

## EXECUTIVE SUMMARY

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This Historic Structure Report (HSR) provides historical and architectural information pertinent to the Mammoth Hot Springs Hotel. Located at Mammoth Hot Springs, the administrative headquarters for Yellowstone National Park, this building originally was part of the extensive holdings of the Yellowstone Park Hotel Company (Figure E1). The current appearance of the hotel building dates to the mid-1930s reconstruction of the entire hotel complex at Mammoth Hot Springs. Between 1936 and 1938 the majority of the buildings associated with the then-existing hotel were razed to make room for a new complex of Art Deco-style buildings designed for the site by Robert Reamer.

The purpose of this report is to identify the significant character-defining architectural features of the Mammoth Hot Springs Hotel and to provide general guidance for treatment. Part 1A provides general contextual information pertinent to the Mammoth Hot Springs Hotel, while Part 1B contains information about the development and use of the hotel site and the hotel building. Part 1C documents the existing appearance and condition of the hotel, and enumerates its character-defining architectural features.

Part 2, Treatment and Use provides a recommendation for an appropriate level of preservation treatment for the building, which is listed as a contributing building in the Mammoth Hot Springs Historic District. This section of the HSR includes actions designed to preserve the character-defining features of the building and achieve the ultimate treatment. Also included in this section is a “Basis of Design” report with Schematic Design for the repurposing and rehabilitation of the Hotel.

DJ&A Engineers was contracted to complete the first phase of a multi-phase project that will eventually result in the seismic stabilization of the Mammoth Hot Springs Hotel in Yellowstone National Park. In support of this project, DJ&A was tasked with reviewing and updating the existing condition assessment reports produced in 2010 and provide an Historic Structures Report. DJ&A teamed with A&E Architects and other sub-consultants to perform those tasks associated with Phase 1 of this project. James R. McDonald of A&E Architects along with staff, conducted the condition assessment of the Hotel in the summer and fall of 2014. McDonald documented the building's significant architectural elements, identified areas of deterioration, and formulated the preservation treatment recommendations. Beaudette Consulting Engineers performed the structural assessment that informed some of the treatment recommendations. Associated Consulting Engineers completed an analysis of the mechanical, electrical, plumbing and fire suppression systems. Janene Caywood, CRCS, prepared the historical data sections of this document. Caywood conducted research in the Yellowstone Park Archives, Library, and Museum Collections (all located in the Yellowstone Heritage and Research Center in Gardiner, Montana). She also consulted secondary references, including Mary Shivers Culpin's *A History of Concession Development in Yellowstone National Park, 1872-1966*, which provided information regarding the history of the Yellowstone Park Company.<sup>1</sup> In addition, Ruth Guinn's *Weaver of Dreams: the Life and Architecture of Robert C. Reamer*, provided background information regarding Robert Reamer's body of work for the Yellowstone Park Hotel Company.<sup>2</sup>

**Major Findings:** Mammoth Hot Springs Hotel represents one of a complex of Art Deco-style buildings designed in 1936 by Robert Reamer to transform the then-existing Mammoth Hot Springs Hotel into a “lodge style” facility. This conversion was consistent with National Park Service policy which promoted the construction of facilities that appealed to the majority of park visitors who by that time were accessing the parks in their own automobiles.

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<sup>1</sup> Mary Shivers Culpin, 2003, *A History of Concession Development in Yellowstone National Park, 1872-1966*. National Park Service, Yellowstone Center for Resources, Yellowstone National Park, Wyoming, Document No. YCR-CR-2003-01.

<sup>2</sup> Ruth Quinn, 2004, *Weaver of Dreams, The Life and Architecture of Robert C. Reamer*. Gardiner, Montana, Leslie and Ruth Quinn Publishers.

The hotel building consists of two structural components; the four-story “guest wing” built in 1913 as an addition to the old hotel, and the two-story “Lounge Building,” designed in 1936 and constructed in 1937. As originally designed the 1913 wing contained 124 guest rooms. Subsequent remodeling has resulted in the conversion of some guest rooms into offices for concession employees. The Lounge Building originally contained two primary interior spaces: a lobby with a registration desk to accommodate guests checking into both the cottages and the hotel rooms, and the lounge proper. Besides the reception area, the lobby contained men’s and women’s restrooms, a porter’s room, and a telegraph office. The lounge, now known as the “Map Room,” originally was intended for the exclusive use of the hotel guests; those staying in the cottages were supposed to use the services provided in the recreation building behind the lounge. Although the interior of the hotel had undergone remodeling, the exterior of the building has not be modified and retains all seven aspects of historical integrity.

## Administrative Data

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**Common Name:** Mammoth Hot Springs Hotel

**Historic Name:** National Hotel (1893- 1904); Mammoth Hotel (1904-1936);; Mammoth Springs Hotel and Cottages (1950s); Mammoth Motor Inn (1937-circa 1950).

**Smithsonian Number:** 48YE486

**Historic Structure Number:** HS-2025

**LCS Number:** 10936

**Locational Data:** USGS Mammoth 1986 Quadrangle (unsurveyed)

**UTM point references:** Zone 12, 523530 m E; 498365 m N (NAD 83)

**Proposed Level of Preservation Treatment:** The proposed level of preservation treatment for the Mammoth Hot Springs Hotel is *rehabilitation*, which is defined as “as the act or process of making possible a compatible use for a property through repair, alterations, and additions while preserving those portions or features which convey its historical, cultural, or architectural values.”<sup>3</sup>

**Related Studies:** Historic Structures Report: Mammoth Hot Springs Hotel, Yellowstone National Park, November 1995<sup>4</sup>; National Register of Historic Places registration form for the Mammoth Hot Springs Historic District; List of Classified Structures, updated 2008.

**Date of listing in the National Register:** The Mammoth Hot Springs Historic District (NRIS Number 02000257) was listed in the National Register of Historic Places on March 30, 2002.

**Period and level of significance:** The period of significance identified for the Mammoth Hot Springs Historic District is 1891 to 1948. The district is listed at the state level of significance.

**National Register Criteria and Areas of Significance:** The Mammoth Hot Springs Historic District is listed under National Register Criteria A and C. Areas of significance include: Entertainment/Recreation, Architecture, Military, and Conservation.

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<sup>3</sup> Director’s Order 28 (NPS-28) Cultural Resource Management Guideline, Appendix A: Glossary, NPS Office of Policy ([http://www.nps.gov/online\\_books/nps28/28appena.htm](http://www.nps.gov/online_books/nps28/28appena.htm), accessed 10/12/2014).

<sup>4</sup> James R. McDonald Architects *Historic Structures Report: Mammoth Hot Springs Hotel, Yellowstone National Park*, Report prepared for TW Recreational Services and Yellowstone National Park, Mammoth Hot Springs, Wyoming, November 1995. This report covered the entire hotel complex at Mammoth, not just the hotel building.



# **PART 1 - DEVELOPMENTAL HISTORY**

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## **A. HISTORICAL BACKGROUND AND CONTEXT**

### **The Beginning of Concession Development in Yellowstone National Park**

The Mammoth Hot Springs area was one of the first within Yellowstone National Park to be developed by private operators. In 1871, a year before the signing of the Organic Act that created the park, entrepreneurs Harry Horr and James McCartney, built a small log ‘hotel’ at Mammoth Hot Springs.<sup>5</sup> Immediately after the signing of the act, the newly formed Department of the Interior began receiving requests for hotel leases upon which to develop tourist facilities within the park. While acknowledging the need to open the park to visitors, the Secretary of the Interior was reluctant to issue leases for any purpose, choosing instead to wait until Congress should appropriate funds to manage the park. In part because of this delay, until the early 1880s, McCartney’s Hotel was the only facility of its kind inside the park boundary.

In 1882, however, a group of wealthy businessmen, applied to the Department of the Interior for a lease that would allow them to build a hotel in the park, to operate one or more steamboats on Yellowstone Lake, and to establish stage lines and livery accommodations to connect points of interest inside the park with all railroads and highways extending to the park boundary. The company’s three principals, Carroll Hobart and Henry Douglas, both of Dakota Territory, and Rufus Hatch of New York City, all were associated in some capacity with the Northern Pacific Railroad Company, which was in the process of building a branch line from Livingston, Montana to the park’s northwest entrance at Gardiner, Montana. Tourists would require lodging, and the investors in the improvement company proposed to capitalize on the new tourism market by building hotel accommodations inside the park. Minnesota Senator, William Windom, transmitted the proposal to the department personally. Because of this influence, and over the objections of then-Park Superintendent, Patrick H. Conger, the department negotiated a lease with the consortium. In 1882, the newly established Yellowstone National Park Improvement Company (YPIC) received a lease from the Department of the Interior to build hotels at several locations inside the park boundary.

By the winter of 1882/1883, the YPIC had begun construction of the National Hotel at Mammoth Hot Springs. The company hired architect, L. F. Buffington of St. Paul, Minnesota to design the turreted, Queen Ann-style building.<sup>6</sup> Located between Fort Yellowstone on the west and the Mammoth Hot Springs terraces on the east, the main portion of the hotel opened to receive visitors on July 4, 1884.<sup>7</sup> However, just two years later, the YPIC was bankrupt, and its assets taken over by the newly formed Yellowstone Park Association (YPA)—the primary shareholders of which also happened to be heavy investors in the Northern Pacific Railroad Company. Under protest from the YPIC attorneys, the YPA acquired the government leases granted to the improvement company. The YPA completed the hotel at Mammoth (Figure H-1), and opened temporary tent-style lunch stations at several locations within the park.

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<sup>5</sup> This log building was located in Clematis Gulch, just north of the Mammoth terraces.

<sup>6</sup> Mary Schrivers Culpin, *For the Benefit and Enjoyment of the People: A History of Concession Development in Yellowstone National Park, 1872-1966*, (Yellowstone National Park: Yellowstone Center for Resources, 2003), p. 12.

<sup>7</sup> Ibid.





Figure H-1. The façade of the Mammoth Hotel (originally named the National Hotel) as it appeared in 1901 (Photo No. H-4129, Haynes Foundation Collection, Montana Historical Society, Helena, Montana).

Despite the growing popularity of the park, the hotel concession continued to struggle financially. Besides its hotel at Mammoth Hot Springs, the YPA operated the hotel at Lake, the Fountain Hotel in Lower Geyser Basin (completed the same year as Lake Hotel), and the Upper Geyser Basin Hotel (also known as Hobart's Hotel) built by the Yellowstone National Park Improvement Company on the site of the present day Old Faithful Inn. The Department of the Interior considered the Upper Geyser Basin Hotel inadequate, and wanted the YPA to replace it with a new facility.

Although the YPA went as far as hiring an architect to draft the plans for a new hotel in Upper Geyser Basin, the financial footing of the company was uncertain, and it could not proceed with the construction. In order to continue its influence over hotel development and operation in the park, in 1898, the Northern Pacific Railroad, acting through its subsidiary, the Northwest Improvement Company, purchased a controlling interest in the YPA. With control of the YPA in hand, the railroad looked for an appropriate purchaser, which it found in E. W. Bach, Silas Huntley, and Harry W. Child, the owners of the Yellowstone Park Transportation Company, who had held and profitably operated the concession for transportation services in the park since 1891. In 1901, the Northwest Improvement Company sold its share in the YPA to the Yellowstone Park Transportation Company principals, who continued to operate the hotel concession under the name of the YPA. The same year, Silas Huntley died, leaving Harry W. Child to preside over both the transportation company and their newly acquired hotel concession.

One of Child's early decisions as YPA president was the 1903 hiring of a young California-based architect, Robert C. Reamer, to work in Yellowstone. Reamer had been recommended to Child by his former employer, Elisha S. Babcock. Reamer worked on projects for Babcock's Coronado Beach Company in San Diego from the mid 1890s through 1902, during which time he was responsible for alterations to the Del Coronado Hotel, as well as the design of new buildings in the resort complex. Babcock encouraged Reamer to accept a

position with Child, indicating that the association would likely result in other profitable connections with the Northern Pacific Railroad.<sup>8</sup> Indeed, Reamer's 1903 foray into Yellowstone National Park marked the beginning of a 35-year relationship between the architect and the YPA and its successor companies [the Yellowstone Park Hotel Company (YPHC) and the Yellowstone Park Company (YPC), which would eventually hold the concession to all of the park's hotels, lodges, and transportation services.<sup>9</sup> Although the company employed other architects for design work in Yellowstone, its president, Harry Child, and his successor, W. M. "Billy" Nichols, hired Reamer to design virtually all of the major additions and alterations to the park's hotels until the latter's death in 1938.

In 1906, Harry Child asked Reamer to prepare at least two conceptual designs for a new hotel at Mammoth—to replace the old National Hotel that the YPA had inherited from the YPIC. However the company was also considering upgrades to its other facilities, including a major hotel construction project at Canyon. Perhaps because of these reasons, neither of Reamer's proposals for a new building at Mammoth Hot Springs progressed beyond the conceptual design phase.<sup>10</sup> In 1913, however, Reamer did preside over the remodeling of the Mammoth Hotel, during which the top floor of the building was removed and a new flat roof installed (Figure H-2).

Part of the remodel included the construction of a new four-story wing, attached to the east end of the old hotel. The hotel company built the new wing for the Mammoth hotel with day labor and without the benefit of construction drawings. According to W. M. Nichols, President of the YPHC, "Reamer does much better to build as he goes along rather than to draw up a set of specifications and be died down to them".<sup>11</sup> No construction drawings for the remodel of the old Mammoth Hotel have been found, indicating that Reamer may have followed the same procedure for that part of the 1913 work.

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<sup>8</sup> Quinn, *Weaver of Dreams*, pp 29-32.

<sup>9</sup> In 1936, the Yellowstone Park Hotel Company, Yellowstone Park Lodge Company, and Yellowstone Park Transportation Company, heretofore commercial divisions of the Yellowstone Park Association, merged under one company—the Yellowstone Park Company, with W. M. Nichols serving as President and Vernon Goodwin serving as Vice President. Culpin, *For the Benefit and Enjoyment of the People*, p. 129.

<sup>10</sup> Quinn, *Weaver of Dreams*, p. 60.

<sup>11</sup> W. M. Nichols to Lieut. Col. L. M. Brett, Superintendent Yellowstone National Park, April 18, 1914. Letter on file at Rocky Mountain Regional Office, National Park Service, Denver Colorado.



Figure H-2. Photograph of the remodeled Mammoth Hotel taken in 1914, after the Reamer-designed remodel. The new wing is located at the far right of the photo. (Photo No. H-6058, Haynes Foundation Collection, Montana Historical Society, Helena, Montana).

## **The Establishment of the National Park Service and the Beginning of Comprehensive Planning Efforts**

The creation of the National Park Service in August of 1916 brought sweeping changes to park concessions throughout the national park system. The agency's first director, Stephen T. Mather, and his assistant, Horace Albright, conducted an inspection of the national parks during the summer of 1916. Recommendations for Yellowstone resulting from this tour included the consolidation of similar concession services under separate companies. The Yellowstone Park Hotel Company would continue to operate the parks hotels, while transportation and camp ground services (both previously provided by several different operators) would be consolidated under the Yellowstone Park Transportation Company and Yellowstone Park Camping Company, respectively.<sup>12</sup>

Besides the reorganization of concession businesses, the new National Park Service brought a "concerted, businesslike approach to the operation of the national park system."<sup>13</sup> Included in the new approach was the need for planned development of both concession and administrative facilities. In 1918 Secretary of the Interior, Franklin Lane, issued a statement establishing that landscape preservation and harmonization would guide all park development and use. To that end, in 1918 the service hired its first landscape architects, or "landscape engineers," Charles Punchard, Daniel Hull, and Thomas Vint. The men of the Landscape Division were charged with locating and designing park roads, with designing improvements built by the park service, and with reviewing the plans proposed by the concessioners.<sup>14</sup> Working with park service employees, the

<sup>12</sup> Culpin, "For the Benefit and Enjoyment of the People," p. 60.

<sup>13</sup> Ibid. p. 61.

Landscape Division was responsible for the master plans developed for each of the national parks beginning in the late 1920s.

In 1919, Horace Albright returned to Yellowstone National Park as its first civilian superintendent. Albright supervised the park's concessions operations closely, including Harry Child's two companies, the Yellowstone Park Hotel Company and the Yellowstone Park Transportation Company. Prior to the establishment of the National Park Service, the concessioner's leases had included a provision that required approval of new construction by the Secretary of the Interior. However, these approvals were often sought after the fact. With its new cadre of landscape architects and engineers, the National Park Service was determined to ensure that development did not destroy the natural features of the parks. Gone were the days of concessioner's architects building as they go. Henceforth, the agency asserted its right to approve general development plans (including the siting of new buildings), construction drawings for new buildings and major additions to existing buildings, as well as grounds improvement work such as landscaping and the placement of roads.

By the end of the 1920 season, Albright had assessed the facilities and operations of the hotel company and made recommendations for improvements and additions to most of its hotel buildings, including the hotels at Mammoth, Old Faithful, Lake, and Canyon. For Mammoth, he recommended, "... the (hotel) company needed to enlarge the Mammoth Hotel dining room, more rooms added with some baths, and the hotel should be painted."<sup>15</sup>

Over the next decade, Child complied with most of Albright's recommendations, beginning with an addition to the Lake Hotel. In 1922, he hired Reamer to design the addition. In 1927, the hotel company proceeded with the construction of another new wing at Old Faithful Inn (also designed by Reamer), which was finished just prior to the 1929 Wall Street crash and the beginning of the Great Depression. During the first half of the 1930s, park visitation declined dramatically, with the most substantial drop seen in rail passengers. As rail passengers constituted the majority of hotel clientele, the hotel company suffered the greatest losses. During the 1933 season, only two of the hotel company's facilities, Old Faithful Inn and Canyon Hotel, opened. The improvements to Mammoth Hotel recommended by Albright in 1920 would not occur until the mid 1930s, by which time the park service had adopted a different approach to providing lodging for park visitors.

## **Effects of the Great Depression on Park Concessioners**

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One of the nation-wide trends recognized by both National Park Service officials and by the major park concessioners during the depression years, was the preference of park visitors for lodge-style accommodations, i.e., facilities where guests stayed in individual cabins (some equipped with cooking facilities), oriented around a main lodge containing a dining facility or cafeteria, and space for leisure activities. Yellowstone already possessed four such complexes, Old Faithful Lodge, Lake Lodge, Roosevelt Lodge, and Mammoth Lodge—all operated by the Yellowstone Lodge and Camps Company under the same ownership as the hotel and transportation companies. In general, these lodge-type facilities had fared better financially during the hardest years of the depression.

In 1934, Thomas Vint, Chief National Park Service Architect, suggested that the Mammoth Lodge be removed and that the Mammoth Hotel should be converted to a lodge-type facility, with cabins surrounding a few

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<sup>14</sup> Linda Flint McClelland, *Presenting Nature: The Historic Landscape Design of the National Park Service 1916-1942*, (Interagency Resources Division, National Register of Historic Places, US Department of the Interior, 1993), p. 115.

<sup>15</sup> Excerpt from Albright's report to National Park Service Director, Stephen Mather, dated 21 October 1920, quoted in *For the Benefit and Enjoyment of the People*, 67-68.



central buildings. W. M. Nichols, president of the hotel company since the 1931 death of Harry Child, hired Reamer to redesign the complex. Reamer proposed razing all but the 1913 wing of the old hotel and building a new “lounge building,” a separate dining room, and a separate recreation building. Guests would stay in single or double cottages located behind the new lounge and recreation buildings and in the hotel rooms in the 1913 wing. Reamer argued against simply moving the old Mammoth Lodge cabins to the site of the hotel. Rather, he designed both single and double wood-frame cabins, with lapped exterior siding.

The conversion of the Mammoth Hotel began in 1936 with the razing of the old hotel and its small ancillary buildings and the construction of the new dining room, which housed a formal dining room as well as a cafeteria.<sup>16</sup> Nineteen thirty-seven saw the completion of the “lounge building,” followed by the recreation building. Construction of the Mammoth cottages began in the spring of 1938. After execution of Reamer’s redevelopment scheme, the Yellowstone Park Company renamed the complex Mammoth Motor Inn.

## **The Impact of Mission 66 on the Yellowstone Park Company**

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In 1955, National Park Service Director, Conrad Wirth, initiated Mission 66, a long-range program designed to bring park operations across the country up to an acceptable standard. The target date for completion of the program was 1966—the fiftieth anniversary of the National Park Service. Officials from all of the national parks were expected to provide suggestions for improvements in all areas of management including the state of its concession facilities. A committee of four from Yellowstone, consisting of the superintendent, the chief ranger, the landscape architect, and the chief naturalist, prepared a list of improvements to the park’s developed areas, which included: Lake and Fishing Bridge, West Thumb, Old Faithful, Tower Fall, Roosevelt, Mammoth, and Canyon. It also suggested new development at Bridge Bay. The plan would increase guest room capacity by slightly more than 5,000—at a cost to the concessioner of \$13,654,000 in new construction and another \$721,200 for rehabilitation.<sup>17</sup>

Because the YPC owned most of the hotel, lodge, and boating improvements, the company would be required to undertake the improvements. Its new 20-year contract, dated February 3, 1956, contained a provision that required it to begin the building program by April of that year. Although the company was able to secure a loan to begin the initial building program, in the long run it did not have the financial wherewithal to meet the ambitious obligations mandated by the Mission 66 program. In addition, the level of service provided by the company had declined, prompting complaints from visitors. After several years of looking for a buyer, in 1966, the YPC sold its Yellowstone properties to the Goldfield Corporation, including the Mammoth hotel and its associated buildings.<sup>18</sup>

Goldfield Corporation sold to General Host just a few months later. General Host received a 30-year contract to operate the concession in Yellowstone, with the provision that it invest \$10,000,000 by the end of 1975. Like the YPC, however, General Host was unable to meet its financial commitments. In 1976, it sold all of its Yellowstone improvements to the United States government.<sup>19</sup> From 1976 to the present, the former YPC buildings have been operated by a series of concession/resort companies, the most recent being Xanterra Parks and Resorts.

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<sup>16</sup> Cammerer to Rogers, July 30, 1936. Folder 7, Box 6, Series I: Subject Files, Subseries C: Facilities Management 1920-1976, Yellowstone Park Company Records, 1892-1979 (Catalogue No. YELL 185385), National Archives and Records Administration, Yellowstone National Park (hereinafter NARA YELL).

<sup>17</sup> Culpin, “*For the Benefit and Enjoyment of the People*,” p. 105-107.

<sup>18</sup> *Ibid* p. 115.

<sup>19</sup> *Ibid* p. 114.

## B. CHRONOLOGY OF DEVELOPMENT AND USE

### Development and Use of the Mammoth Hot Springs Hotel Site

The Mammoth Hot Springs Hotel is located on the north side of the Grand Loop Road within the Mammoth Hot Springs area of Yellowstone National Park. The hotel building and the adjacent dining hall both stand within the original footprint of the old National Hotel, which first opened its doors in 1884. When the park began working on its first Master Plan in the late 1920s and early 1930s, planners recommended an almost complete reconfiguration of then existing concession buildings at Mammoth Hot Springs.

The Mammoth Hot Springs and the formations are the most remarkable in the world. Consequently, the setting should be unencumbered by artificial works of man. All building along the road to Golden Gate should be removed, including the Lodge and its out-buildings, residences of employees of the Government, including the house and out-buildings of the U. S. Commissioner immediately adjoining the Hymen Terrace, the Curio Shop and other building owned by Mrs. Pryor, the old log hotel structure and Whittaker's store and gas station. ...<sup>20</sup>

Within the Yellowstone Park Hotel Company's lease, they recommended the following:

The hotel, the largest part built in 1883, is ugly, a fire trap, and past the stage of satisfactory usefulness for the type of patronage it caters to. It should be replaced by an attractive, architecturally suitable, and appropriate, fireproof structure.<sup>21</sup>

A 1934 plat for the Mammoth area shows that the hotel, as well as improvements on adjacent concessioner's lease sites (a store and gas station west of the hotel), all were slated for removal (Figure H-3).<sup>22</sup> A new 'Hotel Group,' consisting of five separate buildings, was to be added at the base of the hill behind the old hotel, while the area where the hotel stood would be converted to green space. All remaining concession services would be moved to a new building east of the hotel, on the north side of a new landscaped boulevard or "esplanade."

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<sup>20</sup> Gilmore D. Clarke "Report to Accompany Plan of Mammoth Hot Springs Area, Yellowstone National Park," June 1930, p. 7-8. File 328, Box L-56, Series I: Master Plans & Reports, Park Facilities and Maintenance Records 1918-Present (Catalogue No. YELL 182386), NARA YELL.

<sup>21</sup> Ibid.

<sup>22</sup> Drawing No. YEL 3124-B, 1934. File 007: 1933 Master Plan for Yellowstone NP, Folder 1 of 3, Subseries A: Master Plans, 1932-1931, Series II: Management and Accountability 1881-2009, undated, Maps and Drawing Collection (Catalogue No. YELL 145676), NARA YELL.

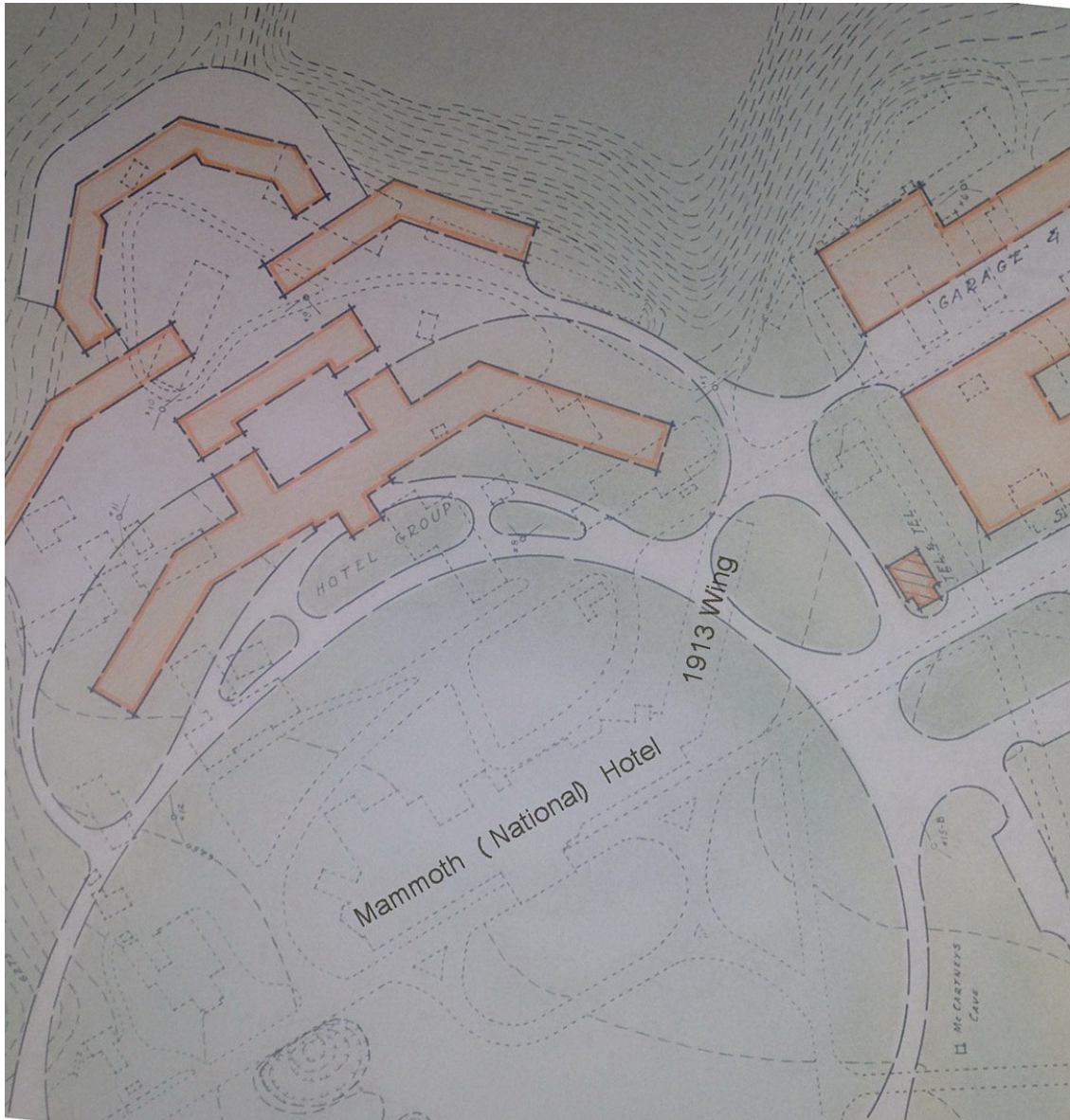


Figure H-3. Detail of Sheet No. 7, dated 1934, part of the Master Plan for Yellowstone National Park, Mammoth Hot Springs area. Light blue dashed lines indicate the buildings recommended for removal, while the orange shaded areas within dashed lines indicate proposed new construction. Note that the entire hotel (including the 1913 wing) was slated to be removed.

In June of 1936, however, Sanford Hill (the park's Resident Landscape Architect), working with representatives of the hotel company, approved an alternative development plan for the hotel lease site: "A general plan of procedure for the reconditioning and development of the present Hotel was agreed to by the operators [the YPC] and the Park."<sup>23</sup> In July of 1936, Reamer produced a conceptual drawing of the new complex (Figure H-4), and on July 30<sup>th</sup>, National Park Service Director, Arno Cammerer, sent a telegram to

<sup>23</sup> Sanford Hill (Resident LA) and Howard Gregg (Assistant LA), "Report to the Chief Architect Period June 1 – June 30, 1936." File 2 (Reports to Chief Architect by Sanford Hill and Howard Greg), Box L-56, Series I: Master Plans & Reports, Park Facilities and Maintenance Records 1918-Present (Catalogue No. YELL 182386), NARA YELL.



the park's superintendent, approving the razing of the old hotel to make room for the new Mammoth Hot Springs development.<sup>24</sup>

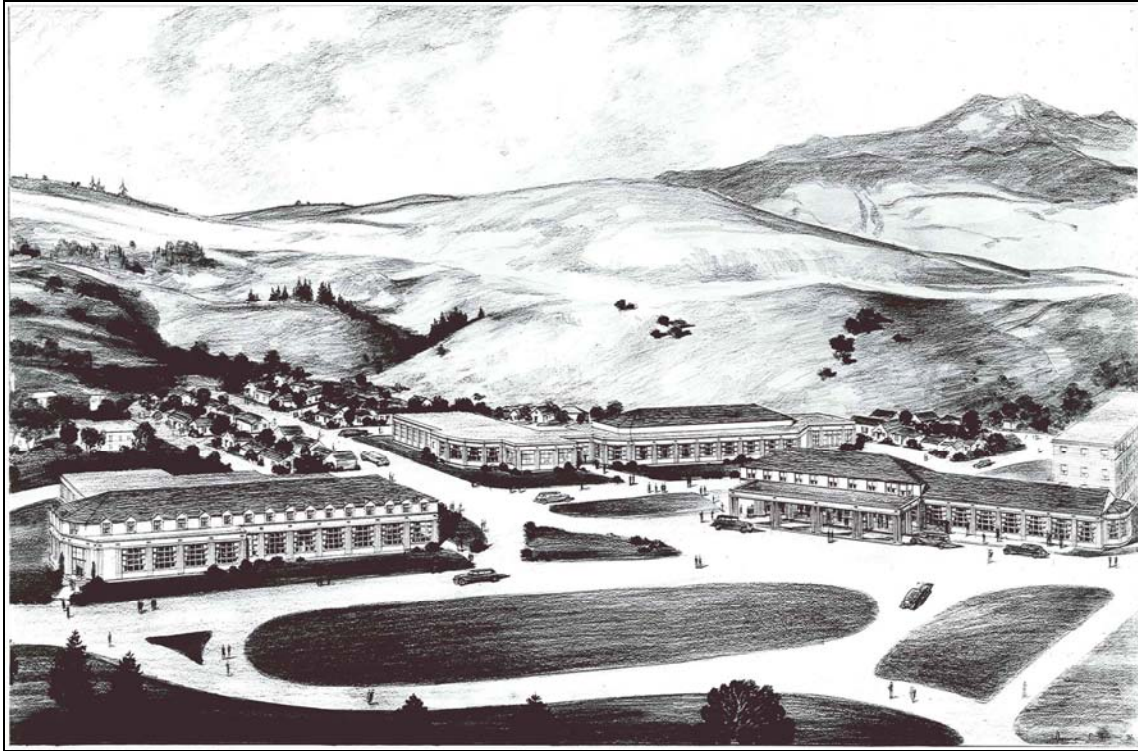


Figure H-4. Architect's drawing of the new development at Mammoth Hotel, titled "Mammoth Springs Lodge."  
(Photo No. H-36494, Haynes Foundation Collection, Montana Historical Society).

Chief Landscape Architect, Thomas Vint, also visited the park in June to review the company's plans for the cabin group. Reamer had prepared two versions for the cabin area, one with the cabins arranged in a regular grid pattern (as shown in Figure H-4), and a second, with the cabins facing onto five irregularly shaped landscaped areas and a row of cabins lining the base of the cliff at the rear of the hotel complex. Vint approved the latter version.<sup>25</sup> He also approved Reamer's architectural drawings for the new lounge and the dining room. Company president, Billy Nichols asked Reamer to finalize the cabin layout plan and forward it to the Branch of Plans and Design.<sup>26</sup> The YPC began the demolition in August of 1936, to make way for the new dining room and lounge building (Figure H-5). By the end of the summer, the first floor and the stud partitions for the new dining room had already been built (Figure H-6).

<sup>24</sup> Cammerer to Rogers, July 30, 1936. Folder 7, Box 6, Series I: Subject Files, Subseries C: Facilities Management 1920-1976, Yellowstone Park Company Records, 1892-1979 (Catalogue No. YELL 185385), NARA YELL.

<sup>25</sup> Drawing No. 8906-B "Approved plan for new mammoth hotel development" Approved and dated 1936, Note drawing 8906-A showed the cabins arranged in a regular grid pattern. Drawing No. 8906-B, File No. 401, Subseries A: Architectural Drawings 1903-2006, undated, Maps and Drawing Collection (Catalogue No. YELL 145676), NARA YELL.

<sup>26</sup> "Monthly Narrative Report to Chief Architect Major & Minor Roads, Trails, and Projects other than E. C. W.," File (same as report name), Box L-56, Series I: Master Plans & Reports, Park Facilities and Maintenance Records 1918-Present (Catalogue No. YELL 182386), NARA YELL.





Figure H-5. Looking east towards the old Mammoth Hotel being razed to make way for the new dining room and lounge buildings, take August 14, 1936. The roof of the 1913 wing, the only portion of the old hotel left standing, is indicated by the white arrow. (Photo No. 31109; Box X-29, Freezer 1, Yellowstone Photo Archives.)



Figure H-6. Foundation and wall framing for the new dining room, October 24, 1936. (Photo No. 20773, Box W-16, Freezer 1, Yellowstone Photo Archives).

Early in 1937, Resident Landscape Architect, Sanford Hill, was in the park to discuss the Bureau of Public Road's Mammoth Plaza Road contract with Superintendent Rogers. During his visit, Hill completed preliminary drawings of the layout of parking areas and roads in the vicinity of the new hotel buildings, which would be built under the contract. The plan was to "... start work at a point between Pryor's Store and the new Hotel Dining Hall, and continue (east) through the Mammoth Plaza as far as possible, keeping within the \$100,000 limit."<sup>27</sup>

Howard Baker inspected the Mammoth project in June of 1937. He noted that "The Master Plan for this area [Mammoth Hot Springs] is becoming fairly well tied down with the projects under construction and the proposed immediate construction program."<sup>28</sup> He found the YPC's construction crews still working to complete the dining room and lounge buildings. Although they had not finished these buildings by the official opening date of June 20, he felt they would be done soon, and would then begin the construction of the recreation building and cabins.

By July of 1938, the YPC's new hotel and cottage complex at Mammoth was nearing completion. Once again, Howard Baker inspected the site:

The Mammoth hotel and cabin developments were nearing completion and present a very fine appearance. The cabin area was especially well handled and is a marked improvement over the general run of cabins now existing within Yellowstone National Park.<sup>29</sup>

Baker's only concern was that the area around the hotel dining room and the recreation building needed walks, curbing, and planting. "It is hoped that the park operator appreciates the need for this work as it certainly will enhance the appearance of the new development."<sup>30</sup>

By the end of the 1938 construction season, much of the YPC's new "lodge-style" complex at Mammoth was complete (Figure H-7). In the decades since, the functions of some buildings within the complex have changed, however, the site as a whole has undergone little modification. The chronological development of the Hotel has changed over the years since the original National Hotel (HS-8). The complex as a whole and the hotel site itself appears much as it did in 1938. Exceptions include pedestrian sidewalks that have replaced the narrow curbing adjacent to the lawn east of the lounge/hotel wing, and in front of the dining room. The interior has been remodeled during the late 1940s to early 2000s. This included putting the original water fountain in the Lobby, upgrade of public restrooms, and the addition of bathrooms in the Guest Rooms.

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<sup>27</sup> Sanford Hill "Field Inspection Narrative Report, March 11 to March 24, 1937." Folder: Field Inspection Sanford Hill Mar. 1937, Box L56, Series I: Master Plans & Reports, Park Facilities and Maintenance Records 1918-Present (Catalogue No. YELL 182386), NARA Yellowstone. Because the new construction associated with the hotel varied from the 1934 Master Plan, the National Park Service had to "readjust" its plan for the Mammoth area by orienting new road construction to the three main buildings (dining room, lounge/hotel wing and recreation building) associated with the Mammoth Hotel project. Hand-written notation on Sheet 2D, accompanying Sheet No. 12, Mammoth Site Plans, 1939 Master Plan. File No. 017, Subseries A: Master Plans, 1932-1971; Series II: Management and Accountability, 1881-2009, undated, Maps and Drawing Collection (Catalogue No. YELL 145676), NARA YELL.

<sup>28</sup> Howard W. Baker, "Report to the Chief Architect on Yellowstone National Park, June 5 to 22, 1937." Folder (same as report title), Box L-56, Series I: Master Plans & Reports, Park Facilities and Maintenance Records 1918-Present (Catalogue No. YELL 182386), NARA YELL.

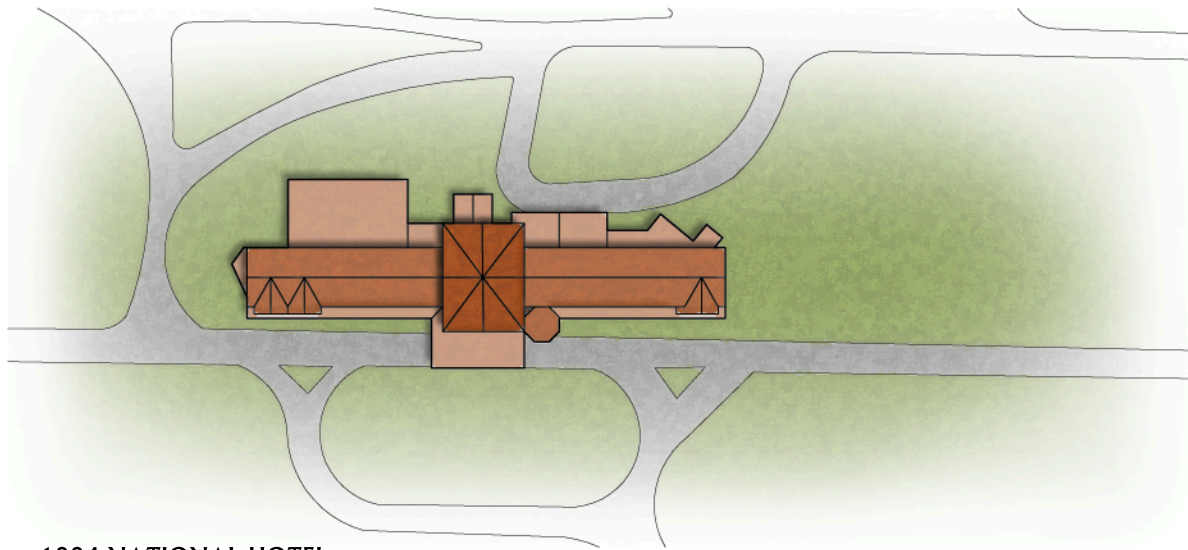
<sup>29</sup> Howard W. Baker, Regional Landscape Architect "Report to Chief Architect on Inspection Trip to Yellowstone National Park, July 18 to August 4, 1938." File No. 601-15.1 July 18 – August 4; Box L-56, Series I: Master Plans & Reports, Park Facilities and Maintenance Records 1918-Present (Catalogue No. YELL 182386), NARA YELL.

<sup>30</sup> Ibid.

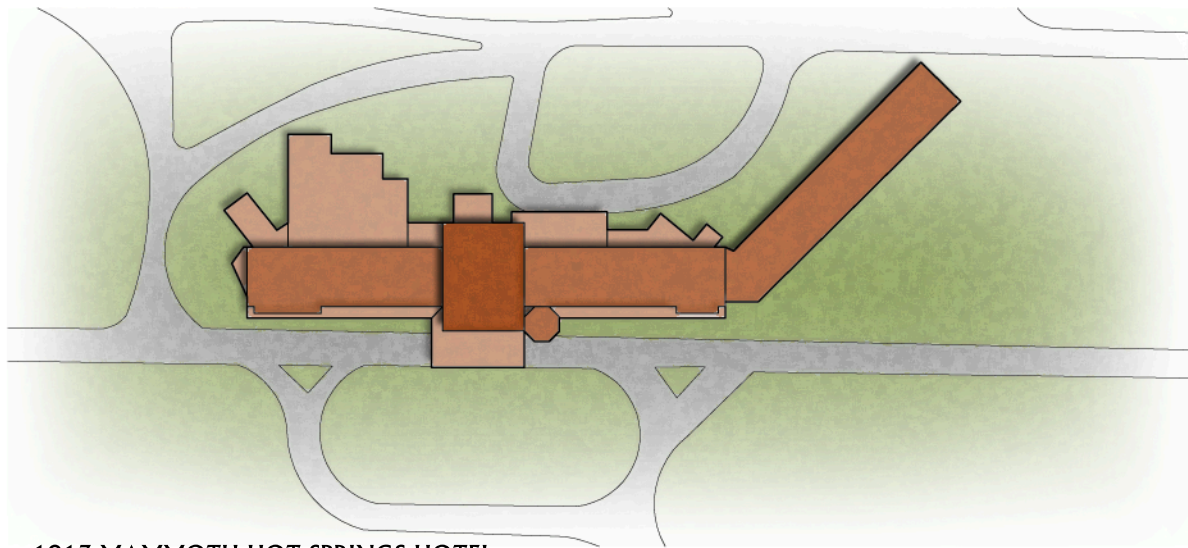


Figure H-7. "Mammoth Springs Hotel from Capitol Hill" 1938  
(Photo No H-38615, Haynes Foundation Collection, Montana Historical Society, Helena, Montana).

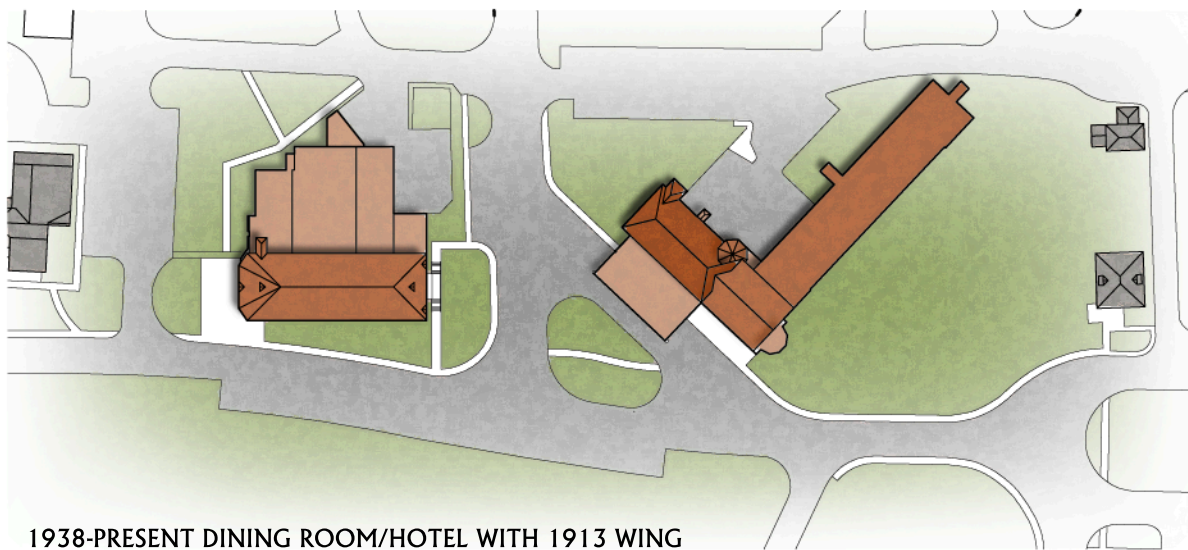




1884 NATIONAL HOTEL



1913 MAMMOTH HOT SPRINGS HOTEL



1938-PRESENT DINING ROOM/HOTEL WITH 1913 WING

# Mammoth Hot Springs Hotel

Mammoth - Yellowstone National Park

FIGURE HS.8

