit and heritage sites, 2) a lead-in to the C&H story and immigration history, 3) linking the public with the park's preservation efforts, 4) capitalizing on the context of people's lives in a company town (highlight in the park film to direct visitors to Calumet).

Option 1 (preferred): Front offices of Warehouse No. 1

Pros:

- Immediate proximity to Calumet Unit at logical "entrance" to the unit, visible landmark to "grab" visitors off US41
- Proximity to other NPS and partner facilities and interpretive opportunities
- Sufficient parking adjacent to building
- High public visibility of preservation efforts
- A good starting point for a linear interpretive tour of the unit
- Large outdoor open space well-suited for gathering education groups and tours
- Walkways and cross walks could be added and landscape enhanced to provide pedestrian connection to Coppertown Mining Museum and historic downtown Calumet.
- Drawing visitors to the industrial core and interpret the stories from this portion of the park
- Good starting point with a logical flow from the visitor orientation site to Coppertown to the Union Building (and C&H Library and Office Building), to historic downtown
- A logical site for an overview of the C&H workers, then direct visitors to other sites for more in-depth interpretive opportunities

Cons:

- Removed from historic downtown (debate over preference for downtown vs. industrial core location)

Alternative 1: Union Building

Pros:

- Location at entrance to historic downtown

Cons:

- Less linear ranger tour from this starting point
- Less desirable outdoor space for starting larger tours
- Less convenient parking

Alternative 2: Coppertown

Pros:

- Many similar pros of Warehouse No. 1 with location and space

Cons:

- Not owned by the NPS
- Less ideal starting point for linear tours beginning in the industrial core
- No or less opportunity for visitors viewing preservation work
- Loss of interpretive partner

Temporary Housing

Miner's House —combine with preservation and exterior interpretation.

The NPS would acquire and preserve a significant miner's house—requiring initial rehabilitation and ongoing maintenance. A goal would be to preserve a variety of representative houses to interpret the stories of the miners' lives. Recommended houses include those on Elm Street, Calumet, and a Quincy salt box (recommended for both interior and exterior interpretation combined with temporary housing).

Concerns:

- Impact on, and resistance from, neighbors with associated increase in traffic and inviting park visitors to the neighborhood
- Need to not duplicate partners' efforts with preserving and interpreting miners' lives (opportunities at Central [earliest mining era] and Old Victoria [1890s])
- NPS ownership of quarters is becoming less desirable, given the long-term maintenance costs

Alternatives discussed:

- *A second floor apartment in historic downtown Calumet*
This could be combined with a first floor carpenter's shop, but may cause conflicts of use.
- *Agassiz House adjacent to the park-owned C&H Office Building*
The NPS would acquire and preserve this building that is very significant to the story of the C&H mine.
- *Mineral Range Railroad Depot*
- *Rent a home from a public owner with criteria for historic preservation*
- *Release an RFP to solicit rental opportunities with desirable historic houses*
- *Mesnard Streetcar Station*
Benefit of utilizing as housing, as this building has been vandalized in the past, and is more vulnerable to future vandalism if left unoccupied.

Artist-In-Residence

Although not identified as a high priority need for KNHP, there is broad interest in developing this program for the park, in addition to a similar Historian-In-Residence program. Artists or historians interested in residency in the park could make use of temporary housing, once that is available. Workspace would best be determined based on the medium of work and associated workspace needs.

Recommended possible workspaces:

Facilities currently owned by the NPS:	Facilities not currently owned:
C&H Pay Shed	C&H Captain's Office
Union Building, First Floor	Mineral Range Depot
Mesnard Streetcar Station	Calumet gallery space (in partnership with gallery)

Preservation of the Cultural Landscape

Preservation of the cultural landscape within both units will be an ongoing priority. Vulnerable sites discussed include miner house foundations in Pewabic Location, the triangle of open space across from the Pamida retail area, workers' houses in both units, the Paine-Webber façade, and the Osceola Mine Complex. Options for preservation include:

- *Historic conservation easements (through a partner such as Keweenaw Land Trust)*
- *NPS acquisition*
- *Partnership with a compatible buyer/owner*
- *Partnership with townships on planning and zoning*

The workshop resulted in this final proposal for building utilization:

Best uses of KNHP facilities (both currently owned and potential acquisitions), based on critical park needs.

Facility	Best Use(s)
NPS-Owned	
Union Building	<ul style="list-style-type: none"> • Theme interpretive facility • Public meeting space (continuing historical use/connection to community) • Potential for historic leasing once interim contact station removed
C&H Office Building	<ul style="list-style-type: none"> • Current (NPS headquarters, Advisory Commission offices, conference room) • Interpretation storage in basement (publications, supplies, etc) • Media workspace (for NPS and partner use) • Flexible office and work space on 2nd floor • Sales area (interim) • Reception, orientation desk, and sales (interim) • Secondary public restrooms • Interpretation of the building • Employee wellness center in basement
C&H Pay Shed	<ul style="list-style-type: none"> • Interpretation of labor/management interface (convertible space: mobile exhibits, seasonal gathering space) • Possible site for Artist In Residence workspace
C&H Library	<ul style="list-style-type: none"> • Current (museum and history staff offices, storage, and processing, secure research space, park library) • Oral history listening stations • Interpretation, particularly corporate paternalism exhibits • Consensus on need for interpretation, exhibits, and research space, with mix of public access and secure spaces, but not on specific allocation of available space.
Warehouse No. 1	Joint Repository First Floor: <ul style="list-style-type: none"> • Large object long-term storage (some visible to visitors) • Loading dock and processing areas • Museums workspace • visitor orientation center for Calumet Unit

	<ul style="list-style-type: none"> • Outdoor gathering space for educational tours • Interpretation: changing exhibits using collections, and public observation of museum processing Second Floor: <ul style="list-style-type: none"> • Medium to small object long-term storage • Housekeeping supplies Mezzanine: <ul style="list-style-type: none"> • Curatorial offices and workspace • Collections access for research
Mesnard Streetcar Station	<ul style="list-style-type: none"> • Temporary housing, storage, or Artist in Residence
Quincy Mine Office	<ul style="list-style-type: none"> • Interpretation (exhibits of Quincy Mine business) and historic leasing

Not Currently NPS-Owned	
A.E. Seaman Museum	<ul style="list-style-type: none"> • Park visitor center (in partnership with Seaman) • NPS offices for Quincy Unit
Miner's House, Quincy and Calumet	<ul style="list-style-type: none"> • Interior interpretation and exhibits of worker family lives • Temporary housing and exterior interpretation of miner family lives • Artist In Residence
C&H Industrial building	<ul style="list-style-type: none"> • Carpenter's shop • Vehicle storage • Preservation services workshop space NOTE: Acquiring the non-historic Calumet Township Armory Warehouse is proposed as an interim maintenance facility, with its subsequent removal from the cultural landscape once a more appropriate (historic) facility is acquired.
Keweenaw Heritage Center at St. Anne's	<ul style="list-style-type: none"> • Interpretation of the immigration experience and related themes (NPS work with Center to enhance these themes)
Coppertown Mining Museum	<ul style="list-style-type: none"> • Interpretation of the worker's trades, and jobs of the miners (NPS work with Museum to enhance these themes)

Not fully discussed at the workshop was the potential for NPS acquisition of the C&H No. 2 Dry House. The NPS owns a collection of 600,000 linear feet of drill core samples. These samples were already stored in this historic building at the time of their acquisition by the NPS, the same location where they were stored by C&H. Moving this collection would cost far in excess of the cost to acquire the building, though preservation costs would be extensive. A review by cultural resource professionals from KNHP and the NPS Midwest Regional Office determined that, in the absence of a feasible alternative to have a partner take this collection, NPS ownership of the No. 2 Dry House was the best option for continued preservation of the collection, with the collateral benefit of preserving an important mining era facility. Besides storing the drill core, the facility would be used to interpret geology and specific and limited aspects of miners' lives. This recommendation is incorporated into this proposal:

No. 2 Dry House	<ul style="list-style-type: none"> • Drill core storage • Interpretation of geology, miners' lives
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The relationship between the plan and the recommendations of the GMP is illustrated in this table.:

Historic Structure	Proposed Use(s)	GMP Proposal
Union Building	<ul style="list-style-type: none"> • Interpretive facility: "Life in a Mining Community" 	<ul style="list-style-type: none"> • Interpretive facility: miners' lives and community
C&H Office Building	<ul style="list-style-type: none"> • Current (NPS headquarters, Advisory Commission, conference room) 	<ul style="list-style-type: none"> • Park headquarters
C&H Pay Shed	<ul style="list-style-type: none"> • Interpretation (convertible space: mobile exhibits, gathering space) 	
C&H Library	<ul style="list-style-type: none"> • Current (museum and history offices, storage, processing, secure research space, park library) • Interpretation, corporate paternalism exhibits 	GMP did not consider for park use
Warehouse No. 1	<ul style="list-style-type: none"> • Multi-park NPS museum repository • Visitor orientation center, Calumet Unit (in front "office" space) 	<ul style="list-style-type: none"> • Interpretive Center and satellite of A.E. Seaman Museum • Calls for, at a minimum, a Calumet-specific visitor facility in the Calumet unit with significant interpretation
Mesnard Streetcar Station	<ul style="list-style-type: none"> • Temporary housing, storage, or Artist in Residence program 	Neither the Mesnard Streetcar Station nor quarters for temporary employees/ volunteers was discussed
Non-specific C&H industrial building	<ul style="list-style-type: none"> • Carpenter and preservation shop and winter vehicle parking 	<ul style="list-style-type: none"> • NPS might need at least one maintenance facility • Several industrial buildings in the C&H complex were proposed for NPS development: <ul style="list-style-type: none"> • The Machine Shop (interpreting the C&H mines) • The Blacksmith Shop (orientation to park) • Osceola No. 13 Mine (interpretation of more recent mining)
Non-specific miners' houses, Quincy and Calumet	<ul style="list-style-type: none"> • Interpretation and exhibits of mine families' lives • Temporary housing 	<ul style="list-style-type: none"> • Interpretation of Osceola No. 13 Mine houses
Keweenaw Heritage Center at St. Anne's: enhanced interpretation	<ul style="list-style-type: none"> • Interpretation of the immigration experience and related themes (NPS work with Center to enhance these themes) <p>NOTE: If the KHC chooses a different direction for its</p>	<ul style="list-style-type: none"> • Mineral Range Railroad Depot to be used for interpretation of immigration and transportation themes • St. Anne's to be used for interpretation of ethnic heritage and culture (privately operated as a heritage site)

	interpretation, the park should look to other alternatives such as acquiring, and developing exhibits in, the Mineral Range Railroad Depot in Calumet	
Coppertown Mining Museum: enhanced interpretation	<ul style="list-style-type: none"> • Interpretation of worker’s trades, and jobs of the mines (NPS work with Museum to enhance these themes) 	<ul style="list-style-type: none"> • Interpretation of Keweenaw Peninsula copper mining story (privately operated as a heritage site)
No. 2 Dry House	<ul style="list-style-type: none"> • Drill Core Storage • Geology Interpretation 	<ul style="list-style-type: none"> • Develop as a depository of geologic information
Quincy Hill partner facility (A.E. Seaman Museum or Quincy Mine & Hoist)	<ul style="list-style-type: none"> • Park Visitor Center & NPS offices for Quincy Unit <p>NOTE: If neither of these becomes available, a partnership at the Quincy Smelter is the next preferred alternative; a less desired alternative would be new development in partnership with MDOT at the existing Quincy Hill overlook.</p>	<ul style="list-style-type: none"> • Unit administrative offices and a destination visitor facility would be located in the Quincy Unit
Quincy Mine Office	<ul style="list-style-type: none"> • Interpretation: “Business of Mining” • Historic Leasing 	<ul style="list-style-type: none"> • Unit administrative offices and a destination visitor facility would be located in the Quincy Unit

Consultation

Following the workshop, the park superintendent consulted with potential key partners identified in the plan, including Heritage Site partners on Quincy Hill and in Calumet whose facilities were considered for facility partnering/acquisition. The draft plan was also presented to the Keweenaw NHP Advisory Commission.

The workshop results were discussed with the KAC liaison with the A.E. Seaman Mineral Museum and Quincy Mine & Hoist Association. The specific proposal to co-locate with the A.E. Seaman was discussed with the Museum’s director several times in the spring of 2008. While no terms have been negotiated, the A.E. Seaman has expressed a strong desire to partner with the NPS in the Seaman’s new facility, with several caveats that do not preclude the partnership.

The draft plan has also been discussed with representatives of the Coppertown Mining Museum and the Keweenaw Heritage Center at St. Anne’s. Coppertown believes the plan to be well in line with its own plans; both sites have requested substantial involvement by KNHP in the development of interpretive planning to better mesh KNHP and Heritage Site goals and programming.

Key staff of the Midwest Regional Office reviewed the plan October 2008 through January 2009. Following this review, the Associate Regional Director for Planning, Communications and Legislation approved the plan in January, 2009.

Conclusions

Many park needs can be met in existing NPS-owned facilities. The regional NPS need for a multi-park curatorial storage and care facility can also be met in a park-owned historic structure. The most critical unmet need is the park's principal visitor center, prescribed for the Quincy Unit. Other unmet needs include the permanent location of the KNHP maintenance/preservation shop, short-term employee quarters, and one or more historic residences for interpretive purposes.

The park does not have sufficient indoor interpretive space to address the identified gaps in interpretive themes and topics, i.e., those stories not being addressed by partners in their interpretive media and programming. However, most of these gaps can be addressed via outdoor media, in publications, or in audio-visual programs at the visitor center. However, areas were identified where the park should work closely with and invest in specific partners to enhance their interpretation of some topics, including, for example: the Coppertown Mining Museum to aim towards a greater focus on mining occupations and practices; and with the Keweenaw Heritage Center on addressing immigration themes. In the event that some park themes cannot be fully interpreted by identified partners, further facilities for exhibit needs may also be proposed. The Quincy Smelting Works, via acquisition or partnership, would also provide an outstanding opportunity to interpret major components of the industrial process, as well as subthemes on impacts of mining and the ephemeral nature of resource extraction industries.

Through this process, several historic buildings not owned by the park were evaluated for park uses. Only those of fulfilling identified operational needs have been recommended for acquisition, use, or partnering. This plan does not suggest that NPS ownership of other historic structures may not be an expedient means of preserving additional resources, only that their acquisition is not required for immediate park needs.