



# ***BUILDING MONTANA'S COPPERWAY***



## ***AN ACTION PLAN FOR HERITAGE TOURISM IN THE BUTTE-ANACONDA HERITAGE CORRIDOR***

**HERITAGE STRATEGIES, LLC**

*in association with*

**WALDEN MILLS GROUP**

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Cover photos: (1) The Original and Steward Mines' headframes, with Montana Tech's distinctive "M" in the background. Butte grew up beside its copper mines. Photo by Cheryl Ackerman, Buttstuff.com. (2) The towering Anaconda Smelter Stack, tallest free-standing masonry structure in the world, and all that remains of the mighty smelters that impelled Anaconda's growth. Photo courtesy Paula Krugerud Photography, Anaconda. (3) The Anaconda-Deer Lodge County courthouse (1900) overlooks the valley enclosing the town, aspens in fall gold brightening the scene. Photo courtesy Paula Krugerud Photography. (4) Fourth of July celebration in Butte, occasion of one of the city's many festivals. Photo courtesy Mainstreet Uptown Butte, with thanks to Executive Director George Everett. We are grateful for all contributions.

Back cover image: An early booster's pamphlet extolling Butte's virtues. Courtesy Montana Memory Project (Montana's Digital Library and Archives), Butte Digital Image Project; contributing institution: Butte-Silver Bow Public Library. <http://cdm15018.contentdm.oclc.org/cdm/compoundobject/collection/p15018coll29/id/410/rec/17>

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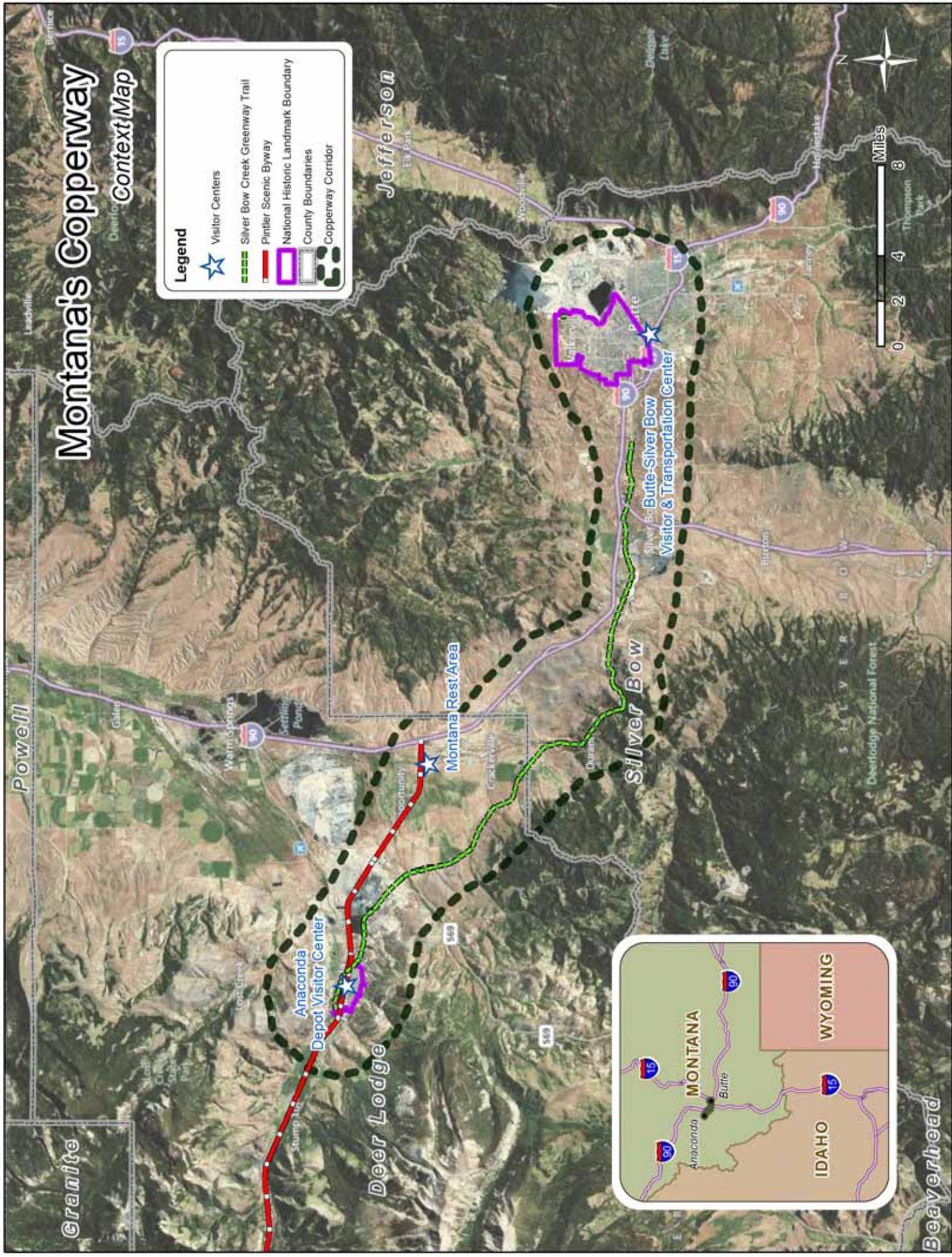
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# Montana's Copperway

Context Map

## Legend

- Visitor Centers
- Silver Bow Creek Greenway Trail
- Pintler Scenic Byway
- National Historic Landmark Boundary
- County Boundaries
- Copperway Corridor







## Chapter 1: Introducing Montana's Copperway

In the late 1980's, as one of the nation's largest Superfund projects got underway, deep community concern arose about the potential loss of unique heritage resources in Butte and Anaconda that could result from the Upper Clark Fork River Project to remediate the environmental impacts of copper mining and smelting. To respond to this concern, parties involved created the Regional Historic Preservation Plan (RHPP), including the city-counties of Butte-Silver Bow and Anaconda-Deer Lodge. In 1993, the parties completed and signed the RHPP as a part of the long-term cleanup.

The planning that resulted in the RHPP conceived an "Anaconda-Butte Heritage Corridor." The RHPP identified resources in the corridor to be saved, how they would be preserved, and how they would be made available (or not) for public access. Later, in the early planning for the Silver Bow Creek Greenway that is a major result of the cleanup of the creek between the two communities, the corridor gained its heading, "Montana's Copperway."

The RHPP's focus on the corridor provided a comprehensive plan for interpreting the stories and resources of the region and set an agenda for community historic preservation and economic development as

envisioned by the public. It was a significant achievement in its own right, a pioneering study that paralleled a rise at the same time of a national interest in regional planning for the sake of the environment and preservation.

An assessment of the RHPP can be summarized as follows:

- It provided excellent interpretive structure and inspired many good interpretive decisions to date, especially the BA&P Hill Trail in Butte.
- It provided good guidance and detail for a regional plan, although given its age it is no longer sufficient as a historic preservation plan for individual communities.
- It successfully guided Superfund decisions affecting historic resources and the cultural landscape.
- It did not succeed in stimulating the emergence of a single management body that could achieve the vision for a heritage park, but the plan as a whole was so strong, it encouraged many entities to undertake significant portions.

Photo: The Mountain Con Mineyard and the newly completed upper stretch of the BA&P Hill Trail overlooking Butte. (Courtesy BSB CHPO)

### “Game Changers”

Major accomplishments in Butte and Anaconda in the last 40 years include:

- ✓ Our Lady of the Rockies
- ✓ Superfund transformation
- ✓ The Regional Historic Preservation Plan
- ✓ Preservation of Anaconda Stack
- ✓ Preservation of Old City Hall in Anaconda
- ✓ 2006 National Historic Landmark nomination
- ✓ National/Montana Folklife Festival
- ✓ The Granite Mountain Memorial
- ✓ Butte-Silver Bow Public Archives

The band designed at far right on odd pages 3 through 35 honors the many individual projects, events, and organizations that have contributed to the quality of life in Montana’s Copperway.

Now, two decades later, a great deal of what the RHPP set in motion has come to pass, and the cleanup is arriving at a moment when it is possible to see the end game (even though, sadly, some of that end game is perpetual). Butte-Silver Bow County and Anaconda-Deer Lodge County leaders, residents, and businesses have many achievements to celebrate. It is time, therefore, to take stock, gather ideas, and assess possibilities for future action.

### Planning for Action

The process that led to this plan was designed to:

1. Identify ways to maximize the heritage tourism potential inherent in the Butte-Anaconda National Historic Landmark District’s resources, stories, and traditions, and local achievements to date;
2. Identify ways to encourage private investment and direct public investment, to enlarge heritage tourism’s and historic preservation’s role in local economic development; and
3. Create an action plan to energize local efforts.

The resulting plan is a road map to achieve the following three goals, defined by the consulting team in response to community input during the planning process:

1. Stimulate a vibrant tourism sector that uses the region’s heritage assets to maximum advantage and which contributes substantially to the economic viability of Butte and Anaconda.



The Anaconda Stack is the world’s tallest free-standing masonry structure, all that remains of the massive smelting operation that once drove Anaconda’s economy. (Courtesy Heritage Strategies, LLC)

2. Use interpretation to engage visitors in ways that support the region’s economy and encourage preservation and community enhancement.
3. Use the historic character of Butte and Anaconda to enhance the quality of life for residents in ways that visitors will appreciate.

This action plan focuses on three topics: heritage tourism – the development and marketing of historic experiences and a positive visitor experience overall; interpretation – the telling of the stories inherent in this region’s history and resources; and community revitalization – including using and caring for historic resources. The three chapters that follow focus on each of these topics in that order. As will be apparent, they overlap in significant ways. Heritage tourism relies on compelling interpretive experiences along with great visitor experiences overall, including hospitality and services. Interpretation needs the audiences that come through tourism marketing. And community revitalization through heritage development seeks long-term preservation of authentic historic character and great places to enjoy, setting the scene for successful heritage tourism and interpretation.

Figure 1:  
Montana's Copperway Primary Logo  
with Subsidiary Tag for Trail System  
Component (Silver Bow Creek  
Greenway)



This chapter integrates these topics, providing an overview and a summary of first-phase and high-priority actions. Below, we look briefly at each. First, however, let's define our territory.

### A Key Finding: Claiming the “Montana’s Copperway” Identity

Tackling the challenge of building the region’s heritage tourism requires Butte and Anaconda – that is, Butte-Silver Bow County (BSB) and Anaconda-Deer Lodge County (ADLC) – to think and act like a region, signaling to visitors that there is a large enough experience to be found here and that it is a destination well worth exploring.

As good fortune would have it, and as the planning process revealed, the regional concept, and even a brand, already exists: Montana’s Copperway. While it may not be prominent in the local vocabulary, it should be – it is an identity to be proudly and loudly proclaimed. The concept emerged not long after the completion of the RHPP.

What is the Copperway?

The Copperway, as it has emerged over the past 20 years, is a unifying theme, a brand, to describe and promote this complex historic landscape. It evolved

naturally and authentically based on community input, and effectively embodies the most significant story that Butte and Anaconda have to tell: how the pursuit of copper defined these two communities and altered the course of American history.

The Copperway represents the physical resources and cultural traditions that collectively define this area. The mines of Butte, the smelters of Anaconda, conveniently connected by a 26-mile recreational trail, and the rich stories of the people who immigrated to this region and built an industry and community comprise a place of truly national significance. It should prove irresistible to today’s modern heritage traveler.

The “Montana’s Copperway” logo can be seen on interpretive signs along the local trail system. This includes the BA&P Hill Trail, a conversion of the upper portion of the Butte, Anaconda & Pacific Railroad, which served the mineyards lining the upper part of the Butte hill by electric train, plus a walkway past the Mountain Con mineyard to the Granite Mountain/Speculator Fire Memorial. The trail system also includes the 26-mile Silver Bow Creek Greenway Trail at the heart of the Silver Bow Creek Greenway connecting Butte and Anaconda, a centerpiece of the Superfund environmental restoration, and connecting to the BA&P Hill Trail at that trail’s western end. These



The Depot Visitor Center in Anaconda on the westbound lanes of Montana Route 1, the Pintler Scenic Byway. The Anaconda Chamber of Commerce operates this facility. (Courtesy Heritage Strategies, LLC)

### A Heritage Traveler —

- Stays longer and spends more
- Has a higher household income
- Is well-traveled
- Seeks authenticity and quality
- Is active at every age – not a passive museum-goer
- Places high value on outdoor activities
- Expects to learn something new

are but two of many trails planned for Butte and the region, all under the umbrella concept of Montana’s Copperway. It was the planning for the Greenway, in fact, that resulted in the logo and the general “vocabulary” for interpretive signage gradually being installed at various locations.

“Montana’s Copperway,” therefore, can be shorthand for the network of trails that have been built or which are still being completed throughout the region. As will be seen in the discussion of heritage tourism, this network is critical

in helping to position this region as a significant place to enjoy Montana’s great outdoors.

The Copperway, however, is more than this system of trails, important as it is. The term should apply broadly to Butte and Anaconda, and should be the way that regional, national, and international audiences come to know this region and understand its importance and the special nature of the experiences it offers. Picture it, for example, on strategically located I-90 signs helping travelers to perceive the region as a whole (replacing the current brown signs proclaiming Montana’s Cultural Heritage Corridor).

The Copperway’s positive connotations will help with another important part of Butte’s and Anaconda’s message to the world at large, as well, as they promote heritage tourism and make the meaning of their efforts clear to visitors. Ultimately, the world should come to understand that these are thriving communities that have successfully tackled one of the nation’s greatest challenges in environmental cleanup and are preserving a National Historic Landmark region at one and the same time. In the process, these are communities that are creating great places to live, work, and play in the 21st century. To put this message in shorthand, Butte and Anaconda are “back and better than ever.”

## Opportunity: Attracting Heritage Travelers

Branding this region as Montana's Copperway is the first of many steps required to realize the economic potential inherent in employing the region's resources in dynamic ways for a new market of heritage travelers. Heritage tourism has been a part of the region's strategies for diversifying the economic base for years. It is time to reach for a next level in that effort, one that will require added collaboration among many entities, and more public and private investment.

Butte's and Anaconda's existing tourism is already healthy. Its current market is a combination of drive-through visitation from travelers stopping on their way to somewhere else and a robust audience for the many special events that have been developed over the past 20 years. Mainstreet Uptown Butte, Anaconda's Chamber of Commerce, and other organizations dedicated to particular events have created a regional schedule that offers special events and programs almost every month of the year. In addition, Advantage Butte has recently sparked a strong market in sporting events.

This tourism is sufficient that many new tourism and hospitality-related businesses have opened over the past ten years. These include new heritage-based tour businesses, restaurants, bars, and other food establishments, and lodging, as well as specialty stores and gift shops. In Butte, as of last year (2011) there were 26 restaurants within Uptown and nearly 10,000 visitors who enjoyed heritage-themed tours conducted by a combination of private entrepreneurs and the Chamber of Commerce.

Butte's economic destiny in particular must include tourism. Even if historic shopping patterns were to return to Uptown's commercial district, it was built to serve a community of 60,000, whereas the population today is 35,000. The entire community of Butte is no longer large enough to make Uptown successful without visitors, served by growth in specialty retail, lodging, eateries, entertainment, and events.

Both communities, moreover, need more population to provide the economic energy needed to achieve community goals for local business growth, housing improvement, and historic preservation. It is clear, especially in Butte, that natural growth (births more than deaths) is not sufficient. It is possible for heritage tourism to assist in attracting new residents and business owners; indeed, the process of making Uptown Butte and downtown Anaconda more



The Butte-Silver Bow Public Archive is one of the finest locally operated archives in the nation. (Courtesy Heritage Strategies, LLC)

attractive and more known to visitors should be regarded as a key element in creating a positive cycle of investment and growth.

These facts alone make it obvious that it is time for the development of a next-level tourism strategy for Butte and Anaconda. But there is more. Important initiatives in story-telling and placemaking are also underway, creating exciting synergy and opportunities for both visitors and residents. These build on the large number of accomplishments listed at far right throughout this chapter.

With such strong a foundation for tourism, Butte and Anaconda are well positioned to aim higher, ultimately to take a larger role on the national stage as a well-known, exciting tourism destination.

A key opportunity that defines the first phase of actions in this plan is the rollout for introducing a national audience to the Copperway's game-changing, most critical link, the Silver Bow Creek Greenway Trail. While its recreational aspects should be central to celebration and long-term visibility, other events

### Cultural Heritage Tourism is Big Business

In 2010, travel and tourism directly contributed \$759 billion to the U.S. economy. Travel and tourism is one of America's largest employers, directly employing more than 7.4 million people and creating a payroll income of \$188 billion, and \$118 billion in tax revenues for federal, state and local governments. (Source: U. S. Travel Association, 2011)

In addition to creating new jobs, new businesses, and higher property values, well-managed tourism – especially cultural heritage tourism – improves the quality of life and builds community pride. And a focus on this end of the business can pay off: According to a 2009 national research study on U.S. Cultural and Heritage Travel by Mandela Research, 78% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling, translating to 118.3 million adults each year. Cultural and heritage visitors spend, on average, \$994 per trip compared to \$611 for all U.S. travelers. Perhaps the biggest benefits of cultural heritage tourism, though, are diversification of local economies and preservation of a community's unique character. (Source: Cultural & Heritage Traveler Study, Mandela Research, LLC; <http://www.culturalheritagetourism.org/resources/research.htm>)

should help to publicize the communities' great new achievement – a “golden spike” event, for example, or a gala. The resulting publicity before and after can reinforce the messages that “we are back and better than ever” and that environmental cleanup and heritage conservation are ongoing successes.

### Opportunity: Telling the Region's Nationally Significant Story

Interpretation can engage visitors in ways that support the region's economy and encourage preservation and community enhancement. *Heritage tourism* is about finding and reaching visitors, making sure they receive messages about the great things Butte and Anaconda have to offer, and addressing the complete visitor experience from orientation to hospitality. *Interpretation* is about making the most of local stories and creating memorable experiences for both visitors and local audiences, and shaping those experiences in meaningful ways.

One aim of an interpretive program is to engage residents and increase awareness of the region's heritage. The appreciation demonstrated by visitors and the use of heritage tourism as a component of a revitalized economy underscore the significance of the community's historic resources to residents. In turn, Butte's and Anaconda's heritage and distinctive historic character enhance the quality of life for residents in ways that visitors will appreciate.

The 1993 RHPP provides a foundation for the future of Butte-Anaconda's interpretive program. Most significantly, the RHPP:

- Identifies key themes and stories;
- Structures themes and stories under five ‘constellations’ that highlight stories by location;
- Identifies historic resources associated with each constellation, identifying their role in the interpretive experience and encouraging their preservation; and
- Integrates preservation and community revitalization initiatives with the interpretive presentation.

The RHPP has provided a framework for realistic achievement that is falling into place project by project. Implementation has been focused upon enhancing the quality of life for residents by embracing the community's distinctive heritage and encouraging and supporting private sector initiative and investment. The list of achievements is long and impressive, and both Butte and Anaconda have much to be proud of.

Those who have lived through the completion of so many exciting projects are now able to see the results of their long-range vision and hard work – while to outsiders who take the time to discern such signs of progress, it is apparent that there has been great momentum all along. With much recent private investment, it seems that things are picking up even more steam.

“Montana's Copperway” as a brand and message should not only help to promote the region to visitors. It should also help to create a unified interpretive presence that is communicated to residents and visitors. At its core, this presentation should be regarded as an outdoor experience featuring historic places and inviting exploration. Historic resources, interpretation, media, community enhancements, and events are vehicles for actively communicating and accentuating the character and significance of Montana's Copperway.

Interpretively, Montana's Copperway already presents stories conveying its national significance through



buildings, structures, and landscape features. In the next phase, it can also present the vision of its future as an outstanding place to live, work, and play. Montana's Copperway should become a place where people visit repeatedly and stay longer, to take full advantage of the region's outstanding recreation and the communities' many offerings in the way of entertainment and experiences.

### **Opportunity: Community Revitalization through Placemaking and Historic Preservation**

For both heritage tourism and interpretation, the primary experience to be emphasized in the next phase

of building Montana's Copperway is active and outdoors. Both build on existing accomplishments, many of which have long been underway. In the

The Anaconda-Deer Lodge County courthouse, restored. Note the beautiful streetlights, a major historic preservation project as well. (Courtesy Paula Krugerud Photography)

process, it is also vital to focus on improving the physical qualities of Butte and Anaconda that are critical to the visitor experience and interpretive presentation and which will also add to local quality of life.

There are many strengths associated with the potential for community revitalization in Montana's Copperway. In addition to architecturally rich and historic building stock, Butte's and Anaconda's urban fabric is well preserved and their pedestrian networks are intact. The region's trail network is already accessible in Butte and long-term will be easily accessible to both residents and visitors throughout the region. Urban infrastructure



The World Museum of Mining is a full-service interpretive attraction featuring a tour underground of the old Orphan Girl Mine. (Courtesy Heritage Strategies, LLC)

is in relatively good condition and the potential for accommodating new residential and commercial growth is strong. In Butte, the conversion of the mineyards into public open space is underway and their rehabilitation is already making a positive impact on the community.

In both communities, gifted entrepreneurs who were present from the beginning have lately been joined by more investors who are beginning to respond to a national demand for unique, high-quality urban environments and experiences, particularly in Butte. The recent and continuing addition of residential units and the opening of an upscale grocery market in Uptown's commercial district are excellent signs of economic progress responding to Uptown's unique qualities.

The potential is there for this trend to grow, if sparked by new levels of public support in terms of both funding and policy. One policy challenge: most successful entrepreneurs in Butte who have undertaken building renovations have local connections – what can we learn from their experience to encourage more investors, even those who do not know Butte as well?

Placemaking, as we use the term here, leads to and encompasses community revitalization. The relationship between a community's economic health and its appearance has a chicken-and-egg quality. Without a strong economic base, a community's public and private funds for placemaking can be greatly limited. Determined public investment in placemaking, however, can help to spur private investment, reversing the vicious cycle of ever-declining fortunes leading to ever-declining conditions of the public realm.

The loss of the regional economy's major mining underpinnings in the latter half of the 20th century has presented major challenges to both Butte and Anaconda. While both have endured losses of their historic fabric, they also rose to the challenge with major, locally funded public investment. Today, both communities enjoy a rich legacy indeed, as detailed in an update to the region's National Historic Landmark listing in 2006.

Signs that the time is ripe for an increased level of public investment and leadership in placemaking are evident in both communities, as investors recognize the unique qualities of Butte and Anaconda and their surroundings and respond to a growing national market for high-quality urban experiences of all kinds. Historic preservation policies to support such investment are paramount. The many surviving resources in Montana's Copperway remain

one of the region's most underutilized assets in tackling economic recovery and community revitalization.

When it comes to heritage tourism, story-telling, and placemaking, historic resources, ethnic neighborhoods, small businesses, and intense community pride are among Butte and Anaconda's greatest assets. Using these assets to spur community revitalization to a new level of accomplishment requires a focused and coordinated approach to the planning and business development that are already underway.

### Other Key Findings

- **The sources of leadership needed to undertake this action plan** are incompletely aligned and resourced for providing the energy and focus that will be needed to get heritage tourism to the next level, within each community and between the two jurisdictions. The obstacles, if there are any, have more to do with a well-known challenge in smaller communities – not enough heads for too many hats, not enough hands for so many projects. Fortunately, much experience and leadership does exist:

- Advantage Butte's recent success in recruiting sporting events as a part of Butte's tourism marketing is a shining example;
- Multiple organizations devoted to economic development in Butte work together through Team Butte; and
- The Greenway Service District – a bi-county management entity long in charge of the Silver Bow Creek Greenway restoration and trail – is potentially a significant asset for wider leadership, particularly for implementing interpretive programs.

Other organizations needed to participate in the collaborative leadership envisioned for the implementation of this plan are detailed in the final section of this chapter.

- **The vision of a festival economy has been driving Uptown tourism planning** with good effect. What can be done to take this aspect of the region's tourism to the next level?
- **Butte's two commercial areas** could work more effectively together as the community seeks to raise its game in heritage tourism – the planning process for this action plan has encouraged good dialogue in this regard.



Dick Gibson, historian and guide for Old Butte Historical Adventures, briefs a group on the Rookwood Hotel's basement speakeasy, one of the best remaining examples of a Prohibition-era drinking club. The presence of businesses offering such tours is a strong sign that heritage tourism is already in demand. (Courtesy Heritage Strategies, LLC)

- **Butte's and Anaconda's visitor centers** are significant investments. Both work well as rest stop and information center for wayfarers – I-90 for Butte, Montana Route 1 (and Pintler Scenic Byway) for Anaconda. Butte's center in particular could be more effective in getting visitors into town, a challenge because of the location of the interstate, which the center is near, versus the location of Uptown. (Primary data to support this assertion, and other surmises about the quantitative aspects of heritage tourism in the region, is not available and needs to be generated.) Anaconda's center, like Butte's operated by the Chamber of Commerce, is a cozy space that could be more effective in presenting a capsule version of Anaconda's story to encourage more exploration. It is possibly disadvantaged now as a traveler's stopping place because it is on the westbound one-way street system only a short way from the new state rest area at the junction of I-90 and MT 1. Visitors in search of comfort no longer need to stop at the center –



The Granite Mountain/Speculator Mine Memorial is an important community memory project. It commemorates the loss of life in one of the nation's worst mining disasters, claiming the lives of 168 miners in 1917. It is a major destination point on the eastern end of the BA&P Hill Trail. (Courtesy Heritage Strategies, LLC)

although interpretation at the rest area might encourage more westbound visitors to use the scenic byway through Anaconda as an alternative to I-90, increasing visitor traffic overall.

- **In Butte, visitors' navigation is particularly challenging** and "you are there" entrances to the Uptown commercial area are not apparent. Main Street is underutilized, with great potential. Anaconda is hampered by the two-way system that allows passers-through a view of only half the community, especially on the westbound lanes, a block off the main street.
- **Anaconda's location on the Pintler Scenic Byway** has proven an advantage in attracting visitors, but this success also pulls Anaconda in a different direction from Butte and the Montana's Copperway concept.
- **Butte and Anaconda know themselves very well** – both exhibit a sense of authenticity, sense of history, and pride in heritage. As an indicator of this in Butte, **the Butte-Silver Bow Public Archives** has very few locally based peers anywhere in the U.S. – even prior to its recent \$7 million upgrade. Saving Old City Hall in

Anaconda has also been a major accomplishment, one where additional, major work is currently underway.

- The upcoming change in **Butte's Urban Renewal Area program**, in 2014 – caused by a sunset requirement in the state enabling legislation for business improvement districts – offers Butte a major opportunity to support further planning and investment and perhaps address the needs of adjacent neighborhoods.
- **Anaconda's Business Improvement District** was a major supporter for historic preservation and a beloved community initiative, restoration of the town's original streetlights, a project that is not yet complete. The loss of the resources from this program, which ALDC has determined it will not renew, will create new limits on the town's ability to support public and private preservation projects in the future.

### Guiding Principles for Heritage Tourism

- Lighten up: Start with visitors' interests; understand the market: heritage travelers love recreation, food, interaction, to be active, fun, surprises – they love history but do not necessarily possess a large appetite for details.
- Consider history buffs to be a niche within the larger heritage travel market and pay attention to their interests in order to build that specialized market over time. Ethnic and genealogy tourism are trends.
- Build on the essence of Butte and Anaconda – be authentic and unique.
- Understand how to make money in tourism. Visitors eat three meals a day and have four segments in between – morning, afternoon, nighttime, overnight. Each of these seven points represents an opportunity for sales.
- Understand changing trends in travel; be nimble and flexible, and interested in the needs of the traveler, not necessarily in local needs for certain messages or programs.

### Summary Action Plan

The remainder of this chapter summarizes detailed recommendations provided in the three chapters and resource section that follow. It features a first phase defined as two years because the 26-mile Silver Bow Creek Greenway Trail linking Butte and Anaconda is expected to open by the summer of 2014. (Actual connection to Anaconda may take longer – but users can follow MT 1 from the rest area which the trail passes through on its way to Warm Springs Wildlife Management Area.)

With one tourism season between now and the trail's opening, Butte and Anaconda have just enough time to undertake top-priority short-term projects to be ready for this “company's coming!” occasion, gain experience in launching new ideas and messages, and plan the “rollout” to obtain that national visibility.

Readers of this section are cautioned that the full chapters on heritage tourism, interpretation, and placemaking and community revitalization offer more rounded explanations of the ideas summarized here.



The Original Mineyard – the first significant copper mine in Butte and a block from the courthouse – is now a major community venue for public and private events. A permanent stage and restrooms were installed in the summer of 2012. (Courtesy Heritage Strategies, LLC)

Actions recommended for Phase One are organized around two key assumptions:

- Recommendations should extend experiences, planning, and projects that are currently working well; and
- Recommendations should minimize a reliance on new funding or new staffing except where funding exists or is deemed likely.

Some high-priority second-phase recommendations are included here as well, especially those it may be possible to “cue up” in Phase One with early steps. Accomplishment of all of the recommendations listed here may not be possible within the projected two-year timeframe. With coordinated work planning among the organizations and agencies named in this chapter's last section on management, however, much progress could be achieved.

### GOAL for Heritage Tourism:

Stimulate a vibrant tourism sector that uses the region's heritage assets to maximum advantage and which contributes substantially to the economic viability of Butte and Anaconda.

### Summary Action Plan: Heritage Tourism

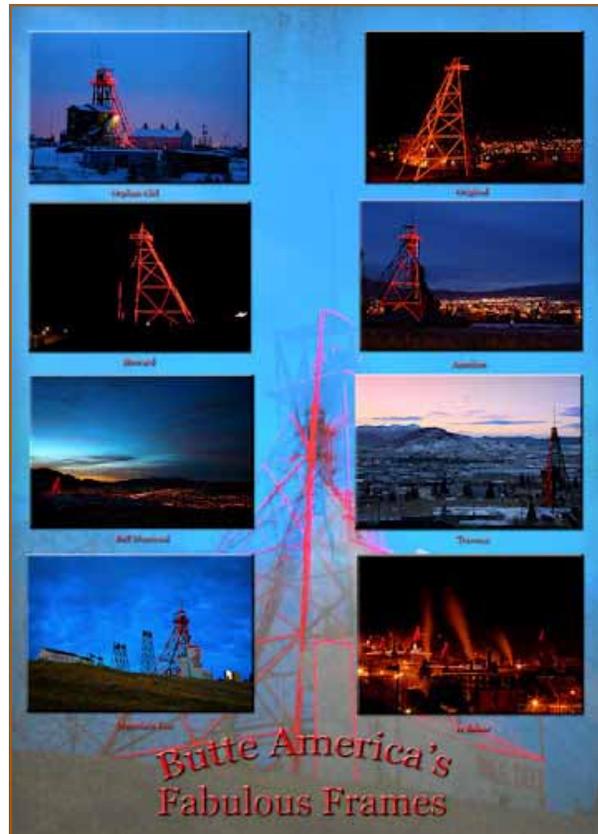
The heritage tourism strategy targets two distinct market segments: destination or heritage travelers; and drive-through or Interstate travelers. Tourism products should appeal to both segments, providing experiences that are active and which feature the outdoors. Both are key demands of heritage travelers, and they capitalize on a major tourism trend, the search for health and well being.

**Overall tourism objectives for Phase One:** Within two years, the two communities together will (1) triple the number of travelers who stay in overnight accommodations at least one night, and (2) double the number of drive-through visitors who pull off the Interstate and spend money in at least one Anaconda or Butte business before continuing their journey (food, gas, retail). Making sure of such numbers requires visitor research, a “best practice” that should be integrated into the tourism effort using the contributions of all tourism stakeholders.

Below are selected recommendations expanding on key points. See Chapter 2 for additional information (match the number that appears after each recommendation to the same numbered recommendation found in the chapter).

**Recommendation: Embrace the Montana's Copperway identity and put the current logo to work to support efforts to build recognition of Butte and Anaconda as a heritage destination.** Develop strategies and messages to enhance Montana's Copperway as a recognized brand and the logo as a placemaking element. (2-2)

**Recommendation: Start planning the rollout for publicizing to a national audience the completion of the Copperway's game-changing, most critical link, the Silver Bow Creek Greenway Trail.** This trail will be a premier experience within the planned region-wide trail network. Its opening offers a major opportunity for national visibility. Picture a front-page feature in the *New York Times* travel section and *Outside* magazine at the



Since 2002, the nonprofit Mainstreet Uptown Butte has coordinated the lighting of eight headframes above the city at a cost of approximately \$20,000 per site, with volunteer installation. (Courtesy Mainstreet Uptown Butte)

same time as the ribbon-cutting and a “first annual” signature marathon or bicycling event (or both). Key messages are: (1) Montana's Copperway is a great way to experience the outdoors; and (2) “we are back and better than ever” (environmental cleanup and heritage conservation are ongoing successes working hand in hand). Some events should simply help to publicize the communities' great new achievement regionally and thank volunteers and leaders – a “golden spike” event, for example, or a gala. (2-3)

**Recommendation: Boost I-90 traveler interest by introducing the logo onto interstate signs** for Butte and Anaconda and exits that access the Greenway. The Montana state legislature long ago signaled a willingness to accommodate special Interstate signage by providing the Butte-Anaconda corridor with a special designation. (2-4)

**Recommendation: Engage drive-through travelers as visitors by improving the visitor centers' layout, offerings, and docent scripts.** For the latter, teach docents



how to engage travelers in order to link them most effectively to local experiences. (2-5)

**Recommendation: Re-work the introductory interpretive exhibits at the two visitor centers and at the I-90/Route 1 rest area to present consistent information on the Montana’s Copperway context and opportunities for exploration.** The role of such corridor-wide interpretation is to:

- Welcome and orient visitors;
- Present the overall landscape context;
- Introduce the interpretive themes; and
- Indicate where and how the heritage corridor and its themes can be experienced, laying the groundwork for audiences to discover more detailed stories at specific sites. (2-6)

**Recommendation: Establish next-level destinations, called “gateways,” for visitors after they complete their experience of a visitor center;** gateways are discussed in the following section summarizing interpretation recommendations. (2-7)

**Recommendation: Undertake a two-part wayfinding plan, one each for Butte and Anaconda, for automobile drivers, bicyclists, and pedestrians,** adopting like or similar graphic identities tied to the Montana’s Copperway brand. Consider other means of navigation beyond directional signage, including

One of the many colorful “ghost signs” that remain in Uptown Butte and lend it the rich character enjoyed by visitors and residents, this one behind the Acoma Building. (Courtesy BSB CHPO)

brochures, digital media, and uniquely designed placemaking tools to signify “you are there” for places where visitors are to be directed. (2-8)

**Recommendation: Use social and other new digital media to get the word out about local activities to visitors and to travelers passing through Butte and Anaconda,** with directions on how to locate places and programs, laying a foundation for a longer term new-media campaign. As part of their offerings to support small business, one or more of the local economic development entities could develop a strategy (training? on-line course? technical assistance? lab?) to support local businesses in engaging travelers directly through social media. Another new-media marketing effort is to use simple and free Google Earth apps (this could be a student/class project in the short term) to insure that every tourism-related business and attraction controls its existing Google Earth icon and create virtual tours using Google Earth’s placemark and touring features. (2-9)

**Recommendation: Build navigational infrastructure and interpretation through a walking/biking/driving loop and cross-town trail in Uptown Butte. In**

Guide to Butte Vegan Restaurants, Vegetarian Restaurants, Natural Foods, & Health Food Stores.



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by **Melanie Joy, Ph.D.**

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## Health Food, Vegetarian & Vegan Restaurants in Butte, MT (1)

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### Vegan/Vegetarian Restaurants: (1 Listing)

**The Hummingbird Cafe** Veg-Friendly  5 Reviews

605 W Park, Butte, Montana (59701)

406-723-2044

Vegan-friendly, Lacto, Ovo, American, Juice bar, Non-veg

Serves meat, veg options available. Veggie friendly cafe serving sandwiches, salads, soup, smoothies, juices, desserts, and more. Has soy and almond milk options for drinks; vegan pesto, and vegan mayo. Local art on the walls. Outdoor patio seating available. Accepts credit cards.

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The Hummingbird Café’s presence on the Web has attracted travelers to stop by for its vegetarian and vegan meals. Businesses in Butte and Anaconda that broaden and monitor their listings on websites advising travelers can benefit from such “new media” marketing.

**Anaconda, heighten visitors’ ability to enjoy Anaconda through improved and interpreted walking/biking/driving “trails” throughout town,** using existing trails and identifying new pathways on sidewalks and streets. Implement the pedestrian portion of the wayfinding plan (see previous recommendation) to reinforce the walking/biking trails. Both can be “next level” programs based on current walking tours in Anaconda and Butte, and both should enable travelers to identify clusters of businesses where they can spend money (food, drink, retail, tours, entertainment). Butte’s cross-town trail should pass through the central business district along Park Street linking the BA&P Hill Trail, Montana Tech, and the World

Museum of Mining on the west to the Continental Drive Trail and the Berkley Pit on the east. Anaconda’s trails require further analysis in order to define the best routes. This recommendation is further discussed in the section below on interpretation. (2-10, 2-19)

**Recommendation: Establish interpretive kiosks at strategic locations in Butte, Anaconda, and along the Silver Bow Creek Greenway Trail** where visitors tend to pass, providing wayfinding information and interpretive content that reprises and supports the visitor center presentations. Identify locations for these kiosks in the wayfinding plan recommended above. (2-11)

**Recommendation: Entrepreneurs should leverage the economic and artistic success of the Montana Folk Festival by incrementally adding small scale music offerings in coffee houses, restaurants, and theaters.** This will allow the destination to leverage the investment



and reach of the Folk Festival’s marketing throughout the rest of the calendar year. (2-12)

**Recommendation: Continue the Montana Folk Festival and begin experimenting with ways to expand its impact** and public recognition beyond a single long weekend. (2-13)

**Recommendation: Embrace and execute Mainstreet Uptown Butte’s plan for creating appealing “pop-up retail” in Uptown Butte storefronts and other locations.** This could give businesses located on the Flats an opportunity to benefit from special events and offer a “branch” of their business in Uptown. Food trucks are another expression of this “moveable small business” idea which is catching hold throughout the country. (2-14)

**Recommendation: Support and promote private sector guided tours, including the trolley, golf cart, and walking tours currently offered in Uptown Butte.** Consider having tour operators establish a certified guides program to maintain quality control over the long term and demonstrate to visitors (who

Hickory House Inn in Anaconda. Bed-and-breakfast lodging offers variety for heritage travelers, who appreciate the personalized services offered by such small businesses. (Courtesy BSB CHPO)

will spread news of their experiences through word of mouth, a highly important result from a heritage tourism point of view) that Butte takes great pride in assuring that they have a top-quality experience. Existing touring businesses should **add twilight tours and ethnic tours** to their product mix. (2-15)

**Recommendation: Adjust marketing messages conveyed through advertising, websites, and hospitality personnel to the target market of active heritage travelers:**

- Emphasize the Copperway communities’ proximity to natural resources, the Continental Divide Trail, and a wide array of outdoor recreational opportunities.
- Feature walking tours and hiking trails that originate in Butte and Anaconda – for example, define “attractions” on Butte’s CVB web site to include the existing BA&P Hill Trail (see <http://>

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After hosting the National Folk Festival for three years, Butte, Montana graduated to the development and presentation of the Montana Folk Festival in 2011.

[www.buttecvb.com/listingtype/things-to-do/](http://www.buttecvb.com/listingtype/things-to-do/) and <http://www.buttecvb.com/attractions-map/>).

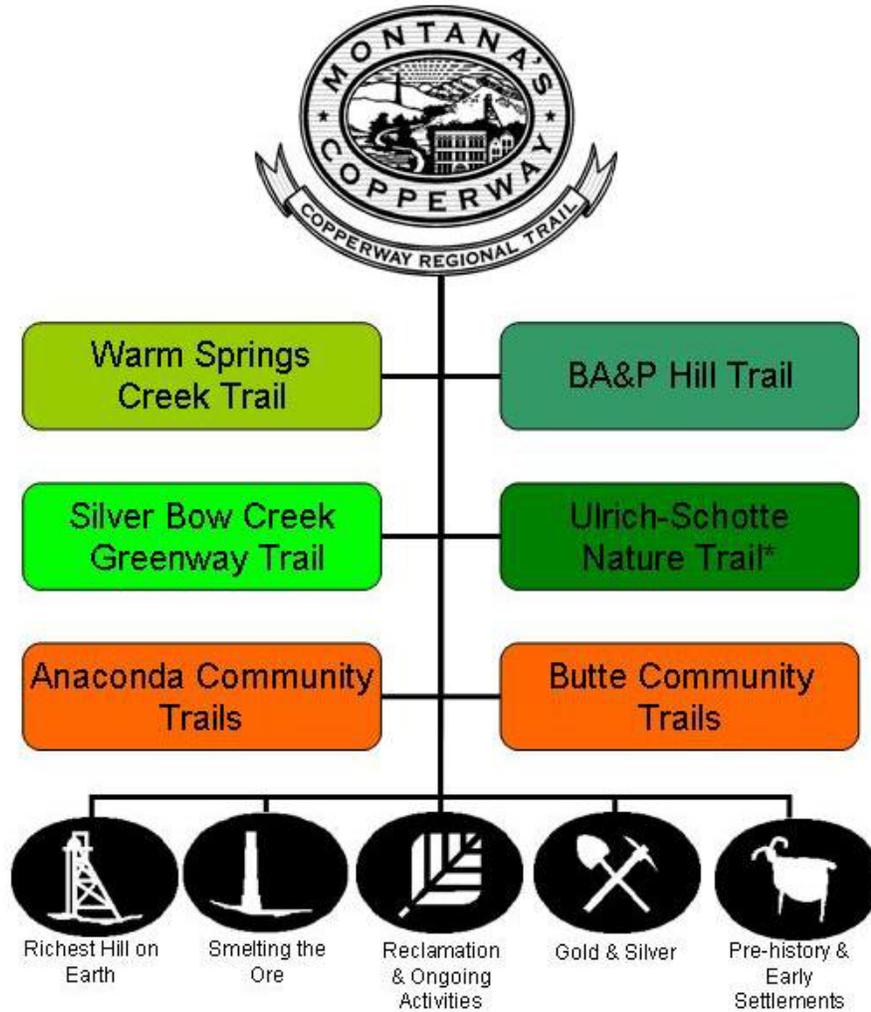
- Make sure that visitors in the next two years are made to anticipate completion of the full Silver Bow Creek Greenway Trail.
- Tie Advantage Butte’s messages to “great outdoors” opportunities once sports teams and families arrive in Butte. (2-20)

**Recommendation: Position Montana’s Copperway as a major destination for both road/off-road and mountain biking.** Encourage the use of bikes for exploration of the interpretive trail network throughout Montana’s Copperway, provide links and maps to trails on public lands, expand off-road bicycling options, and offer more bicycling events. Consider a dedicated bikeway on Park Street as part of the design of the cross-town interpretive trail. (2-22)

**Recommendation: Create an outstanding comprehensive trail map** and make it freely available for re-publishing in all publications and digital media generated for a visitor audience. Aim ultimately for an interactive version for web use. (2-23)

**Recommendation: Position Butte as a nighttime destination.** All travelers, no matter which market, have trouble finding something to do in the evening. Solving this problem is a natural fit for Butte, with two great “natural” assets – a long summer twilight and fantastic places for watching the sunset. It also has a “cultural” asset, its history as a 24-hour town – it would not take much to polish this reputation and capture public interest. Existing Uptown businesses and entrepreneurs could collaborate to provide a full schedule of evening entertainment that could include music, theater (short form), storytelling, and walking tours. These could be offered in existing coffee shops, theaters, restaurants, bars and museums, or at outdoor venues from street corners to headframes. More nighttime activities to offer might include organized sunset-watching, stargazing, or moonlight bike rides. (2-24)

**Recommendation: Position Montana’s Copperway as a must-visit place on the well-beaten path between Yellowstone and Glacier, as a place that offers distinctive experiences by day and entertainment by night.** Montana’s Copperway should “own the night” as a place to stop between the two parks (see next recommendation). Undertake partnerships with travel



**Figure 2:** Diagram of Montana's Copperway Trail System and Interpretive Constellations, after the original diagram in the *Preliminary Design Report for the Greenway Service District* (1998).

influencers – businesses and hospitality providers that have a powerful word-of-mouth influence on visitors who are touring and constantly asking, “What shall we do next?” This positioning should carry through to outreach to motor coach and group travel companies in a later phase. Montana’s Copperway has well-qualified step-on guides and the breadth of historical assets and local stories that will allow such companies to individualize itineraries. (Once attempted, marketing and maintaining industry relationships to successfully compete with other Montana and American West destinations requires constant attention and follow-through to achieve long-term success.) (2-28, 2-29)

\* Formerly the Blacktail Creek Trail.

**Recommendation: Resurrect the Historic Uptown Butte (HUB) bus, already owned by BSB, to create a circulator linking the Flats and Uptown** during the visitor season, into the evening, to promote the development of nightly entertainment for visitors, no matter where they are lodged. Include a bike carrier to help transport cyclists; consider a daytime detour or two to Rocker to encourage one-way cycling on the BA&P Hill Trail (perhaps ending on the interpretive trails in the Uptown commercial district recommended above). Once instituted, BSB should track use carefully and adjust as appropriate, nimbly. Bus drivers should be encouraged to be hospitable and even to provide stories along the way, but this would not supplant the current tours by the Chamber of Commerce (or regular

◆ New MDOT rest area (Montana Route 1 & I-90) ◆ Butte’s Night on the (Ghost) Town Bus Tours (October) ◆ Printers Scenic Byway ◆ Rookwood Hotel Speakeasy ◆ St. Patrick’s Day Parade ◆

**GOAL for Interpretation:**  
 Use interpretation to engage visitors in ways that support the region's economy and encourage preservation and community enhancement.

bus routes); its purpose is easy on-off transport for visitors and residents in a limited part of town. (2-32)

### Summary Action Plan: Interpretation

The Montana's Copperway landscape is the primary vehicle for interpretation. In Butte, the structure of the Uptown landscape – the hillside with headframes above, urban core adjacent, and neighborhoods around and below – conveys an immediate understanding of the story. So does the neat, small-town grid of Anaconda in contrast to the towering Washoe stack and enormous tailing piles looming above the town and along its eastern entrance.

The primary strategy for interpretation should be continued development of interpretive trails, complementing the “outdoor and active” desires of the primary markets identified above in the heritage tourism summary. Many projects recommended below require funding, planning, design, and construction.

The key ideas that visitors should understand about Montana's Copperway can be organized around five ‘constellations’ to focus storytelling in the actual places where events occurred using the real resources that survive:

- *The Richest Hill on Earth Constellation*
- *Smelting the Ore Constellation*
- *Pre-History and Early Settlement Constellation*
- *Gold and Silver Constellation*
- *Reclamation and Ongoing Activities Constellation*

These constellations as they are organized in the RHPP are a good starting point for a regional, coordinated interpretive program. The concept for presentation in the RHPP should be modified, first to recognize how interpretation has actually developed on the ground over the past 20 years and second, to focus in Phase One on the three themes with the greatest nexus to the Montana's Copperway identity: the Richest Hill on Earth, Smelting the Ore, and Reclamation and Ongoing Activities. (Where it is simple and less costly or time-consuming to accommodate all five themes, as in publications or the web, all five should be covered.)

Below are selected recommendations expanding on key points. See Chapter 3 for additional information (match the number that appears after each recommendation to the same numbered recommendation found in the chapter).

**Recommendation: Develop theme and sub-theme statements for each constellation to identify the key ideas that visitors should understand.** A more detailed understanding of the central ideas and related stories will help to both organize the interpretation at each individual site and coordinate interpretation between sites. (3-1, 3-2)

**Recommendation: Prepare a family of interpretive publications in the Montana's Copperway graphic format that supports corridor-wide interpretation.** Coordinate these with the information and formats available online and through social media. Consider for each community, at minimum, an interpretive brochure, a large-format interpretive fold-out map, and a guidebook. The foldout map should be of sufficient detail to portray the historic character of the landscape and historic sites. (This would be a refined version of the trail map recommended above in the heritage tourism section.) (3-4)

**Recommendation: Create a web portal and social media to present corridor-wide interpretation of Montana's Copperway.** Present the historical context and primary interpretive themes of the corridor and interpretive content that can be downloaded for using in touring and exploration. Over time, this portal can become the place for implementing other forms of interpretive media such as downloadable audio and video tours that can be used on a variety of media platforms. (3-8)

### Butte's Gateways

It is not possible to predict how visitors will actually choose to explore Butte, so flexibility is important. Visitors must be able to begin anywhere and explore in any way they choose, but they can be assisted with a structure for exploration that can be easily understood. In Uptown Butte, this structure should comprise gateway points and trail systems, building upon what has already been planned and accomplished, and identified in interpretive publications and media. Kiosks and other exhibits at the gateways would introduce visitors to the interpretive themes and be oriented to the trail network in the vicinity. The following four locations should serve as featured locations to which visitors may be directed from the visitor centers.

#### Gateway #1: Uptown and Main Street

Any visitor to Uptown Butte is likely to land within Uptown's central business district (see map on page 53).



Within this area, the block of Main Street between Park and Broadway may be considered its center. Public parking lots at this location are a clear destination point for visitors. It is within easy reach of the visitor center via Main Street, which holds much potential for a key visitor entry way.

**Recommendation: Identify Main Street between Park and Broadway (including their intersections) as the centerpiece for Uptown Butte’s interpretive trail network.** Install interpretive kiosks to orient visitors and introduce them to the stories of *The Richest Hill on Earth* and Uptown’s central business district in particular. Install wayfinding for visitors entering Uptown along Montana and Arizona Streets at the Park and Broadway intersections directing them to Main Street. From the visitor center, install wayfinding that directs visitors heading to Uptown to the foot of Main Street instead of back to Montana Street. (3-12)

### **Gateway #2: The Original Mineyard**

Over the past 20 years, the Original Mineyard has become an important space as the ‘Original Stage’ for the Montana Folk Festival and other major Butte events, public and private (weddings, for example). Infrastructure improvements have been implemented, restoring and rehabilitating buildings and structures,

Clever plantings of marigolds highlight the use of giant smelting buckets as “found art” for the eastern entry to Anaconda. (Courtesy Heritage Strategies, LLC)

improving the stage venue and surrounding landscape, and providing public facilities in support of community events. The Original Mineyard is a key destination point at the upper end of Main Street and can provide additional parking; it is quite near the BSB Public Archives.

**Recommendation: Identify the Original Mineyard as the primary gateway to Uptown Butte’s interpretive presentation, adding orientation kiosks** to introduce the mining stories and stories of the people and neighborhoods of Butte. Connect the mineyard to both the BA&P Hill Trail and the Uptown Butte interpretive trail network as discussed further below. (3-13)

**Recommendation: Consider the BSB Courthouse as a Phase One interim gateway.** A block away from the Original Mineyard, the two can be linked with a pedestrian route. The courthouse, an architectural gem, has enjoyed considerable interior and exterior restoration, and offers major, immediate assets to the Phase One effort: existing personnel to provide personal interpretation and information services, a



Any visitor to Uptown Butte is likely to land within Uptown's central business district (see map on page 53). Within this area, the block of Main Street between Park and Broadway may be considered its center. With appropriate signage and other design elements, this area could act as gateway and trailhead for an interpretive trail network looping through Uptown Butte's commercial area. (Courtesy Heritage Strategies, LLC)

proposed interpretative gallery exhibit, and year round public access. Ultimately it should be possible to support major interpretation at both places; the courthouse is a prime location for telling important stories about many legal fights over mining. Connect the courthouse to the Uptown Butte interpretive trail network as discussed further below. (3-14)

### **Gateway #3: The World Museum of Mining**

Uptown's third featured entry point is the World Museum of Mining located at the historic Orphan Girl Mineyard on the west end of town. The interpretive experience it offers is central to the Uptown Butte story and *The Richest Hill on Earth*. It is the only full-service visitor attraction in Uptown Butte focused solely on the mining story. For visitors who will be entering Butte for the first time via the Silver Bow Creek Greenway Trail, it is an obvious gateway, but it is not as easy for new visitors to find via Uptown streets.

**Recommendation: Identify the World Museum of Mining as a gateway to and key destination within the Uptown Butte interpretive presentation.** Strengthen wayfinding to the museum along both city streets and the BA&P Hill Trail, and strengthen the physical connection between the museum and the trail, as the museum is effectively the welcome center for visitors entering town via the trail. Install interior exhibits and exterior kiosks orienting visitors to the presentation and presenting primary themes. (3-15)

### **Gateway #4: The Berkeley Pit Viewing Stand**

A fourth entry point to Uptown is the Berkeley Pit Viewing Stand, which presents visitors with the opportunity of learning about the reclamation of the pit and the reclamation process in general, plus the modern copper mining visible to the east.

**Recommendation: Identify the Berkeley Pit Viewing Stand as a gateway within the Uptown Butte interpretive presentation.** Strengthen wayfinding from the site to the Uptown Butte commercial area, provide outdoor kiosks providing orientation and interpretation of the immediate surroundings, and upgrade interpretive presentation at the site to expand on the constellation interpretive theme of reclamation and ongoing activities. Long term, install a trail connecting the site to the BA&P



Hill Trail to allow visitors to hike to the memorial overlook. (3-16)

### **Butte's Interpretive Trail Network**

Reclamation of the mining landscape in Uptown Butte has created an extensive open space system. Within this open space, a trail network is being implemented in phases throughout the entire community, connecting Uptown to the Flats. This community trail network is an important public asset and provides a vehicle for interpretation of the historic landscape.

The principal interpretive trail within Butte's network is the BA&P Hill Trail. Extending from the Silver Bow Creek Greenway trailhead at Rocker to the Granite Mountain/Speculator Mine Memorial, this trail links Butte's principal historic mineyard resources and can tell central elements of the mining story. Critical linkages have recently been completed on the upper hill with spectacular views over the city. This trail will be Butte's primary access to the Silver Bow Creek Greenway Trail when it opens in 2014. And, possibly for many more years, it will be the primary trail through Butte to the visitor center down on I-90, because of the difficulty of bringing the greenway and trail more directly to the visitor center through certain

The Butte-Silver Bow County courthouse has a beautifully restored interior and its limestone exterior was recently cleaned. (Courtesy Heritage Strategies, LLC)

sectors along the creek with environmental and physical obstacles that are difficult to surmount.

Creating interpretive trails in the Uptown central business district and across Uptown east-west on Park Street would provide an appealing, contrasting "second half" to a circuit begun by the completion of the BA&P Hill Trail, and recommended above in the heritage tourism summary as a way of increasing visitor interest and foot and bike traffic in the commercial district. Creating a full circuit would encourage wider use of the entire trail, as users prefer loops rather than returning on the same trail.

Connecting the Original Mineyard to the BA&P Hill Trail would reinforce the mineyard's presence as a gateway and provide a "halfway" point for trail users from either direction who want a shorter trip with an attractive destination.

**Recommendation: Further enhance BA&P trail facilities, connections, and interpretation. The trail should be regarded as a major attraction in Butte, a showpiece with the highest quality of experiences, facilities, and maintenance possible.** Install trailheads

◆ 45+ homes rehabilitated in Central Butte since 2002 ◆ Anaconda-Deer Lodge County courthouse restoration ◆ Beaver Dam School ◆ Belmont Mine adaptive reuse as a senior center ◆



The World Museum of Mining exhibits original features of copper mines in Butte. Here, two mine cages or skips illustrate how men, ore, and equipment were hauled up and down the mine shaft via cables stretched over the headframe. (Courtesy Heritage Strategies, LLC)

at key locations featuring parking, orientation kiosks, benches, and other amenities. Create connections to the Alice Mine trail in Walkerville and to the Berkeley Pit Viewing Stand. Focus Butte's interpretation of the theme *The Richest Hill on Earth* along the BA&P Hill Trail as a self-guided interpretive trail linking a series of destinations including mineyards, overlooks, and historic sites. Prepare a detailed interpretive plan to expand and deepen interpretive exhibits installed along the trail. Include found objects and public art installations as part of the presentation. (3-17)

**Recommendation: Feature the Orphan Girl Mineyard (World Museum of Mining), Anselmo Mineyard, Mountain Con Mineyard, and the Granite Mountain/Speculator Fire Memorial as principal destinations along the BA&P Hill Trail, along with the Original**

**Mineyard**, which requires a linkage to make it a part of the trail. All could become trailheads; parking at the museum, Mountain Con, and the memorial can already function as trailheads but more formal design and mapping would enhance their use for this purpose. Link all of these points to Uptown's cross-town trail and interpretive loop in the commercial district described in the next recommendation. Prepare detailed interpretive plans for the Anselmo and Mountain Con Mineyards with outdoor exhibits and possibly interior exhibits over time. (3-19)

**Recommendation: Create a cross-town trail along Park Street and an interpretive loop in the commercial district. Install exhibits using the Montana's Copperway identity along the streets and in other public spaces similar in density and quality to interpretation along the BA&P Hill Trail**, using public art as well as interpretive signage, including preservation and/or restoration of Butte's unique, famous ghost signs. Complement the interpretive presentation with media and interpretive publications. Feature historic buildings and encourage local businesses to take part in the interpretive presentation outside and inside their establishments. Long



term, the trail could be marked through sidewalk installations of cast boot prints or copper mine corings. (3-22)

### **Anaconda's Gateway: Copper Village Museum and Arts Center (Old City Hall)**

Old City Hall is located within easy walking distance of Anaconda's Depot Visitor Center. It has been the subject of extraordinary preservation and rehabilitation efforts, transforming the local landmark into a center of community culture and life. The facility serves as an arts center with exhibits and programming, an archive for the historical society, and a historical museum featuring the historical society's significant collection of artifacts and exhibits. Current stages of the building's rehabilitation include completion of a new accessible entrance with elevators and visitor facilities, and the rehabilitation of the large third-floor area for exhibits and programming.

Exhibits at this gateway should tell the story of Anaconda and *Smelting the Ore* comprehensively, giving visitors an appreciation of the town's founding, the smelting works that no longer exist, the smelting process, and the people who came to live and work here. The presentation will prepare visitors for guided and self-guided exploration of Anaconda.

**Recommendation: Identify the Copper Village Museum and Arts Center (Old City Hall) as the interpretive gateway to Anaconda** with high-quality interior exhibits and an exterior kiosk on the history of

The Original Mineyard has been completely rehabilitated for public events. (Courtesy BSB CHPO)

the town and the theme *Smelting the Ore*. Provide visitor services and serve as a starting point for self-guided exploration. Longer term, the experience here would be enhanced by revamping the historical museum located on the lower level. (3-34)

### **Anaconda's Interpretive Trail Network**

Anaconda's existing trails, supplemented by additional trails, can be organized into a network of interpretive trails to be explored by car, bike, and foot. The existing Old Works Historical Trail and Walking Tour of Historic Anaconda would be centerpieces of this network. Outdoor exhibits and interpretive art in public spaces can be featured along all interpretive trails.

Sites that can be linked as a driving tour include the county courthouse, Washoe Theater, the railroad yard, Washoe Park, Old Works Historical Trail, and Anaconda Stack State Park. Discussion is underway for possible guided, vehicular tours uphill from the state park to the stack; this possibility should be explored.

**Recommendation: Create a network of self-guided interpretive trails in Anaconda organized by theme for exploration by car, bike, and foot, reinforcing the Old Works Historical Trail and the downtown walking tour and developing additional neighborhood tours.** Cover the full range of themes and stories associated with the primary theme *Smelting*



The Copper Village Museum and Arts Center in Anaconda's Old City Hall should act as the interpretive gateway to Anaconda. Visitors would be directed first to the Depot Visitor Center for orientation, and then to the center for a more in-depth presentation. (Courtesy Paula Krugerud Photography)

*the Ore*, especially themes related to ethnic diversity and the lives of people who built Anaconda as a community as well as industrial center. Prepare a detailed interpretive plan to map and provide a high-quality experience that includes historic places, exhibits, and public art, reinforced by the Montana's Copperway identity. Coordinate the trails with the exhibits presented at the Copper Village Museum and Arts Center, using authentic places to illustrate and deepen themes and stories introduced at the center. (3-36)

### **Reclamation and Ongoing Activities – An Educational Initiative**

Environmental stewardship should be a central focus of the vision for the region's future and its appeal as a place to live and work. The open space that has been created through reclamation in particular has transformed the quality of life within the communities. The Clark Fork Watershed Education Program (CFWEP) is a key resource for this part of the Montana's Copperway interpretative program. CFWEP is a "a leading provider of

environmental and restoration education programs and services in western Montana since 2005" (<http://www.cfwep.org/aboutus.html>), based at Montana Tech's Department of Technical Outreach.

**Recommendation: Collaborate with and support Montana Tech, the CFWEP, the Butte-Silver Bow and Anaconda-Deer Lodge county governments, and other partners in presenting educational programming on reclamation and the environment** through interpretive exhibits, publications and media, tours, and other forms of programming. (3-44)

**GOAL for Placemaking and Community Revitalization:**  
Use the historic character of Butte and Anaconda to enhance the quality of life for residents in ways that visitors will appreciate.

**Summary Action Plan: Placemaking and Community Revitalization**

While the preceding sections unify recommendations for Butte and Anaconda as much as possible, here we divide recommendations for the two communities. There are a number of differences between the two communities that result in different approaches to placemaking and community revitalization, but they all boil down to one factor: size. According to the 2010 census Anaconda’s population is 9,328, whereas Butte’s is 34,200 – in a city built for a population that peaked in 1920 at roughly 60,000.

Below are selected recommendations expanding on key points. As with the preceding two sections, recommendations here are made with Phase One in mind, or are among high-priority recommendations made for the longer term. See Chapter 4 for additional information (match the number that appears after each recommendation to the same numbered recommendation found in the chapter).

**Placemaking and Community Revitalization in Butte**

This section is organized around three primary recommendations for Butte (aka Butte-Silver Bow County, or BSB):

- **Implement existing plans:** coordinate multiple plans and programs with annual priority-setting;
- **Continue and support what is working:** the Urban Renewal Area, Mainstreet Uptown Butte, local economic development teamwork, mineyard cleanup and conversion, and public education on historic preservation; and
- **Initiate new and improve upon existing programs:** Sharpen focus on residential neighborhoods in Uptown Butte, conduct an economic development study, improve open spaces in the central business district of Uptown Butte, and undertake a central business district plan.



ABOVE: Butte Urban Safari Tours offers guided tours via golf carts. BELOW: This action plan recommends further enhancements to BA&P Hill Trail facilities, connections, and interpretation. The trail should be regarded as a major attraction in Butte, a showpiece with the highest quality of experiences, facilities, and maintenance possible. (Photos courtesy BSB CHPO)



Below are key recommendations expanding on selected points. See Chapter 2 for more detail on each recommendation (match the number that appears after each recommendation to the same numbered recommendation found in the chapter).

**Implement Existing Plans**

**Recommendation: Implement a public process of creating a one-page annual work plan, identifying high-priority activities for the year and the resources to be devoted to their accomplishment, especially funding, staffing, organizational time/attention, and coordination with other organizations.** The purpose of this idea is to insure coordination among multiple governmental and nonprofit plans and programs, build on previous accomplishments in a visible fashion, and maintain focus on the larger goal of placemaking and community revitalization at a level that makes sense to the average resident who may not be particularly well-versed in long-range planning. Making this process visible and immediate (only a

◆ Hennessey Market and Sears Apartments ◆ Hirhour Building Condominiums (Prudential Tower) ◆ Hotel Finlen ◆ M&M Cigar Store restaurant and bar ◆ Acoma Building ◆



Recent private investment in the Metals Bank Building (left) and the M&M restaurant and bar has enhanced the “gateway” block of Main Street in Butte. (Courtesy Heritage Strategies, LLC)

year) and linking it to the common vision already in place builds public participation and support, and insures that plans are not seen as occupying their proverbial shelves. (4-1)

**Recommendation: Send a signal to private investors that their investments in historic properties in Butte will be respected.** Reinforce existing historic preservation regulatory programs – the 2007 Historic Preservation Ordinance and guidance and the Butte Historic Preservation Commission – to signal private investors that their investment in historic buildings will not be undermined by blight or “remuddling” of neighboring buildings, or inappropriate new construction. Deal firmly and early with blighting situations (to avoid reaching a situation where “demolition-by-neglect” becomes the only

option) through enforcement of building codes. As a priority among tasks the Historic Preservation Commission should undertake to fully implement the 2007 Historic Preservation Ordinance, the consulting team recommends a focus on design guidelines over the Local Historic Register (LHR). (4-2)

**Recommendation: Make rehab easier.** Coordinate existing programs and initiatives to simplify efforts of owners and investors to rehabilitate property. Based upon input from local investors and property owners who have recently rehabilitated historic buildings in Uptown Butte, identify the major aids and obstacles to rehabilitation (e.g., what difficulties did they run into? What was of greatest assistance? What information would have been helpful? What can be done to simplify or streamline the process?). Host property investment workshops; assign interested/ screened investors with a “rehab liaison” to help them through the planning/zoning, permitting, code, design, and development process. Link participants in this program to the BSB Business Development Center and the Headwaters



SBDC (both described elsewhere) for education on business plans, financing, and marketing assistance. (4-4)

**Recommendation: Consider adding portions of Central Butte to an updated Urban Renewal Area** boundary (discussed further below), especially Main Street, which would reinforce the climate for public improvements and private investment along an artery critical to the visitor experience. The entrances to Uptown Butte are a key part of the interpretive experience; to the extent that they can be included, this status would help to support initiatives to enhance their character and communicate Uptown Butte's quality to visitors. (4-5)

### **Continue and Support What Is Working in Butte**

Butte's Urban Renewal Area is a tax increment finance overlay district designed to stimulate investment within the central business district and overseen by the BSB Urban Revitalization Agency (URA). The URA makes

St. Mary's Church across from the Original Mineyard on Main Street. No longer housing a congregation, this building offers a major opportunity for community indoor space for events held at this end of town and to complement improvements at the Original Mineyard. (Courtesy BSB CHPO)

loans and grants available for private buildings (a critical incentive to add preservation objectives to projects) and invests in other public and private improvements. Under Montana law, the current program is expected to sunset in 2014. To be renewed, it must be repurposed with differing boundaries.

Main Street nonprofits typically face a perpetual challenge in raising their annual budgets. Mainstreet Uptown Butte is no different, and is among the more fortunate of such groups in having received funds from Butte-Silver Bow County as a part of its public and private support. This should be continued and strengthened in order to help Mainstreet Uptown Butte



As sidewalks are repaired in Butte, BSB Public Works repairs the city's unique underground vaulted sidewalks whenever the opportunity arises. (Courtesy BSB CHPO)

focus on community needs, as opposed to activities that will help keep the lights on but which may not necessarily be top priority. (This is not to say this is the case now – just that this is a typical risk nonprofits run in maintaining their operations year to year.)

**Recommendation: Renew the Urban Renewal Area.**

Undertake an assessment of available plans and existing programs and accomplishments in order to set the new boundary and goals and adjust policies to continue achieving a high level of historic preservation and community revitalization. Create a “Success!” report documenting the URA’s contributions to community revitalization and historic preservation over previous decades and laying out a vision for continuing into the foreseeable future. Consider incorporating portions of neighborhoods immediately adjacent to the central business district. The 2003 retail survey conducted by Imagine Butte and Mainstreet Uptown Butte showed strong evidence of the fact that “retail follows residential,” with 65 percent of those surveyed noting that residential development near them would help their business. (4-6, 4-7, 4-15)

**Recommendation: Continue and strengthen public support for Mainstreet Uptown Butte** in order to help this critical organization focus on community needs. Public funding should be sufficient to enable Mainstreet Uptown Butte to set and meet enlarged priorities identified by mutual agreement with BSB. (4-8)

**Recommendation: Continue to emphasize a visual message that Uptown Butte is a clean, green, and safe place to be.** Continue to support Mainstreet Uptown Butte’s placemaking initiatives to enhance the physical appearance of buildings, streetlights, window displays, parking areas, signs, sidewalks, mini parks and landscaping, and other elements that make the commercial district a unique and pleasant place to be. Use Mainstreet’s experience to coordinate and prioritize placemaking efforts in a central business district plan (recommended in Chapter 4). Extend these efforts to Uptown neighborhoods. (4-9)

**Recommendation: Redouble educational efforts to support historic preservation.** Existing regulatory programs and design guidelines that are respected are critical, but not the only tools in the toolkit for historic preservation. Regulation and design controls do not



necessarily attain the best development result – they just prevent the worst. To seek the best results and continue to encourage new private investment and build public support for strong historic preservation regulation, undertake public celebrations of successes, public dialogue about “Butte’s most underutilized economic asset – our historic fabric,” and public education about the ways and means of preservation and its benefits. Engage K-12 students in projects relating to history and architecture. Butte’s nonprofit Citizens for Preservation and Restoration’s “Dust to Dazzle” tours and other programs are critical elements of this recommendation. (4-13)

### **Initiate New and Improve Existing Programs in Butte**

**Recommendation: Develop a campaign for ‘coming home’ to Uptown Butte** by providing incentives for residential rehab and home ownership. Possibilities explained in Chapter 4 include:

- Restoration of programs that once enabled BSB to make grants to private resident/owners of historic residential structures;
- A “preservation revolving fund” to be ready to purchase threatened structures swiftly; and
- “Urban homesteading” for residential structures in poor condition owned by BSB – that is, transferring ownership for a purchase price far below market value to qualified buyers. (4-16)

St. Lawrence Church in Walkerville received a fresh coat of paint in 2012 with funding support from the Butte Citizens for Preservation and Revitalization (CPR). (Courtesy BSB CHPO)

**Recommendation: Conduct an economic development study for new types of retail and commercial development within Uptown Butte** identified as priority needs by the business community, modeled after a previous survey conducted on behalf of Imagine Butte and Mainstreet Uptown Butte and incorporating present experience by local economic development entities. Such a survey would inform local agendas and provide important background for a plan for the Uptown Butte central business district, recommended as a long-range action in Chapter 4. It may be possible to obtain inexpensive support for a survey and/or feasibility analysis from a business management school serving the northwestern U.S. to join forces with local experts. (4-17)

### **Placemaking and Community Revitalization in Anaconda**

This section is organized around two primary recommendations for Anaconda (aka Anaconda-Deer Lodge County, or ADLC):

- **Sharpen focus on historic preservation;** and
- **Sharpen focus on economic development and placemaking** with a committee charged with assessing the community’s status and opportunities.



The Copper King Mansion, a B&B that also offers tours of its over-the-top interior to the paying public, received a URA grant for the complicated exterior painting it needed. (Courtesy BSB CHPO)

### **Historic Preservation**

Anaconda has a historic preservation plan that has not been adopted. This plan should be revisited, updated where needed, and adjusted so that ADLC leaders are comfortable seeing it adopted and will devote the necessary resources and attention to its implementation.

**Recommendation:** Appoint a special, short-term committee to assess the status of the historic preservation plan and report to ADLC leaders on what is needed to reach adoption and implementation. The process of reviewing this plan should include public participation and its implementation should include continued public education and the education of property owners on caring for historic structures, commercial or residential. (4-20)

### **Economic Development and Placemaking**

Anaconda is already blessed with an active Chamber of Commerce and strong, small-community ties that have led to a great deal of success in existing programs for tourism, economic development, and downtown revitalization. The community has proven too small, however, for an official Main Street program, though it tried. The value of that experience and reasons for seeking to create a Main Street program are well worth capturing and revisiting in the context of this Action Plan.

**Recommendation:** Ask the Chamber of Commerce to assess Anaconda’s “Main Street needs” and the status of programs to address these needs, and provide recommendations for continued progress on an “Anaconda Main Street Agenda” that will challenge existing players to up their game and be accountable to one another. Ask the Chamber of Commerce to make regular reports on further progress during selected ADLC work sessions in order to stimulate continued dialogue among key parties. (4-21)

## Organizing to Implement this Action Plan

If there is one lesson to be gleaned from the experience of the past 20 years in implementing the Regional Historic Preservation Plan, it is this: The responsibility for leading the charge to create the interpretive programs the RHPP envisioned – and for taking maximum economic advantage of such investments – was left for later determination. A lead organization never did arise to pursue the full RHPP vision.

Instead, many hands made much successful work happen in those decades. One by one, public and private entrepreneurs organized and accomplished much of the RHPP vision, piecemeal. If Butte and Anaconda are to get to the next level, however, to take maximum advantage of the evident heritage tourism potential for Montana’s Copperway, contributing entities will need to organize more coordination and dialogue among themselves. While responsibility may still not be assigned to a single entity, more alignment among all players will go a long way toward harnessing existing energies more effectively.

Today, both communities are blessed with organizations and agencies that have the missions, experience, leadership, and personnel (paid and volunteer) to bring to bear on a redoubled focus on tourism, interpretation, and community revitalization. BSB and ADLC could contribute greatly to the leadership needed simply by asking for regular reports from these players on their work plans and progress.

There are two critical recommendations:

- **Help both of Butte’s business districts work together** to achieve their full economic potential in pursuing heritage tourism; and
- **Create a collaborative working relationship between the tourism leaders of Butte and Anaconda** focused on raising Montana’s Copperway to a new level of awareness.

Key players and ideas:

- **Mainstreet Uptown Butte** is the leader for the “clean, green, and safe” elements of placemaking in Uptown Butte’s commercial district and business development there. It also most capably originated and now manages the Montana Folk Festival, and may be the natural choice for coordinating (and possibly managing some) special events that will



Banners and flowers add liveliness to a street in Uptown. (Courtesy Heritage Strategies, LLC)

support the opening of the Silver Bow Creek Greenway Trail in the short run.

- **Butte’s Chamber of Commerce** is home to the professional staff devoted to promoting tourism (soon to be hired under the terms of the recently established Tourism Business Improvement District) and the operator of the visitor center – positioning Butte and the visitor center as part of Montana’s Copperway should be a part of its agenda. It is also the natural leader for tending to the effort required to develop strong linkages between the Flats and Uptown Butte.
- **Anaconda’s Chamber of Commerce** has a similarly broad agenda as all-volunteer tourism promoter, events manager, visitor center operator, and economic development advisor. Positioning Anaconda and the Depot Visitor Center as part of Montana’s Copperway should be a part of its agenda, along with enhancing a “Main Street agenda” for Anaconda.
- **Advantage Butte** can expand its successful athletic marketing program to a new sector of recreational special events that will benefit residents as well as



The old Montana Hotel is a major historic preservation challenge at the heart of Anaconda's commercial district. It recently became the subject of renewed developer interest. (Courtesy Heritage Strategies, LLC)

visitors, and in general help to position Montana's Copperway as a recreational destination for the "outdoors and active" market.

- **The BSB Department of Community Development, which includes the Greenway Service District (official two-county manager of the Silver Bow Greenway project) and the Urban Renewal Authority (URA), and the Department of Planning, which includes the Community Historic Preservation Officer (CHPO)** are well equipped take on planning for the navigation (wayfinding) system and additional interpretive trails for Uptown, in concert with many interested parties described immediately below. Under the terms of its state charter and local resolutions, the Greenway Service District is allowed to work outside the greenway boundaries on behalf of

historic preservation and interpretation and could prove to be a key player overall once it has undertaken evaluation of the need and assisted with planning and installation of the interpretive trails linking to the BA&P Hill Trail in the commercial district.

- **The BSB Department of Parks and Recreation**, as identified in the *Butte-Silver Bow Comprehensive Park, Trails and Open Space Plan (2009)*, is charged with ensuring high-quality maintenance of the Butte community trail system – which is so new that heavy maintenance is not yet an issue. Staying ahead of this need as Butte seeks a wider market of heritage travelers is critical. **The BSB Department of Public Works** is also important in providing directional signage and maintenance of the public domain.
- **Managers of interpretive sites, visitor centers, and events and providers of interpretive programs** – including the World Museum of Mining, the Copper Village Museum and Arts Center (Old City Hall), the BSB historic preservation office, and such single-



purpose sites or organizations as the Mai Wah Society and the Copper King Mansion – need to redouble their existing level of cooperation and information-sharing. As key potential beneficiaries if this plan succeeds, they could collaborate in monitoring progress in its implementation.

- **The Butte-Silver Bow Public Archives, private sector tour operators, and local historians** who are already performing research and creating websites and publications are best qualified to expand tour offerings and packaging for domestic and international tour companies, along with the preceding group. Neighborhood groups and businesses seeking to tell their particular stories also fall within this group. (The Archives executive director has noted that that institution’s role is best described as providing opportunities for the research that adds depth and authenticity to tour offerings, not providing the tours themselves.)
- **The BSB Department of Planning, which includes the CHPO**, is responsible for community planning and historic preservation policy, although much funding that provides leverage in accomplishing long-range goals for both comes from the URA. **ADLC also has had a CHPO**, although funding for such projects as Old City Hall and streetlamp restoration will no longer come from tax increment financing, and the former CHPO now fills another county position. Passionate advocacy and educational leadership in Butte comes from the Historic Preservation Commission and several

Across the street from the Montana Hotel is the recently refurbished Durston Park, in a highly visible location. Eastbound travelers on the Pintler Scenic Byway (MT 1) driving through Anaconda’s commercial district are sure to notice this pleasant small park. (Courtesy Heritage Strategies, LLC)

nonprofit organizations involved in historic preservation that meet on occasion to compare notes. Similar organizations do not exist in Anaconda. All need to work together to focus on a wide historic preservation needs in Montana’s Copperway – education as well as regulation – and engage with economic development players on enhancing investment in historic buildings.

- **Additional economic development players in Butte** are listed in the sidebar on page 36, and the next discussion addresses their roles.

### Reaching a New Level in Heritage Tourism

Butte benefits from a variety of economic development actors that contribute to the overall aim of greater economic development in Butte. **Team Butte** (<http://www.teambutte.com/>) is the current vehicle for collaboration. It is described on its website as an all-inclusive organization of leaders in government, business, education, and the professions with a common dedication to living and doing business in Butte, Montana and to furthering the best interests of the community. Team Butte serves as a “One Stop Shop” for the business community and offers a forum



Headframe Spirits, a boutique distillery, recently opened with a tasting room on Montana Street. (Courtesy BSB CHPO)

for promoting Butte, working collectively on community projects, and solving common problems and issues. Participants' combined knowledge, experience, and resources are valuable assets from which current and future businesses can draw in order to be successful.

The challenge is for those participating in Team Butte and other economic development activities – particularly the organizations identified in the sidebar on page 36 – to combine and lend their strengths to the specific task of building Butte and Montana's Copperway as a heritage tourism destination. This includes attention to public and private investment that leads to an improved physical environment for business development (as well as visitors). For Butte to “get to the next level,” Team Butte's participating entities must be engaged and aligned. Two topics in particular must be regular parts of the agenda for each participating organization as they develop and align ongoing programs: heritage tourism and community

revitalization through placemaking and historic preservation.

**1-1. Recommendation: Make heritage tourism and community revitalization regular elements of the Team Butte agenda, enough to guide individual participating organizations in addressing these topics within their own agendas.**

Additional challenges and recommendations are:

- **Creating a collaborative working relationship between the tourism leaders of Butte and Anaconda** focused on marketing Montana's Copperway. This is best led through collaboration of the two Chambers of Commerce, which can enlist additional collaborators from their two communities as needed.
- **Developing Montana's Copperway through interpretive, wayfinding, and recreational initiatives.** This is best addressed by the Greenway Service District, which could form an informal



Visitors enjoy trolley tours offered by the Butte Chamber of Commerce. (Courtesy BSB CHPO)

advisory committee if needed to draw upon expertise within (and even beyond) the region.

- **Insuring progress on this plan.** Ultimately, BSB and ADLC leaders are best positioned to insure that this Action Plan is implemented. They should regularly assess progress and initiate annual work plans to encourage the necessary collaboration among so many different “moving parts.”

**1-2. Recommendation: Organize a committee led by the Butte and Anaconda Chambers of Commerce focused on marketing Montana’s Copperway.**

**1-3. Recommendation: Task the Greenway Service District with planning and creating interpretive trails in Butte and Anaconda, including wayfinding,** in collaboration with the Butte and Anaconda CHPOs, the Anaconda Chamber of Commerce, local historical interests, and the BSB and ADLC public works departments as needed.

**1-4. Recommendation: Insure that this Action Plan is implemented through regular assessment of progress by BSB leaders.** The annual work plan process for BSB recommended in a previous section can include work on this Action Plan.

**1-5. Recommendation: Appoint a special, short-term committee in Anaconda to assess the recommendations in this Action Plan and report to ADLC with a realistic short-term work plan** for implementation of selected actions in the first two years, including identifying resources required for success. Insure that this work plan is implemented through regular assessment of progress by ADLC leaders.

## Economic Development Entities Serving Butte

- **Butte Business Development Center:** The Butte Business Development Center is a division of the Butte-Silver Bow Department of Community Development. It provides individuals with assistance for the startup of small businesses, operates a micro-business loan program, gives advice to small businesses preparing and implementing a business plan, and offers training. [http://www.co.silverbow.mt.us/departments/community\\_dev.asp](http://www.co.silverbow.mt.us/departments/community_dev.asp)
- **Butte Citizens for Preservation and Restoration:** Butte CPR provides grants to improve buildings, educational tours, lectures, preservation workshops, and other events, liaison with local government, business, and civic organizations, and the labor to restore, renovate and salvage historic buildings. <http://www.buttecp.org/>
- **Butte Local Development Corporation:** The Butte Local Development Corporation (BLDC) serves as the primary point of contact for individuals or companies wishing to save, expand, start, or locate a business in Butte or the Butte-Silver Bow area. While comprehensive in scope, the BLDC's focus has been on expanding the industrial base of the region. <http://www.blcdc.net/>
- **Butte-Silver Bow Chamber of Commerce & Convention and Visitors Bureau:** The Butte-Silver Bow Chamber of Commerce serves as a coordinating entity that works through its members and partner organizations to grow business and improve the quality of life within the community. It houses the Butte Montana Convention & Visitors Bureau (CVB; <http://www.buttecvb.com/>) and works with the Butte Civic Center and other organizations to promote tourism. <http://www.buttechamber.org/business-resources.htm>
- **Imagine Butte:** Imagine Butte's goal is "to inspire Butte's youth to take a leading role in shaping the future for Housing, Public Resources, Environment and Restoration Planning, Historic Preservation, Neighborhood Revitalization Plans and Recreation Plan Activities." A collaborative effort that resulted in a Main Street Uptown Butte Retail Survey completed in October 2003, it has focused on a combination of factors affecting Uptown development, especially housing conditions. <http://www.imaginebutte.org/>
- **Mainstreet Uptown Butte:** Mainstreet Uptown Butte, Inc., a nonprofit organization incorporated in 1999, works with businesses and community residents to promote Uptown Butte as an attractive, enjoyable, and safe place to do business, implement small improvement projects, and coordinate such special events as the National (now Montana) Folk Festival. It is affiliated with The National Main Street Center and the Montana State Main Street program. In 2000, the Butte Uptown Association, representing Uptown merchants since 1970, merged with Mainstreet Uptown Butte. The board of directors includes community volunteers with expertise in economic development, design, promotions, and fund-raising, including small business owners. Since 2002, Mainstreet has coordinated the lighting of eight headframes, the planting of nearly 700 new street trees, and the painting of more than 35 historical facades in Uptown Butte. <http://www.mainstreetbutte.org/>
- **SBDC, Headwaters RC&D Council:** The Headwaters Resource Conservation & Development Council serves southwestern Montana as the regional office of the Montana SBDC (Small Business Development Center) program and is responsible for an Economic Development District (EDD) designated by the U.S. Department of Commerce, Economic Development Agency. The council maintains a Comprehensive Economic Development Strategy (CEDs) for the EDD, currently under revision. The council "assists with the development of small business, tourism, employment, and other economic and social opportunities; it also assists communities in planning public works projects and coordinating public and private investments." <http://www.headwatersrcd.org/>



## Chapter 2: Heritage Tourism

**GOAL:** Stimulate a vibrant tourism sector that uses the region's heritage assets to maximum advantage and which contributes substantially to the economic viability of Butte and Anaconda.

Butte's and Anaconda's existing tourism is already healthy. Its current market is a combination of drive-through visitation from travelers stopping on their way to somewhere else and a robust audience for the many special events that have been developed over the past 20 years. Mainstreet Uptown Butte, Anaconda's Chamber of Commerce, and other organizations dedicated to particular events have created a regional schedule that offers special events and programs almost every month of the year. In addition, Advantage Butte has recently sparked a strong market in sporting events.

This tourism is sufficient that many new tourism and hospitality-related businesses have opened over the past ten years. These include new heritage-based tour businesses, restaurants, bars, and other food establishments, and lodging, as well as specialty stores and gift shops. In Butte, as of last year (2011) there were 26 restaurants within Uptown and nearly 10,000 visitors who enjoyed heritage-themed tours conducted by a combination of private entrepreneurs and the Chamber of Commerce.

Much effort has been invested by Mainstreet Uptown Butte and other organizations in creating a schedule that offers special events and programs almost every month of the year. In addition to the Montana Folk Festival, which takes place in July, others include Evil Knieval Days (July), the Freedom Festival (July), the An Ri Ra Montana Irish Festival (August), Night on the (Ghost) Town Bus Tours (October), Uptown Open House (November), the Christmas Stroll (December), the Mai Wah Chinese New

Photo: Anaconda's commercial district and the southern hills of the town's valley. (Courtesy Heritage Strategies, LLC)



Butte's Farmers Market, a weekly affair in summer with more than 50 vendors, outgrew its first location and now is found on West Park Street in the heart of the Uptown commercial area. At lower right, note the decorative banner and headframe-shaped hardware used to suspend hanging flowerpots. (Photo and image below courtesy Mainstreet Uptown Butte)



Year Parade (February), and the St. Patrick's Day Parade (March). And throughout the summer months, Butte offers a weekly farmers market (with more than 50 vendors), a weekly outdoor music series, and a monthly art walk.

Anaconda has its "Alive after Five" programs that have come to be a traditional part of the town's summer Friday nights, plus live concerts, Art in the Park, Bicycle Festival (June), Ethnic Food Fest (August), and others. The self-guided, high quality interpretation proposed for Anaconda is an attractive amenity for use by visitors attending festivals and events.

According to Mainstreet Uptown Butte, Butte's festivals are estimated to draw from 5,000 to more than 75,000 per event, depending on the event, with the Montana Folk Festival having grown exceptionally larger with more than 160,000 people in 2011. The folk festival was estimated to infuse approximately \$25 million into the region in 2011 (<http://montanafolkfestival.com/folkFestival-info-history.php>).

Butte's economic destiny in particular must include tourism. Even if historic shopping patterns were to return to Uptown's commercial district, it was built to serve a community of 60,000, whereas the population today is 35,000. The entire community of Butte is no longer large

enough to make Uptown successful without visitors, served by growth in specialty retail, lodging, eateries, entertainment, and events. Both communities, moreover, need more population to provide the economic energy needed to achieve community goals for local business growth, housing improvement, and historic preservation. It is possible for heritage tourism to assist in attracting new residents and business owners; indeed, the process of making Uptown Butte and downtown Anaconda more attractive and more known to visitors should be regarded as a key element in creating a positive cycle of investment and growth.

These facts alone make it obvious that it is time for the development of a next-level tourism strategy for Butte and Anaconda. But there is more. The following chapters on story-telling and placemaking make clear that other, equally important initiatives are underway, creating exciting synergy and opportunities for both visitors and residents. These build on the large number of accomplishments listed throughout Chapter 1.

With such strong a foundation for tourism, Butte and Anaconda, together as Montana's Copperway, are well positioned to aim higher, ultimately to take a larger role on the national stage as a well-known, exciting tourism destination.

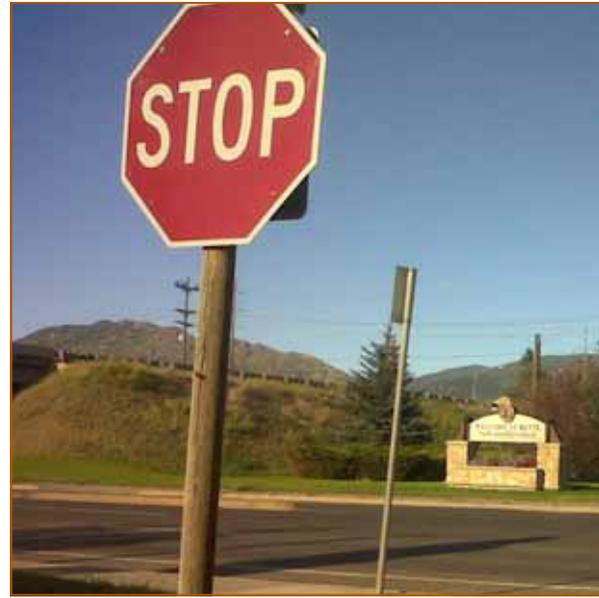
That is the vision. How do we get there?

### Key Concepts and Approach

The investment in preservation has been significant by both public and private sectors in Montana's Copperway. Residents throughout the broader region of the American Northwest exclaim, "Butte and Anaconda just LOVE their history!" Such recognition is money in the bank. How much? Here is what the National Trust for Historic Preservation tells us about the relationship between heritage tourism and preservation:

Tourism is big business. In 2010, travel and tourism directly contributed \$759 billion to the U.S. economy. Travel and tourism is one of America's largest employers, directly employing more than 7.4 million people and creating a payroll income of \$188 billion, and \$118 billion in tax revenues for federal, state and local governments. (Source: U. S. Travel Association, 2011)

In addition to creating new jobs, new business and higher property values, well-managed tourism improves the quality of life and builds community pride. According



Butte's welcome sign on lower Montana Street. (Courtesy Heritage Strategies, LLC)

to a 2009 national research study on U.S. Cultural and Heritage Travel by Mandela Research, 78% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling translating to 118.3 million adults each year. Cultural and heritage visitors spend, on average, \$994 per trip compared to \$611 for all U.S. travelers. Perhaps the biggest benefits of cultural heritage tourism, though, are diversification of local economies and preservation of a community's unique character. (Source: Cultural & Heritage Traveler Study, Mandela Research, LLC; <http://www.culturalheritagetourism.org/resources/research.htm>)

The key to transforming this "love of place" and this small savings deposit into the economic engine of heritage tourism is to simultaneously pursue three elements:

1. A reverence for authenticity of story and place;
2. The development of an outward-looking curiosity about what heritage travelers really seek for themselves; and
3. The knowledge of how heritage travelers spend money when they are on the road.

We have divided our planning for expanding heritage tourism in Montana's Copperway into two phases. Strategies in the first phase are designed for implementation in the first two years. Strategies in the second phase are longer term, and the length of that phase is indefinite.



Butte's Visitor Center includes a display connecting a large historical photo of Butte with views of headframes visible through small telescopes. (Courtesy Heritage Strategies, LLC)

A key opportunity that defines the first phase of actions in this plan is the rollout for introducing a national audience to the Copperway's game-changing, most critical link, the Silver Bow Creek Greenway and the 26-mile trail at its heart that links Butte and Anaconda is expected to open by the summer of 2014. This will be a premier experience within a long-standing plan calling for the development of a series of trails and heritage experiences called Montana's Copperway. (Actual connection to Anaconda may take longer – but users can follow MT 1 from the rest area which the trail passes through on its way to Warm Springs Wildlife Management Area.)

With one tourism season between now and the trail's opening, Butte and Anaconda have just enough time to

undertake top-priority short-term projects to be ready for this "company's coming!" occasion, gain experience in launching new ideas and messages, and plan the "rollout" to obtain that national visibility.

The heritage tourism strategy targets two distinct market segments: destination or heritage travelers; and drive-through or Interstate travelers. Our strategy calls for developing tourism products that appeal to both segments, providing experiences that are active and which feature the outdoors. Both are key demands of heritage travelers, and they capitalize on a major tourism trend, the search for health and well being.

The following sections on Phase One (one each for Butte and Anaconda) are both organized around two key assumptions:

- Development of heritage tourism in Butte and Anaconda must extend tourism experiences that are currently working well, and
- Actions cannot depend on new funding or new staffing.

***Our overall objectives for Phase One:*** Within two years, the two communities together will (1) triple the number of travelers who stay in overnight accommodations at least one night, and

(2) double the number of drive-through visitors who pull off the Interstate and spend money in at least one Anaconda or Butte business before continuing their journey (food, gas, retail).

**2-1. Recommendation: Work with local businesses to collect primary data on Butte and Anaconda travelers** that will establish a baseline for the pattern and number of visitors year round. This will enable Butte's and Anaconda's destination marketers and others collaborating on heritage tourism to quantify the success of tourism product development and marketing programs, and tailor offerings accordingly.

**2-2. Recommendation: Embrace the Montana's Copperway identity and put the current logo to work to support efforts to build recognition of Butte and**



**Anaconda as a heritage destination.** Develop strategies and messages to enhance Montana’s Copperway as a recognized brand and the logo as a placemaking element. Introduce the logo onto interstate signs for Butte and Anaconda.

**2-3. Recommendation: Start planning the rollout for publicizing to a national audience the completion of the Copperway’s game-changing, most critical link, the Silver Bow Creek Greenway Trail.** The trail will be a premier experience within the planned region-wide trail network. Its opening offers a major opportunity for national visibility. Picture a front-page feature in the *New York Times* travel section and *Outside* magazine at the same time as the ribbon-cutting and a “first annual” signature marathon or bicycling event (or both). Key messages are: (1) Montana’s Copperway is a great way to experience the outdoors; and (2) “we are back and better than ever” (environmental cleanup and heritage conservation are ongoing successes working hand in hand). Some events should simply help to publicize the communities’ great new achievement regionally and thank volunteers and leaders – a “golden spike” event, for example, or a gala.

The new state rest area at the junction of Montana State Route 1 and I-90 east of Anaconda could function as a Montana’s Copperway visitor center. (Courtesy Heritage Strategies, LLC)

### Phase One, Butte

Butte has made important strides in building a heritage experience for visitors. In the next phase, the focus should be on rounding out this experience and adding orientation and navigation.

### Actions for Drive-through Travelers in Butte

During Phase One, organizations and Butte-Silver Bow County (BSB) should focus on orientation and navigation infrastructure to capture drive-through travelers. Entrepreneurs can focus on new media initiatives to reach out to audiences that increasingly have come to expect such information available at their fingertips.

**2-4. Recommendation: Boost I-90 traveler interest by introducing the logo onto interstate signs** for Butte and Anaconda and exits that access the Greenway. The Montana state legislature long ago signaled a willingness to accommodate special Interstate signage by providing the Butte-Anaconda corridor with a special designation.

### Montana State Targets Geotravelers

The Montana Office of Tourism, Department of Commerce (MOT), continues to target “geotravelers,” defined as travelers who are active in the outdoors with both rigorous and/or leisurely activity, and who place a premium on nature, wildlife, comfort, experiences, and a sense of exhilaration (as reported by Mercury CSC, contracted ad agency for MOT, October 2111). The demographics of this target market closely matches that of “heritage travelers”:

Demographics of geotravelers:

- Adults ages 25-64
- College graduates
- Household income of \$50K +

Geotravelers are domestic travelers who participate in at least one of the following while on vacation:

- Sightseeing
- Visiting national parks
- Backpacking/hiking
- Bicycling
- Fishing
- Skiing
- Other sports and recreation

**2-5. Recommendation: Engage drive-through travelers as visitors by improving the visitor centers’ layout, offerings, and docent scripts.** For the latter, teach docents how to engage travelers in order to link them most effectively to local experiences.

**2-6. Recommendation: Re-work the introductory interpretive exhibits at the two visitor centers and at the I-90/Route 1 rest area to present consistent information on the Montana’s Copperway context and opportunities for exploration** (discussed in Chapter 3).

**2-7. Recommendation: Establish next-level destinations called “gateways” to serve visitors after they complete their experience of a visitor center** (gateways are discussed in Chapter 3). For passers-by, discovering that they can set their sights on one of these gateways quickly after leaving the Visitor Center – and catch a meal somewhere along the way – might tempt them to spend a little extra time visiting, if only to plan a return trip. An early step would be to install outdoor kiosks at the four gateway locations described in Chapter 3 (Main Street

between Park and Broad, the Original Mineyard, World Museum of Mining, and Berkeley Pit Viewing Stand).

**2-8. Recommendation: Undertake a two-part wayfinding plan, one each for Butte and Anaconda, for automobile drivers, bicyclists, and pedestrians,** adopting like or similar graphic identities tied to the Montana’s Copperway brand. Consider other means of navigation besides directional signage, including brochures, digital media, and uniquely designed placemaking tools to signify “you are there” for places within both communities where visitors are to be directed. While this step is important for all visitors, visitors traveling onward to elsewhere are particularly unwilling to “explore” without the ready guidance of a wayfinding system.

**2-9. Recommendation: Use social and other new digital media to get the word out about local activities to visitors and to travelers passing through Butte and Anaconda,** with directions on how to locate places and programs, laying a foundation for a longer term new-media campaign. The Hummingbird Café in Butte is doing this now for travelers seeking vegetarian and vegan food. As part of their offerings to support small business, one or more of the local economic development entities could develop a strategy (training? on-line course? technical assistance? lab?) to support local businesses in engaging travelers directly through social media. Another new-media marketing effort is to use simple and free Google Earth apps (this could be a student/class project in the short term) to insure that every tourism-related business and attraction controls its existing Google Earth icon and create virtual tours using Google Earth’s placemark and touring features.

### Actions for Heritage Travelers in Butte

During Phase One, entrepreneurs and Butte-Silver Bow County (BSB) should steadily add new tourism products and entertainment and more detailed navigation infrastructure to interest heritage travelers and begin building an even greater visitor experience.

**2-10. Recommendation: Build navigational infrastructure and interpretation through a walking/biking/driving loop and cross-town trail in Uptown Butte.** This recommendation is discussed in Chapter 3 and should be of highest priority.

**2-11. Recommendation: Establish interpretive kiosks at strategic locations in Butte, Anaconda, and along the Silver Bow Creek Greenway Trail** where visitors tend to pass, providing wayfinding information and interpretive content that reprises and supports the visitor center and

gateway presentations, as mentioned above and discussed in detail in Chapter 3.

**2-12. Recommendation: Entrepreneurs should leverage the economic and artistic success of the Montana Folk Festival by incrementally adding small scale music offerings in coffee houses, restaurants, and theaters.** This will allow the destination to leverage the investment and reach of the Folk Festival’s marketing throughout the rest of the calendar year.

**2-13. Recommendation: Continue the Montana Folk Festival and begin experimenting with ways to expand its impact** and public recognition beyond a single long weekend.

**2-14. Recommendation: Embrace and execute Mainstreet Uptown Butte’s plan for creating appealing “pop-up retail” in Uptown Butte storefronts and other locations.** This could give businesses located on the Flats an opportunity to benefit from special events and offer a “branch” of their business in Uptown. Food trucks are another expression of this “moveable small business” idea which is catching hold throughout the country.

**2-15. Recommendation: Support and promote private sector guided tours, including the trolley, golf cart, and walking tours currently offered in Uptown Butte.** Consider having tour operators establish a certified guides program to maintain quality control over the long term and demonstrate to visitors (who will spread news of their experiences through word of mouth, a highly important result from a heritage tourism point of view) that Butte takes great pride in assuring that they have a top-quality experience. Existing touring businesses should **add twilight tours and ethnic tours** to their product mix.

### Phase One, Anaconda

The top-ranked Old Works Golf Course is currently the main attraction for destination visitors. Further position Anaconda as the walkable, bikeable charming small town that it is. This is a place where residents have time to stop and talk, and where visitors can explore at a gentle pace and discover the powerful story of the copper smelter. Recommendations described here are detailed in Chapter 2, Interpretation.



The Old Works Golf Course is a signature attraction built on the site of Anaconda’s first smelter. The Old Works Historical Trail loops around the course. (Courtesy Heritage Strategies, LLC)

### Actions for Drive-through Travelers in Anaconda

Anaconda is fortunate that many of its drive-through travelers – those that have decided to turn off onto Route 1, the Pintler Scenic Byway – are already essentially heritage travelers. Persuading more of the drive-through traffic on I-90 to stop by may be a greater challenge, since the rest area provides comfort rather far from Anaconda.

**2-16. Recommendation: Boost I-90 traveler interest by engaging them with a special sign announcing “Montana’s Copperway – Anaconda,”** complete with logo. (The Montana state legislature long ago signaled a willingness to accommodate special Interstate signage by designating the Butte-Anaconda corridor as a state heritage corridor.)

**2-17. Recommendation: Orient and inform Anaconda visitors to ensure that they take maximum advantage of Anaconda businesses and services** along with experiencing Anaconda’s heritage. Continue improvements to Copper Village Museum and Arts Center (Old City Hall), recognizing its role as gateway for visitors to learn more about Anaconda. Coordinate these improvements with complementary improvements at the Depot Visitor Center and the Montana state rest area to orient visitors. Consider social media to reach visitors along with interpretation, signage, and brochures.



Jail House Coffee, in the Old City Jail, with its recently restored façade. The proprietor occasionally hosts story tellers to entertain patrons. (Courtesy BSB CHPO)

### **Actions for Heritage Travelers in Anaconda**

As with Butte, the soon-to-be opening of the Silver Bow Creek Greenway Trail is a major opportunity. A direct connection for the trail to Anaconda has not been decided, but at the very least it is possible for cyclists to arrive at the Montana rest area and follow Route 1 into town.

**2-18. Recommendation: Improve the navigational infrastructure for bicyclists and pedestrians between the Montana rest area and Anaconda,** including additional signage that directs visitors to the Depot Visitor Center and the Old City Hall.

**2-19. Recommendation: Heighten visitors' ability to enjoy Anaconda through improved and interpreted pedestrian and bicycling linkages** throughout town, using existing trails and identifying new pathways on city streets. This recommendation is discussed in Chapter 3 and should be of highest priority.

### **Phase One Positioning for Butte and Anaconda**

Butte and Anaconda already offer active, outdoor experiences highly sought-after by travelers, whether or not they are also intrigued by heritage offerings. It is important to begin getting the message out that these experiences exist.

Within this larger message, a focus on bicycling is a natural position for both communities to take. A market for bicycling already exists, as reported by lodging owners in both Anaconda and Butte. With excellent facilities for on-road cyclists on the increase, and the surrounding public lands and trails available for off-road biking, both communities are well-positioned to capitalize on this market in multiple ways. These recreational facilities, of course, also appeal to runners, walkers, and hikers.

#### **2-20. Recommendation: Adjust marketing messages conveyed through advertising, websites, and hospitality personnel to the target market of active heritage travelers:**

- Emphasize the Copperway communities' proximity to natural resources, the Continental Divide Trail, and a wide array of outdoor recreational opportunities.
- Feature walking tours and hiking trails that originate in Butte and Anaconda – for example, define “attractions” on Butte’s CVB web site to include the existing BA&P Hill Trail (see <http://www.buttecvb.com/listingtype/things-to-do/> and <http://www.buttecvb.com/attractions-map/>).
- Make sure that visitors in the next two years are made to anticipate completion of the full Silver Bow Creek Greenway Trail.
- Tie Advantage Butte’s messages to “great outdoors” opportunities once sports teams and families arrive in Butte.

**2-21. Recommendation:** Upon completion of the 26-mile Silver Bow Creek Greenway Trail between the two communities, launch a series of special events that **build visibility for the system of trails open to bicyclists, runners, and walkers.** This can include a signature marathon run, road and mountain bike events, trail runs, and a Century bike ride. In the lead-up to the opening of this trail, recreation entities should build and communicate to active travelers the connectivity between the region’s many trails. Establish a working advisory group of bicyclist from the region, including bike shop owners (and workers), bike clubs (both road bike and mountain bike groups), and public agency recreation specialists (National Park Service, Forest Service and BLM). Likewise, enlist local marathon runners, regional running clubs and retail shops to help establish events that would best be supported by regional runners (marathon runners, trail runners, endurance runners, etc). Employ much advance promotion and publicity to stimulate a large response to the final suite of events; one possibility that takes advance planning is to undertake a special fam (familiarization) tour of the Silver



Bow Creek Greenway Trail for writers specializing in magazines appealing to these markets, who may require as much as 18 months of lead time to allow articles to appear as the trail is opening.

**2-22. Recommendation: Position Montana’s Copperway as a major destination for both road/off-road and mountain biking.** Encourage biking for exploring the interpretive trail network throughout Montana’s Copperway, provide links and maps to trails on public lands, expand off-road bicycling options, and offer more bicycling events. Consider a dedicated bikeway on Park Street as part of the design of the cross-town interpretive trail.

**2-23. Recommendation: Create an outstanding comprehensive trail map** and make it freely available for re-publishing in all publications and digital media generated for a visitor audience. Aim ultimately for an interactive version for web use.

**2-24. Recommendation: Position Butte as a nighttime destination.** All travelers, no matter which market, have trouble finding something to do in the evening. Solving this

Sunsets and twilight in Butte include beautiful views of headframes and the lights of the town. (Courtesy Mainstreet Uptown Butte)

problem is a natural fit for Butte, with two great “natural” assets – long summer twilight and fantastic places for watching the sunset. It also has a “cultural” asset, its history as a 24-hour town – it would not take much to polish this reputation and capture public interest. Existing Uptown businesses and entrepreneurs could collaborate to provide a full schedule of evening entertainment that could include music, theater (short form), storytelling, and walking tours. These could be offered in existing coffee shops, theaters, restaurants, bars and museums, or at outdoor venues from street corners to headframes. More nighttime activities to offer might include: There is some movement in this direction already – the Chamber of Commerce has moved to the hours of 8 to 8 Monday through Saturday (9 to 6 Sunday), and Butte Historical Adventures is now offering a twilight tour. More nighttime activities to offer might include:

- Slightly more organized sunset watching – at Alice Mine, Original Mineyard, the Mountain Con, Granite



Stone corings from copper mines provide unique materials used in Butte's Granite Mountain/Speculator Mine Memorial. (Courtesy Heritage Strategies, LLC)

Mountain Memorial, tops of tall buildings – add music to one or more key locations.

- Stargazing sessions led by story-tellers and experts.
- “Pop-up” happenings around Northern lights whenever they occur.
- A sound and light show.
- Fireworks (when permitted).

## Phase Two, Butte and Anaconda

Over the longer term, Montana's Copperway can greatly enhance the tourism products and experiences offered in Butte and Anaconda. Some of the following recommendations may have short-term or interim steps to be considered for Phase One.

### Personalized Heritage Tourism

A major trend in tourism is personalization. Butte and Anaconda should respond to this trend in multiple ways, using Phase One to take early steps, study options, create partnerships, and develop skills.

**2-25. Recommendation: Develop electronic interactivity in the Welcome Center and interpretive gateways to connect visitors (both heritage and drive-through) to experiences that capitalize on their personal interests addressing all five senses: What can you taste, touch,**

smell, hear, feel? Where can you find it? Spread the menu of options across the interior of the walls of the Welcome Center; create personal work stations to let travelers search and manipulate the options – visitors should quickly be able to find what they would like for lunch or the location of a trailhead, or decide to explore the sites that tell scientific and environmental restoration stories. Likewise, they should be able to search trails by recreational preferences and level of difficulty.

**2-26. Recommendation: Capitalize on the niche market for ethnic tourism.** Tune those interactive stations to direct visitors to the Butte-Silver Bow Public Archives to explore their own genealogy, to restaurants that have authentic ethnic offerings on their menus, or to neighborhoods that have an ethnic story to tell. Help visitors find interpretive installations that would pique their curiosity about their choices

among the many different immigrant groups that have made their way to Butte. Experimentation with ethnic tours by touring companies in the first phase should provide guidance and ideas as to what businesses and interpretive programs could offer to visitors. For destination travelers, develop and distribute packages to those interested in their ancestors who lived and worked in Butte or Anaconda as part of the mining boom.

### A Festival Economy

Butte has successfully established a summer festival economy based on music and athletic and recreational events, with Anaconda adding its share to the fun. This is a premier heritage tourism asset that can be extended, strategically.

**2-27. Recommendation: The most successful of these special events should be leveraged to extend these events into other seasons of the year, i.e., folk music scheduled regularly and performed in food, drink, and theater venues.**

### Positioning

Once Montana's Copperway is a recognizable brand and understood as a place where active heritage travelers love to go, Butte and Anaconda will be ready to take on a second level of positioning to capture a portion of the lucrative travel markets that Montana already enjoys, national park visitors and motor coach tours. Both recommendations here require considerable attention and follow-through, and a “brand promise” that more than meets the expectations of travelers who respond.



**2-28. Recommendation: Position Montana’s Copperway as a must-visit place on the well-beaten path between Yellowstone and Glacier, as a place that offers distinctive experiences by day and entertainment by night.** Montana’s Copperway should “own the night” as a place to stop between the two parks (see next recommendation). Undertake partnerships with travel influencers – businesses and hospitality providers that have a powerful word-of-mouth influence on visitors who are touring and constantly asking, “What shall we do next?” Specifically, engage in partnerships with travel influencers near Glacier and Yellowstone national parks to help partners and travelers alike understand the distinctiveness of Montana’s Copperway as a destination. These include all those places where travelers seek “qualified” information from locals: retail associates in stores that carry equipment for outdoor sports (especially biking, hiking and walking), front desk personnel in lodging properties or car rental agencies, and rangers and interpreters who work in the national parks.

### **Targeting Motor Coach Travelers**

Motor coach and group travel should be a targeted for Phase Two development. This builds on an existing opportunity in Montana, as there is currently strong motor coach traffic in the state, with most itineraries featuring

The space around the Original Mineyard’s headframe has been transformed into a premier performance space and community-gathering venue. (Courtesy Mainstreet Uptown Butte)

either Yellowstone National Park or Glacier National Park, or both. Although Butte is located midway between the two national parks, most itineraries currently utilize either Missoula or Helena for midway stays. Competition from other destinations remains fierce for this group business, as it delivers travelers on schedules that are both reliable and repeatable.

This segment will be especially valuable for Butte and Anaconda as Montana’s Copperway, which can be positioned as a “new destination.” In the tourism industry, conventional wisdom recommends opening new destinations with a combination of educational tours and group tours. This segment of the industry has a well-defined distribution and sales system and serves international travelers, the senior market, and specialty groups. Butte currently has well-qualified step-on guides and the breadth of historical assets and local stories that will allow such companies to individualize itineraries. Marketing and maintaining industry relationships to successfully compete with other Montana and American



The Berkeley Pit is a popular destination for visitors fascinated by a mining feature large enough to be visible from space. See page 61 for a photo of the viewing stand and the pit at the end of the tunnel shown. (Courtesy Heritage Strategies, LLC)

West destinations will require a dedicated tourism marketing person for Montana’s Copperway. Once attempted, this end of the tourism business requires constant attention and follow-through to achieve the greatest long-term success.

**2-29. Recommendation: Work to capture a share of Montana’s motor coach touring business, especially (but not limited to) tours that follow itineraries linking Yellowstone and Glacier national parks.**

## Helping Visitors Find their Way and Move Around

### Wayfinding

It can be confusing to find one’s way around Butte, and for Anaconda, with its one-way street system, visitors can completely miss some parts of town. Chapter 4, Placemaking and Community Revitalization, defines placemaking and offers thoughts on how to improve the identity of both communities.

This Action Plan has focused on many more aspects of improving conditions for heritage tourism than signage – and if all were implemented, to be fully engaged, visitors might not need a complete system of wayfinding signs (as

opposed to outdoor interpretive signs, sometimes called waysides, which ARE needed).

That said, long-term, Butte and Anaconda should make use of traditional approaches to improving a community’s wayfinding and signifying special places within a community, in order to make each place more readily identifiable, visitor-friendly, and unique:

- **Well-thought-out Interstate directional signs** announcing Montana’s Copperway. The Montana state legislature long ago signaled a willingness to accommodate special tourism needs by designating the Butte-Anaconda corridor. It’s time to take them up on this, sooner rather than later, as a way of preparing for visitors seeking the new Silver Bow Creek Greenway Trail and other trails in both communities.
- **A wayfinding plan** for each community, for both drivers and pedestrians, preferably adopting similar graphic identities that reflect the Montana’s Copperway brand. Signs are central to such plans, but should not be the only technique analyzed for recommendations – maps and guides and digital media are also important aids to navigation. Such plans often are paid for, at least in part, through federal and state transportation funding.
- **“Signature” use of copper and copper-mining memorabilia in fun and memorable navigational aids and signifiers** of particular places (helping visitors know “you are there”). The use of the little headframes on utility poles in the Uptown area is an example of this concept already in use, as are the banners in Anaconda. To truly enrich the visitor experience, however, much



more is needed. Ideas include intersections marked with copper paint instead of brick crossings (or crossings stamped to look like brick, the more common, less expensive means); trails marked with copper-mine corings or boot prints in copper (copper-like metal) installed in sidewalks; and public art inspired by copper mining or “found objects” (immovable, clean ones!) actually *from* copper mining to catch the visitor’s eye and provide enjoyable moments in the otherwise tedious chore of sorting out where one is going. Re-use of the highly successful “gateway arch” over Park Street at the entrance to Montana Tech might be appropriate elsewhere in Butte.

**2-30. Recommendation: Install a suite of upgraded directional signage on and related to I-90**, directing visitors to Butte and Anaconda as “Montana’s Copperway” communities; plan for similar signage to be installed upon the opening of the Silver Bow Creek Greenway Trail (also branded as part of “Montana’s Copperway”).

**2-31. Recommendation: Undertake a two-part wayfinding plan, one each for Butte and Anaconda, for automobile drivers, bicyclists, and pedestrians**, adopting like or similar graphic identities tied to the “Montana’s Copperway” brand. Implement the pedestrian portion of the plan to reinforce the walking/biking trails

The Mai Wah Museum sponsors an annual Chinese New Year parade. The spectacular dragon was a gift from China. (Courtesy Mainstreet Uptown Butte)

recommended in Chapter 3, Interpretation. Consider other means of navigation besides signage, including brochures, digital media, and uniquely designed placemaking tools to signify “you are there” for places within both communities where visitors are to be directed.

### **Circulation and Parking**

Visitors not only need some help finding their way around – they also like to use local conveyances, and they need parking. In both Butte and Anaconda, locally operated touring “trolleys” offer appealing guided tours. However, these are not on-and-off – so they orient visitors who can then return to the interesting things they see and places they learn about, but they do not actually convey visitors into the waiting arms of eager businesses. In Anaconda, with such a small downtown, this is not so much a problem. In sprawling Butte, it is, and moreover, Butte must overcome the problem of the bifurcation of its business districts in the Flats and Uptown. This is most usefully done by thinking through an additional route and schedule among the city’s existing bus routes, adding a “circulator.” Typically, in communities that have



The Edmonton Police Service Pipes and Drums, founded in 1914 in the Canadian province of Alberta, has appeared in Butte's St. Patrick's Day Parade since 1985. Only active and retired police officers serve in the band, which has forged such close ties with the Butte community that a local group, Friends of the Pipers, now supports their annual participation in this nationally known celebration. See <http://www.epspipeband.ca/Butte.htm> for the full story. (Courtesy Mainstreet Uptown Butte)

implemented this idea, such routes are free or one-price-fits all for ready pocket change (a dollar or a quarter or two). While the operation of a regular "tourist bus" in Butte goes outside our assumption in this chapter that Phase One should place no demands on funds and staff, luckily, BSB already owns such a bus, so capital costs, at least, are minimal.

**2-32. Recommendation: Resurrect the Historic Uptown Butte (HUB) bus, already owned by BSB, to create a circulator linking the Flats and Uptown** during the visitor season, into the evening, to promote the development of nightly entertainment for visitors, no matter where they are lodged. Include a bike carrier to help transport cyclists; consider a daytime detour or two to Rocker to encourage one-way cycling on the BA&P Hill Trail (perhaps ending on the interpretive trails in the Uptown commercial district recommended above and discussed in Chapter 3). Once instituted, BSB should track use carefully and adjust as appropriate, nimbly. Bus drivers should be encouraged to be hospitable and even to provide stories along the way, but this would not supplant the current tours by the Chamber of Commerce (or regular bus

routes); its purpose is easy on-off transport for visitors and residents in a limited part of town.

As for parking, again, for Anaconda, parking is not a great problem (although the "Anaconda Main Street Agenda" recommended in Chapter 4, Placemaking and Community Revitalization, should test this proposition, since even small issues involving parking can discourage visitors). The commercial area in Uptown Butte includes

public off-street parking; the central business district plan recommended in Chapter 4 should include a careful look at needs in light of the ambition of growing greater visitation downtown (not to mention more businesses that should draw residents as well as visitors). Chapter 3, Interpretation, calls for aiming visitors up Main Street from the visitor center directly to the two public parking areas on Park and Main and Broadway and Main, and treating this immediate area as "gateway" and "trailhead" for interpretive trails to be installed in the commercial area (and linked to neighborhoods).



## Chapter 3: Interpretation

**GOAL:** Use interpretation to engage visitors in ways that support the region's economy and encourage preservation and community enhancement.

Interpretation can engage visitors in ways that support the region's economy and encourage preservation and community enhancement. *Heritage tourism* is about finding and reaching visitors, making sure they receive messages about the great things Butte and Anaconda have to offer, and addressing the complete visitor experience from orientation to hospitality. *Interpretation* is about making the most of local stories and creating memorable experiences for both visitors and local audiences, and shaping those experiences in meaningful ways.

One aim of an interpretive program is to engage residents and increase awareness of the region's heritage. The appreciation demonstrated by visitors and the use of heritage tourism as a component of a revitalized economy

underscore the significance of the community's historic resources to residents. In turn, Butte's and Anaconda's heritage and distinctive historic character enhance the quality of life for residents in ways that visitors will appreciate.

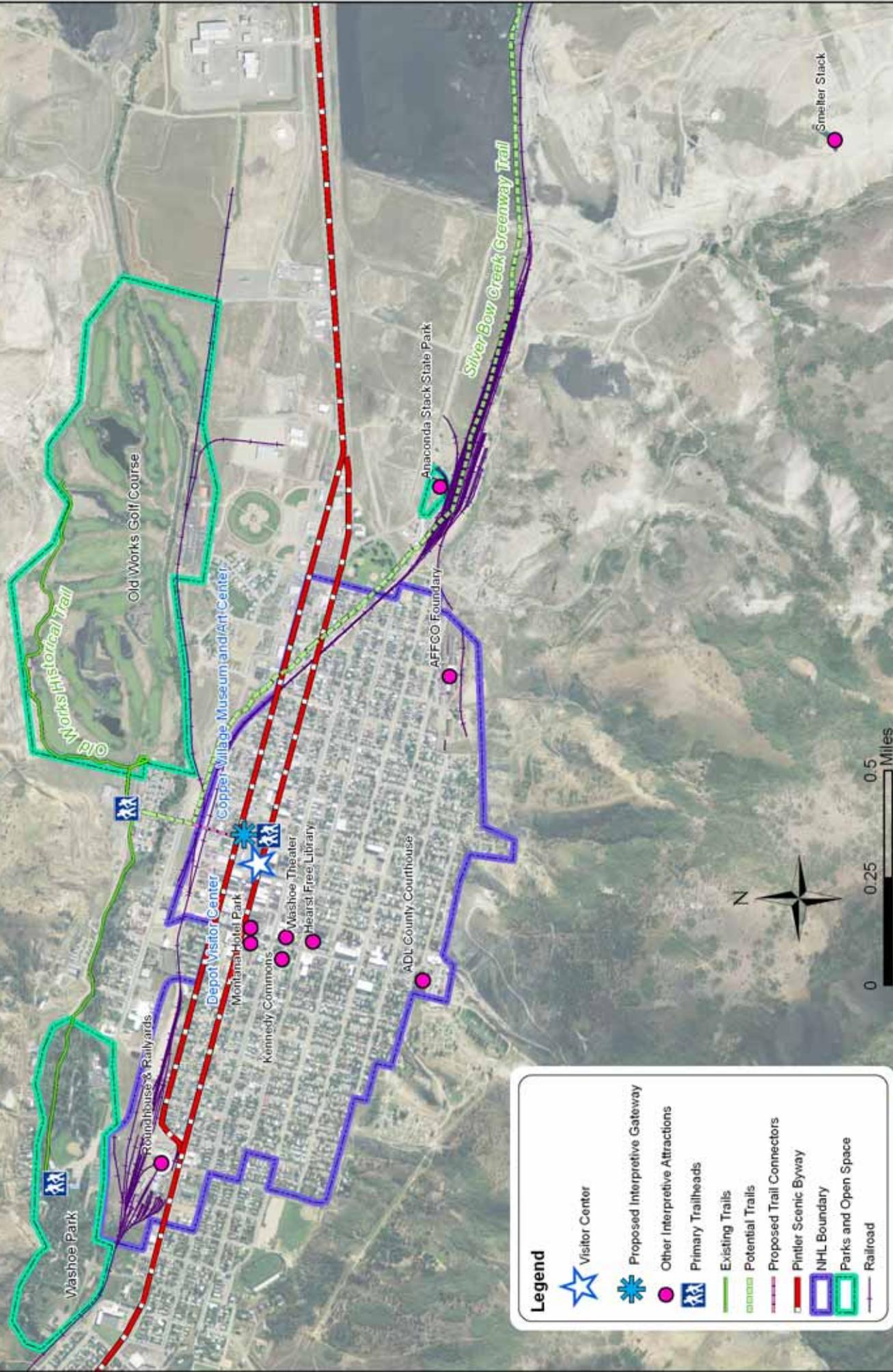
This chapter describes how to build upon achievements that have been realized since the Regional Historic Preservation Plan (RHPP) was prepared in 1993. It presents a concept and approach for interpretation and outlines recommendations for regional interpretation and interpretation in Butte and Anaconda based upon the original RHPP.

**NOTE:** *The maps that follow this page are intended to illustrate concepts for interpretation in Butte and existing conditions in both communities. A regional map appears on page iii.*

Photo: Butte's Original Mineyard has been repurposed as a city park and event venue. Located at the top of Main Street, it is ideal for outdoor interpretation and an orientation kiosk to welcome visitors. (Courtesy BSB CHPO)

# Anaconda, Montana

## Interpretive Framework



# Butte, Montana

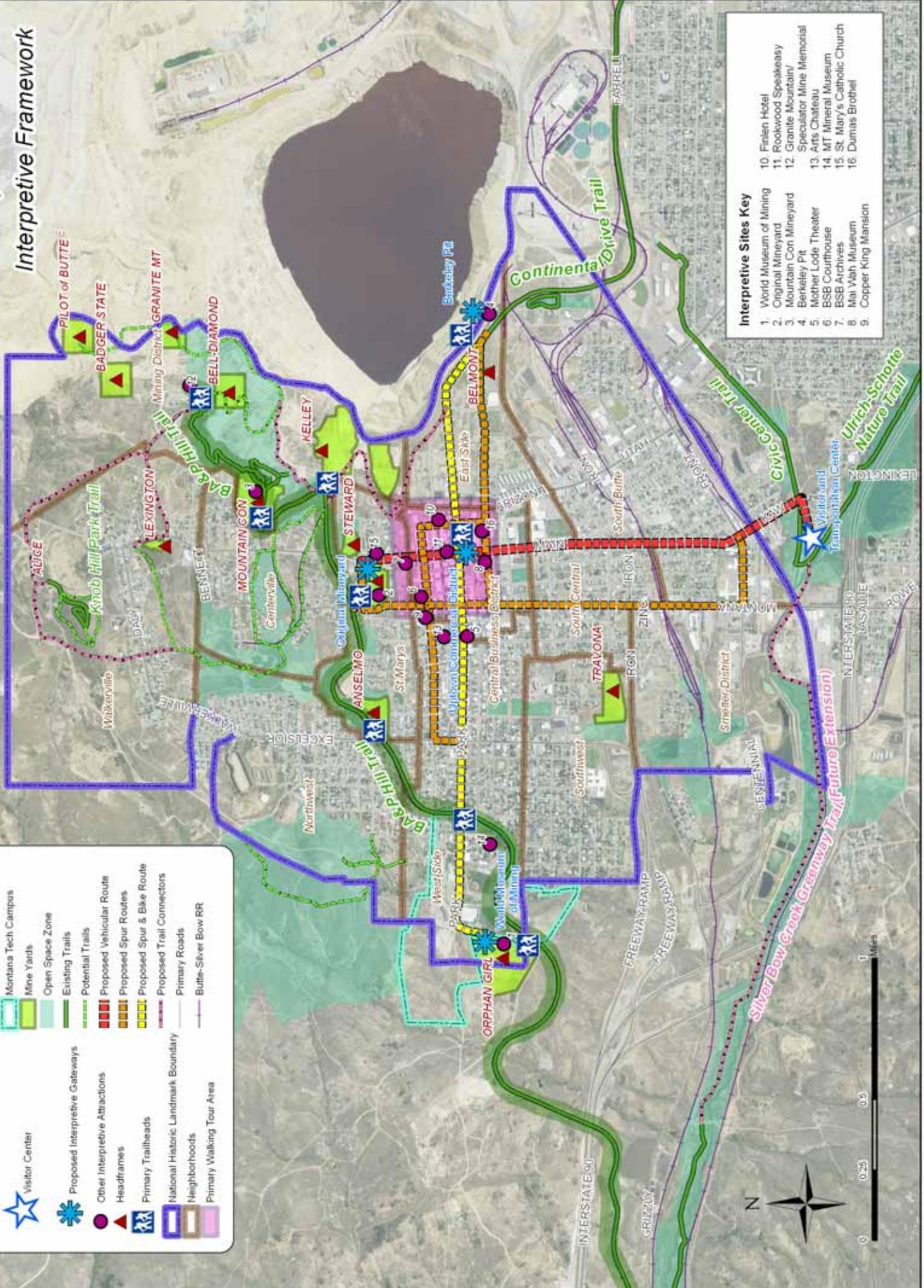
## Interpretive Framework

**Legend**

- Visitor Center
- Proposed Interpretive Gateways
- Other Interpretive Attractions
- Headframes
- Primary Trailheads
- National Historic Landmark Boundary
- Neighborhoods
- Primary Walking Tour Area
- Montana Tech Campus
- Mine Yards
- Open Space Zone
- Existing Trails
- Potential Trails
- Proposed Vehicular Route
- Proposed Spur Routes
- Proposed Spur & Bike Route
- Proposed Trail Connectors
- Primary Roads
- Butte-Silver Bow RR

**Interpretive Sites Key**

1. World Museum of Mining
2. Original Mineyard
3. Mountain Con Mineyard
4. Berkeley Pit
5. Mother Lode Theater
6. BSB Courthouse
7. BSB Archives
8. Mal Wahi Museum
9. Copper King Mansion
10. Finlen Hotel
11. Rookwood Speakeasy
12. Granite Mountain/Speculator Mine Memorial
13. Arts Chateau
14. MT Mineral Museum
15. St. Mary's Catholic Church
16. Dumas Brothel



Scale: 0, 0.25, 0.5, 1 Miles

North Arrow

### Guiding Principles for Interpretation

- The experience is *high-quality*, building upon the quality of initial exhibits and conveying its sense of quality to visitors;
- Hospitality – *making visitors welcome* is central to the experience, helping them to feel at home;
- The experience is *phased*, beginning with a *core structure* and built over time with additional elements added as resources become available for implementation;
- Authenticity – *authentic physical features* – buildings, mineyards, landscape features, and other resources – tell the stories;
- Acknowledging the unpleasant – stories are *accurate* and interpretation *conveys authentic experiences*, including information that may be unpleasant and at variance with contemporary sensibilities;
- Interpretation and communications convey a *positive vision* for the future;
- *Visitors find the heritage corridor easy to navigate*, understand, and experience on their own;
- The heritage corridor engages visitors through *festivals and events* and other activities that make places come alive; and
- The heritage corridor is a *cooperative venture* – each partner has a role in accordance with its interests and capabilities; guidelines, expectations, and responsibilities are agreed upon and met.

### Context for Interpretation: The Regional Historic Preservation Plan

The 1993 RHPP outlined a comprehensive and ambitious program for the preservation and interpretation of historic Butte and Anaconda. While the plan as originally envisioned has not been implemented, it has provided an important framework, and a great deal has been accomplished that is in alignment with its vision.

The 1993 RHPP provides a foundation for the future of Butte-Anaconda’s interpretive program. Most significantly, the RHPP:

- Identifies key themes and stories;
- Structures themes and stories under five ‘constellations’ that highlight stories by location;

- Identifies historic resources associated with each constellation and encourages their preservation; and
- Identifies the ‘performance role’ that each resource might play in the interpretive experience; and
- Integrates preservation and community revitalization initiatives with the interpretive presentation.

The structure and recommendations of the RHPP can be adapted to current conditions, circumstances, and possibilities. The most significant difference between the original RHPP vision and today is the level of infrastructure and investment that was anticipated and the manner in which the 1993 plan was to be implemented. The original RHPP proposed a great deal of public investment, primarily through federal funding, to create a national historic interpretive attraction on the level of Williamsburg, Virginia. That expectation was unrealistic and has not come to pass.

Nonetheless, the RHPP has provided a framework for realistic achievement that is falling into place project by project. Its implementation is not based on big attractions or dependent upon large-scale governmental investment. Rather, projects have been more community-based and incremental. Implementation has been focused upon enhancing the quality of life for residents by embracing the community’s distinctive heritage and encouraging and supporting private sector initiative and investment. The list of achievements is long and impressive, and both Butte and Anaconda have much to be proud of (see list in Chapter 1).

Those who have lived through the completion of so many exciting projects are now able to see the results of their long-range vision and hard work – while to outsiders who take the time to discern such signs of progress, it is apparent that there has been great momentum all along, and with recent visibility and private investment (see Chapter 4), it seems that things are picking up even more steam.

### Montana’s Copperway – Interpretive Concept and Approach

Montana’s Copperway, the Butte-Anaconda Heritage Corridor, should create a unified interpretive presence that is communicated to residents and visitors through its landscape. The character of the two historic communities within the valley’s overall environmental context is the core of the experience. The heritage corridor should use historic resources, interpretation, media, community enhancements, and events as vehicles for actively communicating and accentuating the character and significance of Montana’s Copperway.



Interpretively, Montana’s Copperway is now and primarily should be regarded as an outdoor experience featuring the historic communities and inviting exploration. It already presents stories conveying its national significance through buildings, structures, and landscape features. In the next phase, it can also present the vision of its future as an outstanding place to live, work, and play. Visitors come to enjoy the quality of life that has been created by residents. Its festivals and many recreational opportunities provide an added incentive to visit. Montana’s Copperway should become a place where people visit repeatedly and stay longer, to take full advantage of the region’s outstanding recreation and the communities’ many offerings in the way of entertainment and experiences.

### Early Priorities

As with heritage tourism, the primary experience to be emphasized in the next phase of building Montana’s Copperway is active and outdoors. We recommend a simple, two-year first phase, a timeframe determined by the completion of the Silver Bow Creek Greenway Trail. The primary strategy should be continued development of

The distinctive storefront of the Mai Wah Museum. Steering Committee member and local historian and tour guide Dick Gibson is conducting a tour for the planning team. (Courtesy Heritage Strategies, LLC)

interpretive trails. Unlike heritage tourism, where much of the early work involves coordination, creativity, focus, and elbow grease, these are projects that require funding, design, and construction:

- (1) Creating interpretive trails in the Uptown central business district and across town, which will bring visitors through interesting commercial areas and past businesses available to provide services and amenities to visitors, and which will provide an appealing, contrasting “second half” to a circuit begun by the completion of the BA&P Hill Trail;
- (2) Connecting the Original Mineyard to the BA&P Hill Trail, to reinforce its presence as a gateway and to provide a “halfway” point for trail users from either direction who want a shorter trip with an attractive destination;
- (3) Improving BA&P trail facilities, connections, and interpretation. The BA&P Hill Trail, part of the Montana’s



A “vocabulary” for landscape exhibit signs has arisen in Montana’s Copperway (note the logo at the top of the signs) thanks to early design work completed for the Silver Bow Creek Greenway Trail. (Courtesy BSB CHPO; below, courtesy Heritage Strategies, LLC)



Copperway trail network as is the Silver Bow Creek Greenway Trail, will be Butte’s primary access to the Silver Bow Creek Greenway Trail when it opens in 2014. (And, possibly for many more years, it will be the primary trail through Butte to the visitor center down on I-90, because of the difficulty of bringing the greenway and trail through certain sectors along the creek with obstacles that are quite difficult to surmount.) The BA&P Hill Trail, in short, should be regarded as a major attraction in Butte, a showpiece with the highest quality of experiences, facilities, and maintenance possible; and

(4) Improving interpretive offerings in Anaconda, including more and improved pedestrian/bike linkages throughout the town.

During this same timeframe, those responsible for interpretive programs should be taking the earliest steps toward the many other recommendations in the pages that follow, beginning with organizing the interpretive plan recommended to be undertaken corridor-wide. The process of developing that plan will enable players to set priorities, identify their roles, and raise funds.

### **Recommendations for a Corridor-wide Interpretive Structure**

The RHPP identified five ‘constellations’ as a structure for coordinated interpretation of the region’s stories focusing

storytelling in the actual places where events occurred using the real resources that survive:

- *The Richest Hill on Earth Constellation*
- *Smelting the Ore Constellation*
- *Pre-History and Early Settlement Constellation*
- *Gold and Silver Constellation*
- *Reclamation and Ongoing Activities Constellation*

Chapter II of the RHPP provides an overview of the heritage corridor's history and a context for identification of the constellations. This history is presented in more detail in the 2006 revised documentation for the National Historic Landmark, including descriptions of communities and resources and an extended discussion of significance. A 19-page bibliography in the 2006 NHL documentation speaks to the large volume of written material available on subject as well as the complexity of the region's history.

It is proposed that we respect the constellations as they are organized in the RHPP [see background report] but modify the presentation to recognize how interpretation has actually developed on the ground over the past 20 years.

Today's presentation can be built upon existing public and private interpretive initiatives, providing it with clearer structure, stronger engagement, and a means of phasing coordinated initiatives over time. Local historians should lead development of the presentation in terms of content, locations, and accuracy. Professional interpreters should provide guidance in crafting messages, recommending media, and organizing the presentation in ways that will resonate with visitors. With such substantial organization and thought, volunteers and non-professional interpreters will find many resources to help them shine as they participate in many lively ways to engage the region's visitors.

**3-1. Recommendation:** Develop theme and sub-theme statements for each constellation to **identify the key ideas that visitors should understand**. A more detailed understanding of the central ideas and related stories will help to both organize the interpretation at each individual site and coordinate interpretation between sites.

**3-2. Recommendation:** **Retain the constellations as outlined in the RHPP and organize the interpretive presentation around the present structure that has evolved within the heritage corridor over the past 20 years:**

- Present the *regional context* throughout the heritage corridor, introducing themes at visitor centers and

gateways and linking themes and stories together wherever possible.

- Organize presentation of the theme *The Richest Hill on Earth* primarily in Butte.
- Organize presentation of the theme *Smelting the Ore* primarily in Anaconda.
- Present the themes *Pre-History and Early Settlements* and *Gold and Silver* primarily along the Silver Bow Creek Greenway Trail. (Include stories related to these themes in the regional context presented throughout the heritage corridor and within the Butte and Anaconda presentations as appropriate.)
- Present *Reclamation and Ongoing Activities* throughout the heritage corridor wherever reclamation activities have been undertaken. Interweave this theme with discussion of the larger environmental context, quality of life, the future of Butte and Anaconda, and recreational opportunities.

**3-3. Recommendation: Prepare a comprehensive interpretive plan for the heritage corridor.** The interpretive plan could be organized with an overall framework for the heritage corridor as a whole and three individual, detailed plans for Butte, Anaconda, and the Greenway. Interpretive plans should describe how to present themes and stories at publicly accessible sites, how themes and stories are woven together, and how interpretation at individual sites will be phased in over time, beginning with existing offerings.

### Heritage Corridor-wide Orientation and Interpretive Presence

Corridor-wide interpretation should be offered at the region's two visitor centers, the I-90/Route 1 rest area, key 'gateway' sites, and strategic locations throughout the heritage corridor to present consistent information on the Montana's Copperway context and opportunities for exploration. The role of such corridor-wide interpretation is to:

- Welcome and orient visitors;
- Present the overall landscape context;
- Introduce the five primary interpretive themes; and
- Indicate where and how the heritage corridor and its themes can be experienced.

To a large extent, the discussion here is closely intertwined with concepts of wayfinding that support the placemaking

described in Chapter 2. Here, however, we are emphasizing the interpretive aspects of orientation: helping audiences understand the corridor’s overall historical significance and how the landscape is organized (as a means of understanding the context for stories), and introduction of the primary themes and national context, laying the groundwork for audiences to discover more detailed stories at specific sites.

The idea of creating an ‘interpretive presence’ for Montana’s Copperway is closely related to the topic of placemaking covered in Chapter 4. Visual communication is the most immediate and powerful form of communication. In using the landscape as the primary vehicle for interpretation, the visual quality of the landscape is critical. The landscape of Butte-Anaconda is being used to convey interpretive content, and appreciation of that content is immediate when viewed. In Butte, the structure of the landscape – the hillside with headframes above, urban core adjacent, and neighborhoods around and below – conveys an immediate understanding of the story. So does the neat, small-town grid of Anaconda in contrast to the towering Washoe stack and enormous tailing piles looming above the town and along its eastern entrance.

‘Interpretive presence,’ therefore, is an important part of the heritage corridor presentation and is conveyed through the character and appearance of the communities, the quality of the corridor’s graphic identity, and the way that the landscape is used to tell the stories.

**3-4. Recommendation: Adopt and further develop design guidelines for a family of interpretive exhibit formats as initiated for Montana’s Copperway and the Silver Bow Creek Greenway Trail.** Use graphic icons to distinguish the five constellations of the original RHPP interpretive structure. Increase the range of exhibit types available for use including exhibit carriers, graphic formats for exhibit panels, and other creative design features. Emphasize visual communication over written text. Use the design guidelines throughout the heritage corridor for a consistent graphic presentation. **Use graphic icons** on interpretive panels and publications to indicate the primary theme or constellation to which a story relates.

**3-5. Recommendation: Re-work the introductory interpretive exhibits at the three existing visitor centers in Butte and Anaconda, and at the I-90/Route 1 interchange to present consistent information on heritage corridor-wide context and opportunities for exploration.** Introduce similar exhibits at the gateway sites for Butte and Anaconda and other sites as appropriate. At the Butte and Anaconda visitor centers, provide additional detail on their specific communities, sites, and stories.

**3-6. Recommendation: Establish interpretive kiosks at strategic locations in Butte, Anaconda, and along the Silver Bow Creek Greenway Trail** where visitors tend to pass, providing wayfinding information and interpretive content that reprises and supports the visitor center presentations. Identify locations for these kiosks in the wayfinding plan recommended in Chapter 2.

**3-7. Recommendation: Prepare a family of interpretive publications in the Montana’s Copperway graphic format that supports corridor-wide interpretation.** Coordinate these publications with the information and formats available online and through social media. Consider for each community, at minimum, an interpretive brochure, a large-format interpretive fold-out map, and guidebook. The foldout map should be of sufficient detail to portray the historic character of the landscape and historic sites. (This would be a refined version of the trail map recommended in Chapter 2.)

**3-8. Recommendation: Create a web portal and social media to present corridor-wide interpretation of Montana’s Copperway.** Present the historical context and primary interpretive themes and interpretive content that can be downloaded for using in touring and exploration.

**3-9. Recommendation: Over time, implement other forms of interpretive media such as downloadable audio and video tours that can be used on a variety of media platforms.** Explore such opportunities in the interpretive plan.

### **Uptown Butte – The Richest Hill on Earth**

Uptown Butte should present the interpretive theme *The Richest Hill on Earth* through coordinated exhibits, media, and personal interpretation at publicly accessible sites throughout the community. The recommended core interpretive presentation is a self-guided outdoor experience featuring high-quality exhibits and media. These installations would mark a coordinated network of trails, streets, and public spaces that promotes exploration by walking, hiking, biking, driving routes, and guided tours and leads visitors to exhibits and attractions as destination points.

Considerable progress has been made in creating a strong interpretive experience in Uptown Butte through a combination of public, private, and nonprofit initiatives. Focus now needs to be placed upon pulling it all together through four areas of activity:

- Clarifying and strengthening the interpretive structure both physically and thematically;



The former Dumas Brothel is a potential interpretive site in Butte. (Courtesy Heritage Strategies, LLC)

- Unifying the interpretive presentation through consistent use of identity and media;
- Completing a core network of interpretive exhibits and experiences with sufficient presence and gravitational pull to impress visitors and serve as a framework upon which to build; and
- Coordinating interpretation with community revitalization efforts to encourage private sector initiatives that will fill out and enrich the core interpretive presentation.

Recommendations for Uptown Butte's interpretive presentation are outlined below.

### **Butte's Visitor Center**

The Chamber of Commerce Visitor and Transportation Center on George Street off I-90/I-15 Exit 126 is a key visitor hub for the heritage corridor and for Butte. The role and recommendations for the visitor center are discussed in Chapter 2. The visitor center is critical in welcoming visitors, introducing visitors to the primary themes, and orienting visitors to interpretive opportunities. The Chamber of Commerce offers trolley tours of Uptown Butte from the visitor center that are a primary means of experiencing the city through guided interpretation. The visitor center is also connected to the city's trail system,

discussed below, though additional trail connections remain to be completed.

**3-10. Recommendation: Exhibits should be reworked inside and installed outside the Butte Visitor Center using the Montana's Copperway identity to introduce visitors to the heritage corridor and to Uptown Butte.**

### **Entrances to Uptown**

Visitors enter Uptown Butte along three primary streets. Montana Street is the historic city's primary entrance from I-90/I-15 at Exit 126 and is also a western entrance from the interstate intersecting Montana at Iron Street. Main Street is the preferred entrance from the visitor center because of its historic character and because of its direct connection to parking areas at Park and Broadway and to the Original Mineyard. Utah Avenue and Arizona Street are the most direct entrance from Harrison Avenue, the primary artery of commercial activity on the Flats.

Improving the character of these three entrance corridors is important to the visitor experience. The recently completed Central Butte Area Plan recognizes their importance and outlines revitalization strategies that will enhance these entrance corridors and their surrounding neighborhoods.

The city's revitalization initiatives are discussed in Chapter 4 of this plan. Wayfinding for the entrance corridors is discussed in Chapter 2. From an interpretive perspective, it is important that these entrances capture the attention of visitors, communicate interpretive opportunities, and impress them with the quality of Uptown Butte and its interpretive presentation.

**3-11. Recommendation: Consider the entrances to Uptown Butte a key part of the interpretive experience and undertake initiatives to enhance their character and communicate Uptown Butte's quality to visitors.**

### **Butte's Gateways**

A central tenet of community interpretation is that it is not possible to predict how visitors will actually choose to explore, so flexibility is important. Visitors must be able to begin anywhere and explore in any way they choose. Nonetheless, it is important to provide visitors with a structure for exploration that can be quickly grasped and easily understood. In Uptown Butte, this structure should comprise gateway points and trail systems, building upon what has already been planned and accomplished.

Understanding that visitors may enter the interpretive trail system at any point, four locations serve as featured locations to which visitors may be directed and that serve as centers of gravity within the system. They include Uptown's central business district, the Original Mineyard, the World Museum of Mining, and the Berkeley Pit Viewing Stand. The second two of these were recommended as gateways in the RHPP; our recommendation is to think of the center of the Uptown central business district as a gateway as well, to encourage visitors to experience all that the commercial area has to offer, reinforcing the economic implications of visitors' exploration.

### **Gateway #1: Uptown and Main Street**

Any visitor to Uptown Butte is likely to land within Uptown's central business district (see map on page 53). Within this area, the block of Main Street between Park and Broadway may be considered its center. Public parking lots at this location are a clear destination point for visitors. It is within easy reach of the visitor center via Main Street, which holds much potential for a key visitor entry way.

**3-12. Recommendation: Identify Main Street between Park and Broadway (including their intersections) as the centerpiece for Uptown Butte's interpretive trail network.** Install kiosks to orient visitors and introduce them to *The Richest Hill on Earth* and Uptown's central business district in particular. Install wayfinding for

visitors entering Uptown along Montana and Arizona Streets at the Park and Broadway intersections directing them to Main Street. From the visitor center, install wayfinding that directs visitors heading to Uptown to the foot of Main Street instead of back to Montana Street.

### **Gateway #2: The Original Mineyard**

The Original Mineyard was identified as a gateway for *The Richest Hill on Earth Constellation* in the 1993 RHPP.

Over the past 20 years, the Original Mineyard has become an important space as the 'Original Stage' for the Montana Folk Festival and other major Butte events public and private (weddings, for example). Infrastructure improvements have been implemented, restoring and rehabilitating buildings and structures, improving the stage venue and surrounding landscape, and providing public facilities in support of community events. The Original Mineyard is a key destination point at the upper end of Main Street and can provide additional parking; it is quite near the BSB Public Archives.

Recognizing its role as identified in the RHPP and realized over recent years, the Original Mineyard should be the primary gateway for the Uptown Butte interpretive presentation, identified in interpretive publications and media, with visitors will be directed here from the visitor center via Main Street. At the Original Mineyard, visitors should be introduced to the heritage corridor's interpretive themes and oriented to the trail network in the vicinity.

**3-13. Recommendation: Identify the Original Mineyard as the primary gateway to Uptown Butte's interpretive presentation, adding orientation kiosks** to introduce the mining stories and stories of the people and neighborhoods of Butte. Connect the mineyard to the Uptown Butte interpretive trail network as discussed further below.

**3-14. Recommendation: Consider the BSB Courthouse as a Phase One interim gateway.** A block away from the Original Mineyard, the two can be linked with a pedestrian route. The courthouse, an architectural gem, has enjoyed considerable interior and exterior restoration, and offers major, immediate assets to the Phase One effort: existing personnel to provide personal interpretation and information services, a proposed interpretative gallery exhibit, and year round public access. Ultimately it should be possible to support the gateway role at both locations; the courthouse is a prime location for telling important stories about many legal fights over mining. Connect the courthouse to the Uptown Butte interpretive trail network as discussed further below.



### Gateway #3: The World Museum of Mining

Uptown's third featured entry point is the World Museum of Mining located at the historic Orphan Girl Mineyard on the west end of town. The museum is a key gateway point because the interpretive experience it offers is central to the Uptown Butte story and *The Richest Hill on Earth*. It is the only full-service visitor attraction in Uptown Butte focused solely on the mining story and like the Original Mineyard was identified in the RHPP as a gateway. For visitors who will be entering Butte for the first time via the Silver Bow Creek Greenway Trail, it is an obvious gateway, but it is not as easy for new visitors to find via Uptown streets.

**3-15. Recommendation: Identify the World Museum of Mining as a gateway to and key destination within the Uptown Butte interpretive presentation.** Strengthen wayfinding to the museum along both city streets and the BA&P Hill Trail, and strengthen the physical connection between the museum and the trail, as the museum is effectively the welcome center for visitors entering town for the first time via the trail. Install interior exhibits and exterior kiosks orienting visitors to the presentation and presenting primary themes.

The Berkeley Pit Viewing Stand, operated by the Butte Chamber of Commerce, offers visitors a unique interpretive experience. (Courtesy Heritage Strategies, LLC)

### Gateway #4: The Berkeley Pit Viewing Stand

A fourth entry point to Uptown is the Berkeley Pit Viewing Stand, which presents visitors with the opportunity of learning about the reclamation of the pit and the reclamation process in general, plus the modern copper mining visible to the east.

**3-16. Recommendation: Identify the Berkeley Pit Viewing Stand as a gateway within the Uptown Butte interpretive presentation.** Strengthen wayfinding from the site to the Uptown Butte commercial area, provide outdoor kiosks providing orientation and interpretation of the immediate surroundings, and upgrade interpretive presentation at the site to expand on the constellation interpretive theme of reclamation and ongoing activities. Long term, install a trail connecting the site to the BA&P Hill Trail to allow visitors to hike to the memorial overlook.



Ulrich-Schotte Nature Trail is part of Butte's community trails system. It was formerly called the Blacktail Creek Trail. (Courtesy Heritage Strategies, LLC)

### Butte's Interpretive Trail Network

Reclamation of the mining landscape in Uptown Butte has created an extensive open space system. Within this open space, a trail network is being implemented in phases throughout the entire community, connecting Uptown to the Flats. This community trail network is an important public asset and provides a vehicle for interpretation of the historic landscape.

The principal interpretive trail within Butte's network is the BA&P Hill Trail. Extending from the Silver Bow Creek Greenway trailhead at Rocker to the Granite Mountain/ Speculator Fire Memorial, this trail route links Butte's principal historic mineyard resources and is capable of telling central elements of the mining story. The trail largely follows the route of the Butte, Anaconda and Pacific Railway up Butte Hill, connecting many of the mineyards.

The trail is in place. Critical linkages have recently been completed on the upper portions of the hill with spectacular views over the city. This trail will be Butte's primary access to the Silver Bow Creek Greenway Trail when it opens in 2014. And, possibly for many more years, it will be the primary trail through Butte to the visitor center down on I-90, because of the difficulty of bringing the greenway and trail more directly to the visitor center through certain sectors along the creek with environmental and physical obstacles that are difficult to surmount. At

present, some interpretive exhibits have been installed or are planned along the route. It is recommended that these interpretive exhibits be greatly expanded in number and in scope, guided by the detailed interpretive plan recommended above. The BA&P Hill Trail should be the focus of Butte's primary interpretive presentation on mining for the theme *The Richest Hill on Earth*.

Creating interpretive trails in the Uptown central business district and across Uptown east-west on Park Street would provide an appealing, contrasting "second half" to a circuit begun by the completion of the BA&P Hill Trail, and recommended above in Chapter 2 as a way of increasing visitor interest and foot and bike traffic in the commercial district. Creating a full circuit would encourage wider use of the entire trail, as users prefer loops rather than returning on the same trail.

Connecting the Original Mineyard to the BA&P Hill Trail would reinforce the mineyard's presence as a gateway and provide a "halfway" point for trail users from either direction who want a shorter trip with an attractive destination.

**3-17. Recommendation: Further enhance BA& P trail facilities, connections, and interpretation. The trail should be regarded as a major attraction in Butte, a showpiece with the highest quality of experiences, facilities, and maintenance possible.** Install trailheads at key locations featuring parking, orientation kiosks, benches, and other amenities. Create connections to the Alice Mine trail in Walkerville and to the Berkeley Pit Viewing Stand. Focus Butte's interpretation of the theme *The Richest Hill on Earth*.

**3-18. Recommendation: Focus Butte's interpretation on mining along the BA&P Hill Trail as a self-guided interpretive trail linking a series of destinations including mineyards, overlooks, and historic sites.** Prepare a detailed interpretive plan to expand and deepen interpretive exhibits installed along the trail. Include found objects and public art installations as part of the presentation. Use the Montana's Copperway identity and expanded family of interpretive exhibit formats recommended above. Cover the full range of mining themes and stories associated with the primary theme *The*

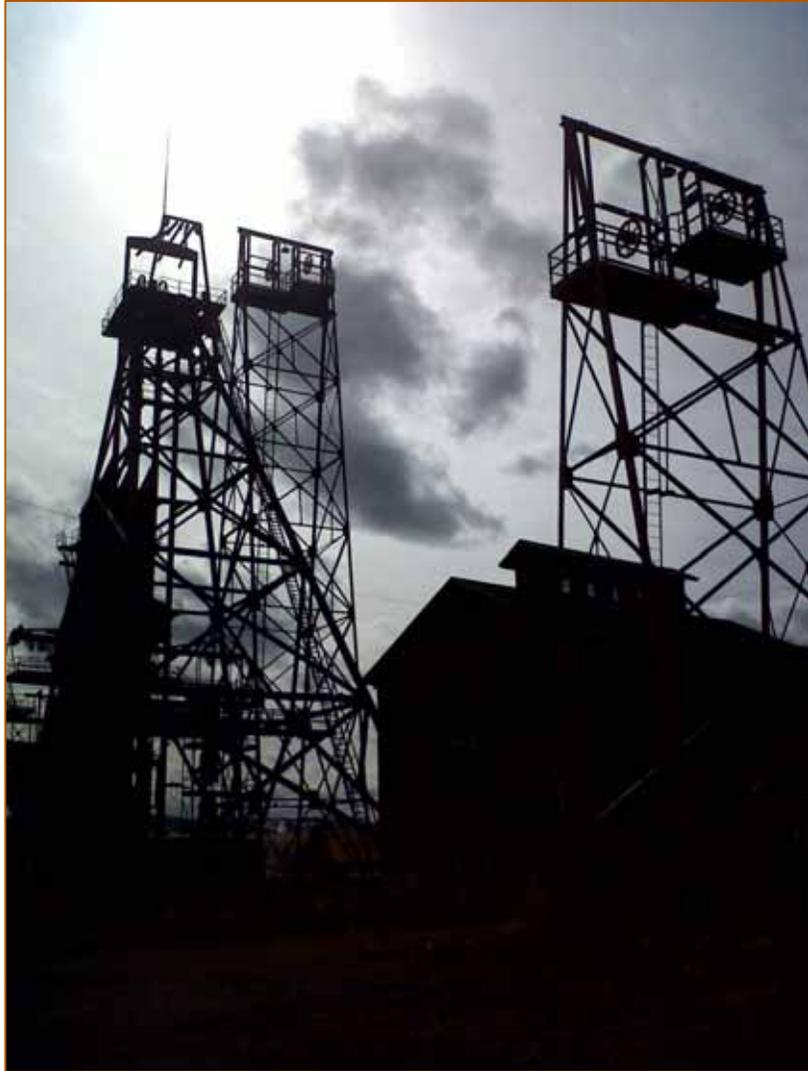
*Richest Hill on Earth*. Encourage the use of bikes for exploration of the interpretive trail network throughout Uptown Butte.

**3-19. Recommendation: Feature the Orphan Girl Mineyard (World Museum of Mining), Anselmo Mineyard, Mountain Con Mineyard, and the Granite Mountain/Speculator Fire Memorial as principal destinations along the BA&P Hill Trail,** along with the Original Mineyard, which requires a linkage to make it a part of the trail. All could become trailheads; parking at the museum, Mountain Con, and the memorial can already function as trailheads but more formal design and mapping would enhance their use for this purpose. Link all of these points to Uptown's cross-town trail and interpretive loop in the commercial district described in the next recommendation. Prepare detailed interpretive plans for the Anselmo and Mountain Con Mineyards with outdoor exhibits and possibly interior exhibits over time.

**3-20. Recommendation: Continue to implement and link other parts of the community trail network.** Link the BA&P Hill Trail to the Continental Drive, Civic Center, and Blacktail Creek Trails. Link the visitor center (hub for the Civic Center and Blacktail Creek Trails) with the Silver Bow Creek Greenway Trail to the west. Create an Uptown central business district trail as discussed below. Link the trail network to the Flats. Continue to install interpretive exhibits along the entire trail network.

### **Uptown's Central Business District**

The central business district of Uptown Butte has distinctive character and is the location where important aspects of the Butte story should be told. In particular, business, government, unions, and other subjects associated with *The Richest Hill on Earth* can be interpreted along the streets in the center of town. Earlier in this section it is proposed that the center of the business district be established as a gateway destination point, incorporating the intersection of Main and Broadway, the intersection of Main and Park, and the block of Main Street



Anselmo Mineyard is among the most intact of the mineyards along the BA&P Hill Trail. (Courtesy Heritage Strategies, LLC)

between them. This destination provides a reference point for visitors from which they can explore the entire central business district and fan out from there to Uptown neighborhoods.

Continued preservation and rehabilitation of the central business district, discussed in Chapter 4, is important to the interpretive experience. Streets and buildings are the principal resources of the urban landscape of the district and are the resources through which the stories will be told. Building upon the idea of self-guided outdoor interpretation using the community trail network, trails for walking and biking should be identified through the central business district. Five components should make up this system:



Uptown Butte's neighborhoods are excellent subjects for interpretation through walking tours and other means. Residents should be involved in designing appropriate programs. (Courtesy Heritage Strategies, LLC)

- An Uptown central business district interpretive loop;
- Connection to the Original Mineyard;
- A necklace of interpreted public spaces to serve as event venues to the northeast;
- A cross-town trail along Park Street; and
- Linkages to surrounding neighborhoods as appropriate.

**3-21. Recommendation: Consider the interpretive presentation a public enhancement and amenity** supporting placemaking, historic preservation, and community revitalization within the central business district. Interpretive presentations will provide a strong visitor experience in an area where additional visitors will contribute to economic vitality.

**3-22. Recommendation: Prepare a detailed interpretive plan for an interpretive loop within the central business district** (see map on page 53). Identify the themes associated with *The Richest Hill on Earth* that can best be

told within the central business district and the places where stories illustrating those themes can best be conveyed. Anchor the interpretive loop at the Main Street destination point discussed above. **Install exhibits using the Montana's Copperway identity along the streets and in other public spaces similar in density and quality to interpretation along the BA&P Hill Trail**, using public art as well as interpretive signage, including preservation and/or restoration of Butte's unique, famous ghost signs. Complement the interpretive presentation with media and interpretive publications. Feature historic buildings that tell aspects of the Butte story as well as the historic ghost signs on building walls. Encourage local businesses to take part in the interpretive presentation outside and inside their establishments. Long term, the trail could be marked through sidewalk installations of cast boot prints or mine corings.

**3-23. Recommendation: Connect the Main Street destination point and interpretive loop to the Original Mineyard.**

**3-24. Recommendation: Establish and improve public spaces to support festival and event venues and uses** currently located along the northeast edge of the



commercial district from the Original Mineyard to Park Street between Arizona and Clover Streets. Formalize these venues as a necklace of public spaces incorporating interpretation and public art.

**3-25. Recommendation: Establish a cross-town trail through the central business district along Park Street linking the BA&P Hill Trail, Montana Tech, and the World Museum of Mining on the west to the Continental Drive Trail and the Berkley Pit on the east.**

The cross-town trail would provide east/west connections for the central business district's interpretive loop.

**3-26. Recommendation: Provide trail linkages to neighborhoods around the central business district as appropriate in consultation with neighborhood groups as neighborhood interpretation is developed.** From an interpretive standpoint, Finntown, the Red Light District, and Westside have particular significance and are within close proximity to the central business district interpretive loop.

**3-27. Recommendation: Support and promote private sector guided tours, including the trolley, golf cart, and walking tours currently offered in Uptown Butte.**

Consider having tour operators establish a certified guides

A "four-plex" on Broadway Street is one of a range of housing types in Butte's highly varied neighborhoods. (Courtesy BSB CHPO)

program to maintain quality control over the long term and demonstrate to visitors (who will spread news of their experiences through word of mouth, a highly important result from a heritage tourism point of view) that Butte takes great pride in assuring that they have a top-quality experience.

**3-28. Recommendation: Consider restoring several historic miners' cottages as potential interior/exterior exhibits; consider depicting the lives of miners and their families. Consider interior exhibits of the historic brothel within the Red Light District.**

### ***Uptown Neighborhoods***

The neighborhoods of Uptown Butte and the independent community of Walkerville are an important part of *The Richest Hill on Earth* story. Each has significant stories to tell. Community interpretation should be incorporated into Butte's interpretive presentation over time in accordance with the desires of neighborhood groups. Neighborhood interpretation need not be intrusive and should enhance, not detract from, the quality of life for residents. Most



Late-Victorian style grand houses on Upper Main Street overlooking the Steward Mine. Members of mining management once lived close by their mines. (Courtesy BSB CHPO)

important, visitors should be free to explore and the preservation and rehabilitation of historic buildings and the revitalization of neighborhoods should be actively encouraged and supported as outlined in Chapter 4.

**3-29. Recommendation: Encourage and support the preservation, rehabilitation, and appropriate treatment of historic buildings in Uptown neighborhoods** within the National Historic Landmark district as part of the city's interpretive presentation.

**3-30. Recommendation: Install signage identifying neighborhoods** at appropriate locations.

**3-31. Recommendation: Provide interpretation about neighborhoods and the people who lived and worked in Butte in orientation exhibits and along interpretive trails.** Support exhibit content with other forms of interpretive media and publications. Continue to use events such as St. Patrick's Day as a means of celebrating and interpreting the city's ethnic heritage.

**3-32. Recommendation: Prepare an interpretive brochure on the history and significance of each neighborhood in Uptown Butte** using the Montana's Copperway graphic format. Assist neighborhood groups in preparing neighborhood interpretive plans.

**3-33. Recommendation: Assist neighborhood groups in preparing neighborhood interpretive plans** for their communities should they so desire. Consider developing neighborhood walking tours using places to illustrate key themes and stories. Consider installing exhibits and public art at appropriate locations and using other forms of interpretive media. Encourage homeowners who have rehabilitated and appropriately maintained their historic buildings to participate in the reasonably priced, high-quality cost-share marker program available through the Montana Historical Society.

### **Media and Publications for Butte**

A variety of helpful brochures are currently available for Uptown Butte with different information, but they are all prepared in different formats, none are related to interpretation, and none has an accurate map at a scale that can be used in the field. As Butte's part of the family of interpretive publications discussed above, publications should be prepared using the Montana's Copperway graphic format that combines the information provided in current brochures and provides visitors with interpretation for self-guided exploration.

### **Festivals and Events in Butte**

Festivals and events have been an important part of raising Butte's profile statewide and nationally and have introduced many visitors to the city. The self-guided, high-quality interpretation proposed for Uptown Butte is an attractive amenity for use by visitors attending festivals and events.



### Historic Anaconda – Smelting the Ore

Anaconda presents the heritage corridor's *Smelting the Ore Constellation* interpreting the town's founding as a center for the smelting of copper ore mined in Butte. Current and future interpretation should build upon initiatives that have been developed over the years. Anaconda emphasizes its character as a small, friendly community with a unique story. In implementing a heritage corridor-wide interpretive vision, the community should:

- Coordinate with the heritage corridor through use of the heritage corridor's thematic structure and graphic identity for interpretation;
- Offer an introductory exhibit that presents the whole picture;
- Strengthen opportunities to explore by enhancing existing interpretive trails and developing new ones;
- Unify the interpretive presentation through the consistent use of identity and media; and
- Coordinate interpretation with community preservation and revitalization initiatives downtown and in neighborhoods.

Recommendations for Anaconda's interpretive presentation are outlined below.

### Anaconda Visitor Centers

The Montana state rest area at I-90 and Route 1 serves as a visitor center for the heritage corridor as a whole, but it also helps direct visitors into Anaconda along Commercial

Avenue. While a portion of Anaconda's foundry still lives (the company has helped the town re-do its cast-iron streetlights), a large part of the historic facility remains unused, a long-term preservation and re-use challenge. Community walking and driving tours can encourage visitors to view the site, however. Even in its present state, it gives the viewer some idea of the scale of the facilities Anaconda once possessed. (Courtesy Heritage Strategies, LLC)

Visitors are then easily oriented to the Anaconda Visitor Center in the replica train station at Cherry Street. The role of the visitor center is to welcome visitors, introduce visitors to the heritage area's primary interpretive themes, and orient visitors to interpretive opportunities. The context of Anaconda within the entire heritage corridor should be presented, emphasizing themes and stories related to the primary theme *Smelting the Ore* and opportunities to explore Anaconda. The Chamber of Commerce offers Red Bus Tours of Anaconda twice a day from the visitor center. As recommended above on heritage corridor-wide orientation, exhibits should be installed inside and outside the Anaconda Visitor Center and outside at the state rest area using the Montana's Copperway identity introducing visitors to the heritage corridor as a whole and to Anaconda.

### Copper Village Museum and Arts Center (Old City Hall)

Old City Hall is located within easy walking distance of Anaconda's Depot Visitor Center. It has been the subject of extraordinary preservation and rehabilitation efforts, transforming the local landmark into a center of



Copper Village Museum and Arts Center (Old City Hall). Note the brand-new door. (Courtesy Heritage Strategies,

community culture and life. The facility serves as an arts center with exhibits and programming, an archive for the historical society, and a historical museum featuring the historical society's significant collection of artifacts and exhibits. Current stages of the building's rehabilitation include completion of a new accessible entrance with elevators and visitor facilities, and the rehabilitation of the large third-floor area for exhibits and programming.

The RHPP calls for Old City Hall to serve as the interpretive gateway to Anaconda. It features high-quality exhibits using the historical society's significant collection of artifacts. Exhibits at this gateway should tell the story of Anaconda and *Smelting the Ore* comprehensively, giving visitors an appreciation of the town's founding, the

smelting works that no longer exist, the smelting process, and the people who came to live and work here. The presentation will prepare visitors for guided and self-guided exploration of Anaconda.

**3-34. Recommendation: Identify the Copper Village Museum and Arts Center (Old City Hall) as the interpretive gateway to Anaconda** with high-quality interior exhibits and an exterior kiosk on the history of the town and the theme *Smelting the Ore*. Provide visitor services and serve as a starting point for self-guided exploration. Longer term, the experience here would be enhanced by revamping the historical museum located on the lower level.

**3-35. Recommendation: Make completion of the new entrance, visitor facilities, heritage corridor exhibits, and third floor reuse a priority project for public support.**

### **Anaconda's Interpretive Trail Network**

Anaconda's existing trails, supplemented by additional trails, can be organized into a network of interpretive trails to be explored by car, bike, and foot. The existing Old Works Historical Trail and Walking Tour of

Historic Anaconda would be centerpieces of this network. Outdoor exhibits and interpretive art in public spaces can be featured along all interpretive trails.

Sites that can be linked as a driving tour include the county courthouse, Washoe Theater, the railroad yard, Washoe Park, Old Works Historical Trail, and Anaconda Stack State Park. Discussion is underway for possible guided, vehicular tours uphill from the state park to the stack; this possibility should be explored.

**3-36. Recommendation: Create a network of self-guided interpretive trails in Anaconda organized by theme for exploration by car, bike, and foot, reinforcing the Old Works Historical Trail and the downtown walking tour and developing additional neighborhood tours.** Cover the full range of themes and stories associated with the



primary theme *Smelting the Ore*, especially themes related to ethnic diversity and the lives of people who built Anaconda as a community as well as industrial center.

**Prepare a detailed interpretive plan** to map and provide a high-quality experience that includes historic places, exhibits, and public art, reinforced by the Montana’s Copperway identity. Coordinate the trails with the exhibits presented at the Copper Village Museum and Arts Center, using authentic places to illustrate and deepen themes and stories introduced at the center.

**3-37. Recommendation: Strengthen the Old Works Historical Trail with additional exhibits and facilities,** enhancing the visitor experience and evoking the scale and operations of the smelting works. Consider placing large-scale art objects such as pylons in the landscape as reference points to orient visitors to the interpretive content and help them appreciate scale and distance.

**3-38. Recommendation: Reinforce the downtown walking tour with additional interpretive content and**

Anaconda neighborhoods could be part of an interpretive trails system throughout the community. (Courtesy Heritage Strategies, LLC)

**by linking places to stories that illustrate themes associated with the people of Anaconda and their lives.**

**3-39. Recommendation: Develop additional neighborhood tours to expand the trail network throughout town,** interpreting various *Smelting the Ore* themes related to ethnic diversity and the lives of people who came here.

**3-40. Recommendation: Consider the interpretive presentation a public enhancement and amenity** supporting placemaking, historic preservation, and community revitalization within both Anaconda’s downtown and its neighborhoods. Interpretive presentations will provide a strong visitor experience in an area where additional visitors will contribute to economic vitality.

**3-41. Recommendation: Continue to link to other regional initiatives such as the Pintler Scenic Route**



Decorative elements in the dome of the restored Anaconda-Deer Lodge County courthouse (1900). (Courtesy Heritage Strategies, LLC)

(following Montana Route 1) and driving tours to Fairmont and Warm Springs.

### **Media and Publications for Anaconda**

As Anaconda's part of the family of interpretive publications discussed above, develop new interpretive publications for the network of self-guided interpretive trails. Retain the elegant and charmingly detailed illustrations of the current walking tour brochure as appropriate, supplemented with stories guided by interpretive themes and freshened with the Montana's Copperway identity.

### **Festivals and Events**

Anaconda offers a variety of popular events that are associated with the community's heritage. They include live concerts, Art in the Park, Bicycle Festival (June),

Ethnic Food Fest (August), Alive after Five, and others. The self-guided, high-quality interpretation proposed for Anaconda is an attractive amenity for use by participants in these events.

### **Silver Bow Creek Greenway Trail – Pre-history and Early Settlements/ Gold and Silver**

Construction and restoration of the Silver Bow Creek Greenway with its trail linking Butte to Opportunity, east of Anaconda, is nearing completion. Preparation of an interpretive plan is in progress that will detail exhibits to be installed along the trail in accordance with the conceptual design presented in Montana's Copperway Preliminary Design Report prepared in June 1998.

The conceptual design identifies trailheads and potential interpretive sites along the greenway. Most of the interpretive sites are associated with the *Gold and Silver Constellation* described in the RHPP. A few interpretive sites associated with the other constellations are also represented. The conceptual plan provides a graphic

identity and conceptual design for exhibit carriers that should be adopted throughout heritage corridor and further developed as a family of exhibit formats as discussed in Section 3.4 above. The greenway is a critical component linking Butte and Anaconda and unifying the heritage corridor. A trail link connecting Anaconda to the greenway along Warm Springs Creek west of Opportunity is being explored.

**3-42. Recommendation: Use the greenway interpretive plan as a model** for the preparation of a heritage area-wide interpretive plan including Butte and Anaconda as described above.

**3-43. Recommendation: Link the greenway trail to Anaconda.**

### Reclamation and Ongoing Activities – An Educational Initiative

According to the RHPP, interpretation of the heritage corridor theme *Reclamation and Ongoing Activities* is to be presented throughout the heritage corridor at reclamation sites; this theme should be incorporated into the interpretive plan to be prepared heritage corridor-wide. As discussed in Section 3.2 above, the RHPP proposed that the heritage corridor serve as a model for research and education of waste management and reclamation technologies, led by Montana Tech and the Montana Energy Research and Development Institute (MERDI).

One important result of the thinking behind this constellation and its accompanying research and education is the Clark Fork Watershed Education Program (CFWEP), which its website describes as “a leading provider of environmental and restoration education programs and services in western Montana since 2005” (<http://www.cfwep.org/aboutus.html>). It is based at Montana Tech’s Department of Technical Outreach in Butte. As the website further states,

the CFWEP offers multi-disciplinary science and history programs for schools, teachers, and students in and around the Upper Clark Fork

**Butte • Anaconda • Deer lodge • Drummond  
Bonner • Missoula • Lincoln • Phillipsburg**

**Cfwep.Org**

# Answers to SuperFund

**Remediation and Restoration  
What are they?**

**Super Fund: 101**

What does it mean to you?  
What is happening now?  
What's going to happen.  
How you can get involved.

**All You Want to Know About the Clark Fork  
Environmental Remedy From Butte to Missoula**

**Clark Fork Watershed Education Program • Cfwep.Org**

The mission of the Clark Fork Watershed Education Program (Cfwep.Org) is to foster environmental stewardship and scientific decision making through place-based learning. (Courtesy CFWEP web site)

Basin. The CFWEP also offers public education and outreach services such as tours, events, and publications that connect the public with the science and history of the amazing landscape of western Montana. The CFWEP is fully equipped to provide education and information regarding watershed health, ecosystems and biota in uninjured, injured and restored stream reaches, anchored by historic and environmental context.



Volunteers have planted hundreds of trees in Uptown Butte neighborhoods. (Courtesy Mainstreet Uptown Butte)

Along with our staff of science and education experts, volunteer scientists and environmental experts working in western Montana design research and monitoring programs and provide up-to-date information, often working directly with students, teachers and citizens who want to learn more about the natural world around us.

Environmental stewardship should be a central focus of the vision for the region's future and its appeal as a place to live and work. Particular value and emphasis should be placed upon the open space that has been created through reclamation and how it has transformed the quality of life within the communities. The heritage corridor's interpretive program should collaborate with and support Montana Tech, the CFWEP, the Butte-Silver Bow and Anaconda-Deer Lodge county governments, and other partners in presenting educational programming on reclamation and the environment.

**3-44. Recommendation: Collaborate with and support Montana Tech, the CFWEP, the Butte-Silver Bow and Anaconda-Deer Lodge county governments, and other partners in presenting educational programming on reclamation and the environment** through interpretive exhibits, publications and media, tours, and other forms of programming.



## Chapter 4: Placemaking and Community Revitalization

**GOAL:** Use the historic character of Butte and Anaconda to enhance the quality of life for residents in ways that visitors will appreciate.

Chapter 2 lays out a plan for capitalizing on heritage tourism opportunities in Butte and Anaconda and the soon-to-be Silver Bow Creek Greenway Trail. Chapter 3 lays out a plan for enriching those experiences in meaningful ways.

Both chapters assume that the primary experience to be emphasized in the next phase of building Montana's Copperway is active and outdoors. Both build on existing accomplishments, many of which have long been underway. In the process, it is also vital to focus on improving the physical qualities of Butte and Anaconda that are critical to the visitor experience and interpretive presentation and which will also add to local quality of life.

Placemaking, as we use the term here, leads to and encompasses community revitalization. Both communities

have only slowly recovered from the loss of jobs and population that accompanied the radical decline of the copper mining industry. The condition of many historic buildings (and the loss of many more) speaks eloquently to the relationship between a community's economic health and its appearance. Without a strong economic base, a community's public and private funds for placemaking can be greatly limited. There is a chicken-and-egg quality to this relationship, however. Determined public investment in placemaking can help to spur private investment, reversing the vicious cycle of ever-declining fortunes leading to ever-declining conditions of the public realm. While both Butte and Anaconda have endured losses of their historic fabric, they also rose to the challenge with major, locally funded public investment. Today, both communities enjoy a rich legacy indeed, as detailed in an update to the region's National Historic Landmark listing in 2006.

Photo: Broadway Street ghost sign, Butte. (Courtesy BSB CHPO)

There are many strengths associated with the potential for community revitalization in Montana’s Copperway. In addition to architecturally rich and historic building stock, Butte’s and Anaconda’s urban fabric is well preserved and their pedestrian networks are intact. The region’s trail network is already accessible in Butte and long-term will be easily accessible to both residents and visitors throughout the region. Urban infrastructure is in relatively good condition and the potential for accommodating new residential and commercial growth is strong. In Butte, the conversion of the mineyards into public open space is underway and their rehabilitation is already making a positive impact on the community.

In both communities, gifted entrepreneurs who were present from the beginning have lately been joined by more investors who are beginning to respond to a national demand for unique, high-quality urban environments and experiences, particularly in Butte. The recent and continuing addition of residential units and the opening of an upscale grocery market in Uptown’s commercial district are excellent signs of economic progress responding to Uptown’s unique qualities.

The potential is there for this trend to grow, if sparked by new levels of public support in terms of both funding and policy. One policy challenge: most successful entrepreneurs in Butte who have undertaken building renovations have local connections – what can we learn from their experience to encourage more investors, even those who do not know Butte as well?

Signs that the time is ripe for an increased level of public investment and leadership in placemaking are evident in both communities, as investors recognize the unique qualities of Butte and Anaconda and their surroundings and respond to a growing national market for high-quality urban experiences of all kinds. Historic preservation policies to support such investment are paramount. The many surviving resources in Montana’s Copperway remain one of the region’s most underutilized assets in tackling economic recovery and community revitalization.

The national nonprofit Project for Public Spaces says of placemaking:

When you focus on place, you do everything differently. For us, placemaking is both a process and a philosophy. It takes root when a community expresses needs and desires about places in their lives, even if there is not yet a clearly defined plan of action. The yearning to unite people around a larger vision for a

particular place is often present long before the word “Placemaking” is ever mentioned. Once the term is introduced, however, it enables people to realize just how inspiring their collective vision can be, and allows them to look with fresh eyes at the potential of parks, downtowns, waterfronts, plazas, neighborhoods, streets, markets, campuses and public buildings. It sparks an exciting re-examination of everyday settings and experiences in our lives.

As with heritage tourism and story-telling, ideas here for placemaking and community revitalization are built on a strong foundation of accomplishments by local governments and nonprofits in both Butte and Anaconda, and a growing number of private investors, especially in Butte. (See presentation on accomplishments throughout Chapter 1.)

When it comes to heritage tourism, story-telling, and placemaking, historic resources, ethnic neighborhoods, small businesses, and intense community pride are among Butte and Anaconda’s greatest assets. Using these assets to spur community revitalization to a new level of accomplishment requires a focused and coordinated approach to the planning and business development that are already underway.

Butte’s economic destiny in particular must include tourism. Even if historic shopping patterns were to return to Uptown’s commercial district, it was built to serve a community of 60,000, whereas the population today is 35,000. The entire community of Butte is no longer large enough to make Uptown successful without visitors, served by growth in specialty retail, lodging, eateries, entertainment, and events.

Both communities, moreover, need more population to provide the economic energy needed to achieve community goals for local business growth, housing improvement, and historic preservation. It is clear, especially in Butte, that natural growth (births more than deaths) is not sufficient. It is possible for heritage tourism to assist in attracting new residents and business owners; indeed, the process of making Uptown Butte and downtown Anaconda more attractive and more known to visitors should be regarded as a key element in creating a positive cycle of investment and growth.



## Key Concepts and Approach for Butte

This section is organized around three primary recommendations for Butte (aka Butte-Silver Bow County, or BSB):

- **Implement existing plans:** coordinate multiple plans and programs with annual priority-setting;
- **Continue and support what is working:** the Urban Renewal Area, Mainstreet Uptown Butte, local economic development teamwork, mineyard cleanup and conversion, and public education on historic preservation; and
- **Initiate new and improve upon existing programs:** Sharpen focus on residential neighborhoods in Uptown Butte, conduct an economic development study, improve open spaces in the central business district of Uptown Butte, and undertake a central business district plan.

Butte, looking south from the headframes of the Stewart (left) and Original mineyards rising above the town. Mining determined the shape and variety of Butte's neighborhoods. (Courtesy Mainstreet Uptown Butte)

## Implement Butte's Existing Plans

Recent planning has provided substantial guidance for making Uptown Butte (both its commercial areas and its neighborhoods) a vibrant, attractive place for visitors to explore and residents to enjoy. The purpose of this report is to reinforce this planning. As one example, the 2008 Butte Silver Bow Growth Policy Update offers a vision and identifies several objectives and implementation strategies regarding cultural resources, housing, and economic development. As another good example, the existence of the *Butte-Silver Bow Comprehensive Park, Trails and Open Space Plan* (2009) is a major asset in further planning, for tourism and otherwise. The need is to insure that progress is made on these plans, in a coordinated fashion with sufficient resources and public support.

**4-1. Recommendation: Implement a public process of creating one-page annual work plan, identifying high-**



Mainstreet Uptown Butte has sponsored much façade restoration in the Uptown commercial district. (Courtesy Mainstreet Uptown Butte)

priority activities for the year and the resources to be devoted to their accomplishment, especially funding, staffing, organizational time/attention, and coordination with other organizations. The purpose of this idea is to insure coordination among multiple governmental and nonprofit plans and programs, build on previous accomplishments in a visible fashion, and maintain focus on the larger goal of placemaking and community revitalization at a level that makes sense to the average resident who may not be particularly well-versed in long-range planning. Making this process visible and immediate (only a year) and linking it to the common vision already in

place builds public participation and support, and insures that plans are not seen as occupying their proverbial shelves.

Following are brief descriptions of the plans to be coordinated.

### **2008 Butte-Silver Bow Growth Policy Update**

In 2008 Butte-Silver Bow completed its *Growth Policy Update* (hereafter referred to as the *2008 Update*), which provides a set of goals, objectives, and implementation strategies that address future land use and growth within Silver Bow County. It targets new growth within existing developed areas in order to maximize efficiencies in providing public infrastructure, including water, sewer, police, and fire services. Three goals in particular support placemaking, community revitalization, and heritage tourism:

- Protect the nationally significant historic resources within and outside of the National Historic Landmark District;
- Provide decent, safe, affordable housing to the people of Butte-Silver Bow County; and
- Create a vibrant historic central business district.

The *2008 Update* is available for review at [http://www.co.silverbow.mt.us/departments/documents/Butte-SilverBowGrowthPolicy2008Update-](http://www.co.silverbow.mt.us/departments/documents/Butte-SilverBowGrowthPolicy2008Update-Final.pdf)

Final.pdf; a page in the Resources section that follows summarizes important points related to this report,

### **2008 Butte-Silver Bow Growth Policy Update, Focus on Historic Preservation**

**4-2. Recommendation: Send a signal to private investors that their investments in historic properties in Butte will be respected.** Reinforce existing historic preservation regulatory programs – the 2007 Historic Preservation Ordinance and guidance and the Butte Historic Preservation Commission – to signal private investors that their investment in historic buildings will not be undermined by blight or “remuddling” of neighboring buildings, or inappropriate new construction. Deal firmly and early with blighting situations (to avoid reaching a



situation where “demolition-by-neglect” becomes the only option) through enforcement of building codes. Concern about the “property rights” of neglectful owners is a losing proposition all around for property values, local government revenues, and the business climate – such concerns should be balanced with concerns about maintaining a supportive climate for investors who are attempting to improve their properties. The investors Butte needs will regard local government regulation as providing a safety net more than an obstacle. Seek ways to apply the “certificate of appropriateness” (COA) review process for changes to historic buildings for as many contributing structures as feasible (generally speaking, COA review is triggered by the involvement of public funding, so this requires continuing availability of URA funding, discussed below). Make public funding available for new construction, enough to trigger individual design review of proposed projects. Continue BSB’s and the HPC’s investment in COA review of demolition permit requests to prevent frivolous or speculative demolitions that would affect Uptown neighborhoods, the central business district, and historic resources county-wide.

**4-3. Recommendation: Develop consensus on community understanding of appropriate change to Uptown buildings and neighborhoods, including the**

The Finlen Hotel recently restored its beautiful turn-of-the-century lobby, complete with glowing copper-colored paint. (Courtesy BSB CHPO)

**central business district.** Work with neighborhoods and property owners to establish neighborhood and commercial district design guidelines/standards for rehab and new construction. As a priority among tasks the Historic Preservation Commission should undertake to fully implement the 2007 Historic Preservation Ordinance, we recommend a focus on design guidelines over the Local Historic Register (LHR). By educating and encouraging owners to undertake best historic preservation practices regardless of their buildings’ status, even without imposing standards backed by the force of regulation, design guidelines have the potential to affect more historic buildings and also will reach property owners making decisions about new construction. Moreover, since the design guidelines would apply as standards to those voluntarily placing their properties on the LHR, focusing on establishing the guidelines will help those considering LHR status to know exactly how LHR status will affect their properties. Thus, once the LHR program is established, it can more quickly be implemented. The process of establishing design guidelines should be community-driven with the help of experts experienced in

tailoring design guidelines to the specific needs of individual historic districts.

**4-4. Recommendation: Make rehab easier.** Coordinate existing programs and initiatives to simplify efforts of owners and investors to rehabilitate property. Based upon input from local investors and property owners who have recently rehabilitated historic buildings in Uptown Butte, identify the major aids and obstacles to rehabilitation (e.g., what difficulties did they run into? What was of greatest assistance? What information would have been helpful? What can be done to simplify or streamline the process?). Host property investment workshops; assign interested/screened investors with a “rehab liaison” to help them through the planning/zoning, permitting, code, design, and development process. Link participants in this program to the BSB Business Development Center and the Headwaters SBDC (both described elsewhere) for education on business plans, financing, and marketing assistance.

### **Central Butte Plan**

The Central Butte Plan (generally defined by Front Street on the south, Galena Street on the north, Excelsior Street on the west, and Utah and Ohio Streets on the east) was developed in 2010 as an amendment to the *2008 Update* as a Neighborhood Plan. It is a model for further planning for other neighborhoods that will stem from the *2008 Update*.

**4-5. Recommendation: Consider adding portions of Central Butte to an updated Urban Renewal Area** boundary (discussed further below), especially Main Street, which would reinforce the climate for public improvements and private investment along an artery critical to the visitor experience. The entrances to Uptown Butte are a key part of the interpretive experience; to the extent that they can be included, this status would help to support initiatives to enhance their character and communicate Uptown Butte’s quality to visitors.

### **Continue and Support What Is Working in Butte**

Initiatives that are working should be continued and strengthened with as much additional funding, coordination with other programs, and political support as possible. They require careful alignment among community leaders and renewed focus and determination on the part of those implementing them.

### **The Urban Renewal Area**

The Urban Renewal Area is a tax increment finance overlay district designed to stimulate investment within the central business district and overseen by the BSB Urban

Revitalization Agency (URA). The URA makes loans and grants available for private buildings (a critical incentive to add preservation objectives to projects) and invests in other public and private improvements. Under Montana law, the current program is expected to sunset in 2014. To be renewed, it must be repurposed with differing boundaries.

A bit of the long-forgotten past related to the URA is that it grew out of recommendations from a late 1970’s study by HABS/HAER, the National Park Service’s premier program for investigating and making permanent records of important historic buildings, districts, and engineering structures. The HABS/HAER “rehab action plan” constituted an early plan for the URA, which has invested millions in preserving significant historic buildings in Uptown Butte.

**4-6. Recommendation: Renew the Urban Renewal Area!** Undertake an assessment of available plans and existing programs and accomplishments in order to set the new boundary and goals and adjust policies to continue achieving a high level of historic preservation and community revitalization. Create a “Success!” report documenting the URA’s contributions to community revitalization and historic preservation over previous decades and laying out a vision for continuing into the foreseeable future.

**4-7. Recommendation: Expand the Urban Renewal Area.** Consider incorporating portions of neighborhoods immediately adjacent to the central business district. The 2003 retail survey conducted by Imagine Butte and Mainstreet Uptown Butte showed strong evidence of the fact that “retail follows residential,” with 65 percent of those surveyed noting that residential development near them would help their business.

### **Mainstreet Uptown Butte**

Mainstreet Uptown Butte, Inc., is a 501(c)(3) not-for-profit program incorporated in June 1999 and affiliated with The National Main Street Center and the Montana State Main Street program. Nationwide, the Main Street program has helped more than 1,600 historic communities revitalize their traditional downtowns since the National Trust originated the program 25 years ago.

The Main Street program uses a trademarked “Four Point Approach” followed by Mainstreet Uptown Butte:

1. **Organization:** Developing and sustaining an effective downtown management organization.
2. **Design:** Improving the appearance of the downtown buildings and streetscape through historic



preservation. [Note: this is the equivalent to the “placemaking” advocated by this chapter.]

3. **Promotion:** Marketing the district's unique assets to bring people downtown.
4. **Economic Restructuring:** Improving the downtown's economic base by assisting and recruiting businesses and finding new uses for underused space.

Headed by a board of directors and managed by its long-time executive director George Everett, Mainstreet Uptown Butte coordinates its efforts and resources with other groups that share the goals of improving the appearance of Uptown streets and buildings. These groups include Imagine Butte, the Chamber of Commerce Civic Improvement Committee, and the annual volunteer effort to Beautify Butte led by the BSB Health Department.

Overall, Mainstreet Uptown Butte program has had outstanding success and along with the URA is a critical element of Butte’s placemaking team. In addition to the festival and event coordination, Mainstreet Uptown Butte has also coordinated a property improvement program to

The Belmont Mine’s hoist house has been adapted for use as a senior center. Beyond, the modern copper mine to Butte’s east. (Courtesy Heritage Strategies, LLC)

work with property owners to help paint 35 (absentee owner) historic Uptown buildings, restore ghost signs, plant flowers and trees, light the head frames, and clean Uptown streets and lots. It also maintains a historic property database of real estate for sale or rent in Uptown Butte in order to attract investors. In 2012 the organization began targeting a 12-block area within the center of the commercial district in order to target new retail business development. Currently four “pop-up” businesses are being funded through a Mainstreet grant program for four months during the peak tourist season, a cutting-edge retail enhancement program gaining popularity nationwide. The goal is for them to become financially self-sufficient businesses and fill identified retail needs within the core commercial district.

**4-8. Recommendation: Continue and strengthen public support for Mainstreet Uptown Butte.** Main Street organizations across the nation – nonprofits one and all –



Miners' cottages close by the Steward Mine. (Courtesy Heritage Strategies, LLC)

face a perpetual challenge in raising their annual budgets. Mainstreet Uptown Butte is no different, and is among the more fortunate of such groups in having received funds from Butte-Silver Bow County as a part of its public and private support. This should be continued and strengthened in order to help Mainstreet Uptown Butte focus on community needs, as opposed to activities that will help keep the lights on but which may not necessarily be top priority. (This is not to say this is the case now – just that this is a typical risk nonprofits run in maintaining their operations year to year.) Public funding should be sufficient to enable Mainstreet Uptown Butte to set and meet enlarged priorities identified by mutual agreement with BSB.

**4-9. Recommendation: Continue to emphasize a visual message that Uptown Butte is a clean, green, and safe place to be.** Continue to support Mainstreet Uptown Butte's placemaking initiatives to enhance the physical appearance of buildings, streetlights, window displays, parking areas, signs, sidewalks, mini parks and landscaping, and other elements that make the commercial district a unique and pleasant place to be. Use Mainstreet's experience to coordinate and prioritize placemaking efforts in a central business district plan (recommended further below). Enlist the arts community to continue reducing the appearance of blight and under-utilized street-level storefronts and enhancing blank walls.

**4-10. Recommendation: Continue the Montana Folk Festival and begin experimenting with ways to expand its impact and public recognition beyond a single long weekend.** (This is the best but not the only example of strategically enlarging existing special activities in the central business district throughout the visitor season. See Chapter 2.)

**4-11. Recommendation: Support the Mainstreet initiative to target new retail businesses start-ups within the central business district.**

### ***Mineyard Cleanup and Conversion to Open Space, Trail, and Greenway Development***

Preservation of the mineyards has been a long-time focus for BSB and the special environmental cleanup program. With the recent opening of the Mountain Con mineyard for public use, the last of the BA&P Hill Trail now open past the Mountain Con all the way to the Granite Mountain Memorial, and the completion of the public event facilities at the Original Mineyard, BSB has arrived at a moment in time when it is possible to celebrate completion of a major phase of the work. "Next level" thinking needs to address three important needs:

- Enhanced public access facilities and connections to Uptown Butte, especially the central business district;
- Enhanced interpretation; and
- Long-term maintenance.

**4-12. Recommendation: As a new phase of development, undertake the multiple improvements to the mineyards and BA&P Hill Trail:**

- A trail connection for the Original Mineyard to the BA&P Hill Trail;
- Purchase and adaptation of St. Mary's Church, maintaining its existing authentic historic fabric, as an indoor facility to support public event uses at the Original Mineyard year-round;
- Trailhead treatment for the Original Mineyard;

- As detailed in Chapter 3, a long-range interpretive plan addressing the Original Mineyard’s role as an interpretive gateway for visitors and access to less-visited mineyards (Anselmo Mine, Speculator Mine, Lexington Mine someday, etc.); and
- Development of a long-term maintenance plan by the BSB Department of Parks & Recreation pursuant to its role outlined in the *Butte-Silver Bow Comprehensive Park, Trails and Open Space Plan* (2009). Maintenance not only includes ordinary park responsibilities like landscape cleanup and repair of structures and trails, etc., but also defending the institutional controls that are permanent aspects of the environmental cleanup.

### Education Programs for Historic Preservation

The Butte Citizens for Preservation and Restoration (CPR) is a non-profit organization that conducts educational tours, lectures, preservation workshops, and other educational events; serves as a liaison with local government, business, and civic organizations to advocate historic preservation through public policy; organizes the volunteer labor to restore, renovate, and salvage historical buildings; and through its fundraising efforts, it provides grants to restore historic buildings.

The accomplishments of Butte Citizens for Preservation and Restoration (CPR) must also be noted. This organization, which was founded in 1994 to promote public awareness of the value of historic architecture, encourage economic revitalization through historic preservation, and provide public education regarding Butte’s historic architecture, has contributed greatly to the preservation, restoration, and revitalization of Butte’s historic structures. CPR’s “Dust to Dazzle” program is especially noteworthy. Since 2005, the organization has organized tours to showcase recent and progressing restoration projects and educate property owners about the renovation process and raised more than \$35,000 for rehabilitation projects.

**4-13. Recommendation: Redouble educational efforts to support historic preservation.** Existing regulatory programs and design guidelines that are respected are critical, but not the only tools in the toolkit for historic preservation. Regulation and design controls do not necessarily attain the best development result – they just prevent the worst. To seek the best results and continue to encourage new private investment and build public support for strong historic preservation regulation, undertake public celebrations of successes, public dialogue about “Butte’s most underutilized economic asset – our historic fabric,” and public education about the ways and means of

preservation and its benefits. Engage K-12 students in projects relating to history and architecture.

### Initiate New and Improve Existing Programs or Studies

#### Sharpen Focus on Residential Neighborhoods in Uptown Butte

**4-14. Recommendation: Develop additional neighborhood plans using the Central Butte Plan as a model,** with a rich program of public outreach and resident participation.

**4-15. Recommendation (repeated from 4-7): In drawing a boundary for a new Urban Renewal Area, consider incorporating portions of neighborhoods immediately adjacent to the central business district.** The 2003 retail survey conducted by Imagine Butte and Mainstreet Uptown Butte showed strong evidence of the fact that “retail follows residential,” with 65 percent of those surveyed noting that residential development near them would help their business.

**4-16. Recommendation: Develop a campaign for ‘coming home’ to Uptown Butte** by providing incentives for residential rehab and home ownership. Possibilities are:

- **Restoration of programs that once enabled BSB to make grants to private resident/owners** of historic residential structures;
- A “**preservation revolving fund**” – a financial war chest established in advance in order to move quickly when necessary – to purchase endangered residential properties and see that they are transferred to qualified buyers (usually with preservation easements to insure rehab). Most of the nation’s preservation revolving funds are operated by private, nonprofit organizations using public and private funding; if BSB is able to establish grants for private resident/owners of residential structures, such funding might support a climate favorable to the risk-taking required to establish such a program. If necessary to reduce concerns about such a program fueling speculation and “gentrification” (forcing up property values such that long-time residents find it difficult to remain in the neighborhood), tie repayment of the grants (“clawback”) to a sliding scale over a period of years enforced through a second mortgage as a brake on speculative values. Owners that live more than, say, five years in their rehabbed structure would not be subject to clawback.

- **“Urban homesteading”** for residential structures in poor condition owned by BSB – that is, transferring ownership for a dollar (or a purchase price far below market value) to qualified buyers able to pay for the necessary rehab and intending to live in the structure. As with outright grants to homeowner-residents, clawback enforced by a second mortgage would prevent this program from fueling speculation. Funds generated by this program could be dedicated to the revolving fund described above.

### **Conduct an Economic Development Study in Uptown Butte**

**4-17. Recommendation: Conduct an economic development study for new types of retail and commercial development within Uptown Butte** identified as priority needs by the business community, modeled after a previous survey conducted on behalf of Imagine Butte and Mainstreet Uptown Butte and incorporating present experience by local economic development entities. Such a survey would inform local agendas and provide important background for a plan for the Uptown Butte central business district, discussed below. It may be possible to obtain inexpensive support for a survey and/or feasibility analysis from a business management school serving the northwestern U.S. to join forces with local experts.

### **Improve Parks and Park-like Spaces in the Uptown Butte Commercial District**

**4-18. Recommendation: Focus on creating public event spaces and improving public open space to enhance the central business district.** Combine the inventory of existing mini parks done for the *BSB Comprehensive Parks, Trails and Open Space Plan* (2009) with a look at other opportunities for creating park-like spaces in parking areas and other open properties. Create a unified design approach to creating a “necklace of public spaces” to support festivals, street entertainment, parking, the farmer’s market, and other ways to enliven the outdoor experience in the central business district. While this recommendation might be folded into the central business district plan suggested in the next section, it could also be undertaken separately.

### **Undertake a Central Business District Plan for Uptown Butte**

**4-19. Recommendation: Undertake a central business district plan for Uptown Butte.** Create a unified understanding of common objectives through a central business district master plan that will make the business district work for modern needs (think “adaptive use” of the entire central business district). Involve businesses, economic development experts, community leaders,

Uptown residents and property owners, and residents and owners in surrounding neighborhoods. Studies and planning identified previously in this report have laid or will lay the foundation for such a plan. The plan should:

- Reinforce the central business district’s business climate;
- Reinforce surrounding neighborhoods;
- Help strengthen visitor orientation with sense of approach, entry, arrival;
- Strengthen placemaking initiatives with priorities and identification of funding for redoubled effort;
- Create a unified approach to BSB and URA investment in such Uptown improvements as parking, sidewalk repair, and streetscaping, both in terms of design and priority-setting;
- Consider contributions from modern planning concepts like “Complete Streets” and “Sustainable Zoning”;
- Guide updates to local codes;
- Consider critical preservation investments, both public and private; and
- Provide an implementation plan.

### **Key Concepts and Approach for Anaconda**

This section is organized around two primary recommendations for Anaconda (aka Anaconda-Deer Lodge County, or ADLC):

- **Sharpen focus on historic preservation;** and
- **Sharpen focus on economic development and placemaking** with a committee charged with assessing the community’s status and opportunities.

### **Historic Preservation**

Anaconda has a historic preservation plan that has not been adopted. This plan should be revisited, updated where needed, and adjusted so that ADLC leaders are comfortable seeing it adopted and will devote the necessary resources and attention to its implementation.

**4-20. Recommendation: Appoint a special, short-term committee to assess the status of the historic preservation plan and report to ADLC leaders on what is needed to reach adoption and implementation.** The process of reviewing this plan should include public participation and its implementation should include



continued public education and the education of property owners on caring for historic structures, commercial or residential.

### **Economic Development and Placemaking**

Anaconda is already blessed with an active Chamber of Commerce and strong, small-community ties that have led to a great deal of success in existing programs for tourism, economic development, and downtown revitalization. The community has proven too small, however, for an official Main Street program, though it tried. Unsurprisingly, communities of the size of Anaconda are hard to come by in the national population of Main Street programs. The valiant attempt to tackle the challenge by the Chamber of Commerce, however, should not go unrecognized – and the value of that experience and reasons for seeking to create a Main Street program are well worth capturing and revisiting in the context of this Action Plan. Even without a Main Street program, it is possible to develop a detailed “Main Street Agenda” that will challenge existing players to up their game and be accountable to one another. Rather than go to ADL when a particular need arises, create a

Mural Park, a mini park in Uptown Butte pictured here featuring Krisko's Polka Party and Dance, hosted the final performance of Butte's Summer Music Series on September 13, 2012. This heritage tourism plan suggests creating a “necklace of public spaces” to support festivals, street entertainment, parking, the farmer's market, and other ways to enliven the outdoor experience in the central business district. (Courtesy Mainstreet Uptown Butte)

means of holding a regular dialogue on this critical issue for Anaconda's commercial district.

**4-21. Recommendation: Ask the Chamber of Commerce to assess Anaconda's “Main Street needs” and the status of programs to address these needs, and provide recommendations for continued progress** on an “Anaconda Main Street Agenda” that will challenge existing players to up their game and be accountable to one another. Arrange for regular reports on further progress during selected ADLC work sessions in order to stimulate continued dialogue among key parties. Address three of the National Main Street Program's trademark “Four Points” (the fourth being a sustainable organization):



A spectacular view of Butte's setting in Summit Valley, a natural bowl high in the Rockies beside the Continental Divide. (Courtesy Mainstreet Uptown Butte)

1. Design: Improving the appearance of the downtown buildings and streetscape through historic preservation. [Note: this is the equivalent to the “placemaking” advocated by this chapter.]
2. Promotion: Marketing the district's unique assets to bring people downtown.
3. Economic Restructuring: Improving the downtown's economic base by assisting and recruiting businesses and finding new uses for underused space.

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Here is a simple, logical way to make the links among Chapter 2 (heritage tourism), Chapter 3 (interpretation), and this chapter (community enhancement): if a community or region tells its stories well, it will attract visitors – so it makes sense to be ready for those visitors by providing an excellent overall experience and by letting them know that that experience is available, through marketing. And if that place draws enough visitors who stay long enough and spend enough money, those visitors become customers who can help to reinforce the local economy – so it makes sense to plan for those economic impacts in order to invest efficiently and maximize results. Visitors who experience a community's unique assets and

see them well-cared-for and who find a clean, green, safe, and well-appointed, well-designed community are more likely to enjoy, spend, and spread the word.

But there's more. Residents, too, benefit from the improved quality of life that comes from a focus on community enhancement, and take pride in the attention paid to their heritage and the legacy they themselves will produce. The authenticity and enjoyment projected by such a community create an image others will want to partake of, as well – other economic players like investors, developers, and entrepreneurs. Attention to the intangibles of heritage, story, experience, hospitality, and community pride ultimately can lead to overall enhancement of a community and its economy.

Montana's Copperway deserves nothing less.



## Resources



## BACKGROUND: Heritage Tourism Findings

### Pluses

- Copperway trails and greenway
  - Great branding
  - Major trail destination due in two years
- Connectivity of recreational assets (trails and roads with support services) is a major draw for those seeking recreation; comprises primarily an outdoor experience, which matches the interests of expected visitors.
- Multimodal travel opportunities for travel between Butte and Anaconda will strengthen competitiveness of both destinations
- Handsome visitor centers in both communities and at the I-90/Rt 1 interchange
  - Butte Visitor Center – significant community investment; well-placed off interstate; good rest stop, doing good job of directing travelers
  - Anaconda Visitor Center – warm hospitality, down-home feel matches Anaconda’s style (needs better orientation information/display and modest amount of interpretation keyed to Copperway Corridor; space needs re-designing)
  - New interstate rest area –top notch restrooms, connection to Copperway Trail, the Stack is visible, there is room for expanded outdoor interpretation
- Considerable assets for genealogy and ethnic tourism
  - Butte-Silver Bow Public Archives is a gem with extraordinary source material
  - Local connections
  - Neighborhoods
  - Restaurants and bars
  - Coffee houses
  - Historic buildings
  - Cemeteries
- Iconic events: St. Patrick’s Day; Montana Folk Festival

### Minuses

- Need to maintain year-round tourism offerings, including shoulder seasons and winter
- Attractions are not living up to their economic potential
- Shortage of business-to-business marketing between the Flats and Uptown tourism-related businesses
- Navigation is a challenge from the visitor center to tourism services and attractions in both business districts
- Underutilization of Butte’s historic role in providing evening entertainment
- Tourism marketing needs more human and financial resources to compete for destination travelers
- Visitor centers must significantly increase their influence on the decisions of drive-through travelers
- The historic link between Butte and Anaconda is not immediately clear to travelers

## BACKGROUND: Heritage Traveler Profile

A 2009 research study revealed that **78 percent of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling**, translating to 118.3 million adults each year. With cultural and heritage travelers spending an average of \$994 per trip, they contribute more than \$192 billion annually to the U.S. economy.

The study is the first to segment cultural and/or heritage travelers, showing the diverse groups that exist within this broader category of traveler. The segmentation analysis uncovered five different types of cultural and heritage travelers: Passionate, Well-rounded, Aspirational, Self-Guided, and Keeping it Light. **Three segments – Passionate, Well-rounded, and Self-guided – were more serious about their travels and said that cultural and heritage activities had a greater impact on their destination choice. Together, these three segments represent 40 percent of all leisure travelers and contribute nearly \$124 billion to the U.S. economy.**

Cultural and heritage travelers as a whole are more frequent travelers, reporting an average of 5.01 leisure trips in the past 12 months versus non-cultural/heritage travelers with 3.98 trips. They are also more frequent business travelers. More than half agree that they prefer their leisure travel to be educational and nearly half said they spend more money on cultural and heritage activities. They are also likely to travel farther to get the experiences they seek: about half of most recent overnight leisure trips were 500 miles or more from home. More than a third say they traveled between 100 and 300 miles for a day trip.

The study found that cultural and heritage travelers are more likely to participate in culinary activities, such as sampling artisan food and wines, attending food and wine festivals, visiting farmers' markets, shopping for gourmet foods, and enjoying unique dining experiences as well as fine dining. **The vast majority of these travelers (65 percent) say that they seek travel experiences where the “destination, its buildings and surroundings have retained their historic character.”**

Other cultural and heritage activities identified by travelers include:

- Visiting historic sites (66 percent)
- Attending historical re-enactments (64 percent)
- Visiting art museums/galleries (54 percent)
- Attending an art/craft fair or festival (45 percent)
- Attending a professional dance performance (44 percent)
- Visiting state/national parks (41 percent)
- Shopping in museum stores (32 percent)
- Exploring urban neighborhoods (30 percent)

## CASE STUDY: Mountain Biking in Fruita, CO

### **Fruita, Colorado (population 10,000)**

**The Problem:** In 1995, Fruita had an agricultural economy, an empty downtown, and an oil refinery being shut down by the EPA (New York Times, June 15, 2007).

**The Solution:** Today, it hosts 100,000 travelers a year, with bicyclists packing motel rooms and every available campsite each spring and fall when the temperatures are mild in this high desert. The annual Fruita Fat Tire Bike Festival helped strengthen the town's image, and attracts over 2,000 riders a year. In 2010, *The Grand Junction Sentinel* reported that the value of mountain biking to this rural town grew to \$24,000,000 annually.

Like Butte, the town can thank entrepreneurs for building tourism. In fact, one avid bicyclist (Troy Rarick) is credited as founding the mountain bike movement, organizing the cooperative of locals who hand built bike trails, and opening Over the Edge mountain bike store. The town now boasts access to more than 200 miles of single-track trail, and has expanded to position itself as a hub to ecotourism activities that include river rafting and hiking.

**Fruita shares similarities to Butte and Anaconda:** It sits at the foot of the Colorado National Monument, and is located on a major east-west interstate (US 70). Its tourism is fed by two major metropolitan areas: Denver is 255 miles to the east, Salt Lake City 275 miles to the west.

**Lessons Learned:** First Moab, then Fruita...could Butte be next? Fruita grew this destination through partnerships. Bike shops, bike clubs and bike enthusiasts were involved from the beginning vision through 15 years of events. The collective energy of the biking community has attracted other entrepreneurs who are providing other high-quality pieces of the tourism infrastructure. Jen Juner, avid bicyclist, established Hot Tomato Pizza, operates fund raisers and helps build new trails. Troy Rarick has expanded Over the Edge with stores now in Australia and Utah. With its "Get Out and Play" tagline, the town has expanded mountain biking to other recreational offerings. The tight focus of world class Singletrack has made them a credible base camp for other sports, and now the Chamber of Commerce reports that their visitor base is expanding to families.

## CASE STUDY: Twilight Tours in Hays, KS

### **Hays, Kansas (population 20,000)**

**The Problem:** Hays is the home to Fort Hays State University, the excellent Sternberg Museum of Nature and Science, and Fort Hays Historic Site. Located right on Interstate 70, the hotels and retail businesses wanted a way to pull traffic off the Interstate night after night.

**The Solution:** The Hays Convention and Visitors Bureau operated Trolley Twilight Tours for ten years from 1995 to 2005. A city-owned and operated trolley circulated to all the hotels in town starting at 7:00 pm, gathering up out of town visitors for free tours of either the Sternberg Museum or local historical sites. Drivers were paid, tour guides were volunteers. Sixteen different programs rotated nightly from Memorial Day to Labor Day. Hotels promoted the tours aggressively to their guests, encouraging them to book another room on their return trip and experience a different tour. When asked if there was anything to do in town that night, the answer was always "yes!"

**The Execution:** Hotel owners were delighted, reported an increase in occupancy during the months the trolley operated. The volunteers enjoyed their captive audiences and asked for additional nights. Janna Jordan, president of the Hays CVB for 24 years, says the program attracted huge media attention, and that people stop to this very day asking when the Trolley Tours will start up again.

**Lessons Learned:** Hays had attracted ongoing media attention and achieved increased hotel occupancy. What went wrong? The players were not nimble enough to modify the visitor experience. Evaluations showed that travelers who had been in a car all day were miserable sitting another 2-3 hours; the multiple hotel stops took too much time before and after the main event. In addition, the retail businesses and attractions in Hays never budged – they closed their shops at 5:00 every day throughout the entire ten-year run of the Twilight Tour. The business community failed to fully address the needs of travelers for an active, engaging experience from after dinner until bedtime...experiences that they could personalize to their own interests and rhythms.

## CASE STUDY: Transforming a Festival Economy into a Tourism Economy in Aspen, CO

### *Aspen, Colorado (population 6,658)*

**The Problem:** Every mountain resort town is challenged by seasonality. Many resort towns have developed a full calendar of summer festivals and special events that require extensive volunteer services from local residents. In towns with small populations, it is difficult to sustain a high level of volunteerism throughout the season.

**The Solution:** Instead of developing a series of unrelated festivals, leverage the planning and marketing investments from one signature event into a season of related events.

**The Execution:** The eight-week Aspen Summer Music Festival is “the engine that is really pulling the train” of summer tourism, noted Alan Fletcher, festival president, in 2010. That year the festival involved 637 students, 140 faculty, 100 seasonal staff and numerous guest artists to stage the festival, and an audience of more than 100,000. Young musicians (average age 23) from 40 countries around the world perform with orchestras, conductors, and chamber music groups.

This festival schedules more than 300 classical music events that include concerts, lectures, rehearsals, and children’s events – on some days offering as many as eight. Thus, travelers can expect to participate in some way every day of the eight-week festival.

The Aspen Music Festival grew from the Aspen Institute, which was established in 1949 by Walter and Elizabeth Paepcke as a gathering place for thinkers, artists, and leaders. That vision is carried on today, and has set a high standard for summer festivals that offer the combination of arts and nature. In 2004, the Business Research Division of the University of Colorado at Boulder reported that per person per day expenditures (after admission fees) in Aspen were \$232 during the summer months and \$212 during the winter months. Lodging, food, and drink and other arts and cultural events were the largest expenditure categories in both seasons; there were larger expenditures on shopping during summer months, and on nightlife and sports expenditures in the winter (Wobbekind et al, 2004). To drive this home: although Aspen may be known internationally as a skiing destination, the arts and cultural events are the true economic engine of the local economy, summer or winter.

**Lessons Learned:** The Aspen Music Festival has branded Aspen as a summer destination where travelers can expect classical music every day. The festival is iconic, and has formed a base for other complimentary events, including the Aspen Food and Wine Classic, now in its 30<sup>th</sup> year. Because it has grown to such an extent, the festival does not need to depend on volunteers, but rather hires a seasonal staff of 100, providing jobs for local residents, including the youth.

## BACKGROUND: Interpretive Structure

The RHPP identified five ‘constellations’ as a structure for coordinated interpretation of the region’s stories using historic sites in various locations. Chapter II of the RHPP provides an overview of the heritage corridor’s history and a context for identification of the constellations. This history is presented in more detail in the 2006 revised documentation for the National Historic Landmark, including descriptions of communities and resources and an extended discussion of significance. A 19-page bibliography in the 2006 NHL documentation speaks to the large volume of written material available on subject as well as the complexity of the region’s history.

The five constellations focus on aspects of the storytelling in the actual places where events occurred using the real resources that survive. The remaining historic resources associated with each constellation are identified in the RHPP and performance roles (see Sidebar 2) are assigned to each according to their condition and ability to tell the stories.

The five constellations include:

- *The Richest Hill on Earth Constellation*
- *Smelting the Ore Constellation*
- *Pre-History and Early Settlement Constellation*
- *Gold and Silver Constellation*
- *Reclamation and Ongoing Activities Constellation*

As discussed in the RHPP, “While the constellations tell distinct parts of the historical story there are human and historical contexts that are common to all of the constellations. Human contexts include labor, ethnicity, religion, folk traditions, neighborhood development, commercial development, and recreation. Historical contexts include other networks and systems such as transportation, power generation, finance, natural resources and the environment.”

The RHPP assigns a *performance role* to each contributing historic resource within a constellation. Five performance roles have been defined that reflect a site’s potential for access as well as its ability to contribute to the interpretation of the historic landscape:

- Participatory sites have unlimited visitor access and may be highly developed and maintained. They are the heritage corridor’s primary interpretive attractions.
- Controlled Participatory sites have limited, controlled access but also play a central role in interpretation and visitor interaction.
- Observed sites are not publicly accessible but may be viewed and interpreted from without. Observed sites may make up the largest number of interpretable sites within each constellation.
- Dormant sites are inappropriate for public access, lost, or geographically distant and may be interpreted off-site.
- Survey Required includes sites that had not yet been surveyed or investigated as of 1993.

Both the definition of and the emphasis among these five performance roles may be different when fully implemented from those envisioned in the 1993 RHPP. Less emphasis is placed upon intensely developed, high-cost *participatory* sites and more emphasis is placed upon visitor exploration of self-guided *observed* sites in combination with personal tours and events.

Following is a discussion of each constellation in detail.

### **The Richest Hill on Earth**

The City of Butte is the focus for interpretation of the heritage corridor’s nationally significant themes on copper mining. The city’s unique physical landscape is the vehicle for this interpretation. The Butte landscape’s urban core, surrounding ethnic and socially distinctive neighborhoods, mineyards, waste piles, smelter sites, railroads, and other resources offer a complex brew of stories that characterize the city’s frenetic, explosive growth during the copper era. Butte was one enormous mining camp. The nature and scale of its development aptly represent the role of copper in the world economy of the late 19<sup>th</sup> and early 20<sup>th</sup> centuries.

The RHPP identified 73 historic resources (including whole neighborhoods) through which *The Richest Hill on Earth* stories can be told. Most characteristic of these resources are the steel headframes that have been preserved and which today still dominate the Butte landscape. Of the 73 historic resources, 18 were proposed to play a *participatory* role in the storytelling, 18 were proposed to play a *controlled participatory* role, and 27 were to play an *observed* role. Historic neighborhoods, which include hundreds of individual residential and commercial buildings, made up 16 of the 27 *observed* resources.

*Observed* resources also included mine waste sites, which are an important part of the story.

Featured among the historic resources are the Original Mineyard (which was proposed as a ‘gateway’ for interpretation), Anselmo Mineyard (which has the most intact collection of the above-ground structures required to support underground mining operations), Orphan Girl Mineyard (home of the World Museum of Mining), Mountain Con Mineyard, Granite Mountain Overlook, and Berkeley Pit. All except the Granite Mountain Overlook were designated as *participatory* sites. Each of these sites plays a key role in the interpretation of Butte as it has developed over the past 20 years.

### Smelting the Ore

The town of Anaconda was laid out in mid-1883 under the direction of ‘Copper King’ Marcus Daly specifically as a site for the smelting of copper ore. Its original Upper Works were located adjacent to the town on the north side of Warm Springs Creek. By 1887-1889, the Lower Works were under construction just to the east, significantly expanding capacity and spurred on by advances in technology. The vast Washoe Reduction Works were completed southeast of town in 1902. Improvements to the Washoe Works culminated in construction of the 585-foot high stack in 1919, billed even today as the largest freestanding masonry structure in the world. Today, only the stack, miscellaneous ruins, and acres of rehabilitated slag piles remain of the three industrial sites.

Anaconda and its surrounding historic sites comprise the *Smelting the Ore Constellation* that interprets smelting, foundry work, commercial and recreational activity, natural resources, and transportation systems. The RHPP listed 45 historic resources that could participate in the storytelling, including 8 *participatory* resources, 12 *controlled participatory* resources, and 14 *observed* resources. Old City Hall was identified as the constellation’s proposed gateway, a building that has been the focus of significant preservation and interpretive initiatives in recent years as the Copper Village Museum and Arts Center.

Other key interpretive resources identified in the RHPP included the central business district, public buildings and sites in town (such as the County Courthouse, Hearst Free Library, and Washoe Theater), Washoe Park and Fish Hatchery, Old Works Historical Trail (site of the Upper and Lower Works), and a proposed viewing platform from which to interpret the Washoe stack. The Anaconda Foundry Fabrication Company, a historic and still active foundry, was proposed to be part of the interpretive

experience. Anaconda’s historic Red Light District is listed as an *observed* resource, not a *participatory* resource.

These and other historic resources are part of Anaconda’s interpretive presentation today. The Anaconda Visitor Center, located in a replica railroad depot in the center of town and operated by the Chamber of Commerce, coordinates the visitor experience. Guided tours are offered using a historic touring bus, the Red Bus Tour, and a self-guided walking tour is offered as well. The proposed viewing platform has been implemented as the Anaconda Stack State Park, and while not (yet) open for tours, the Anaconda Foundry Fabrication Company is the provider in the ongoing project to restore Anaconda’s streetlights.

### Pre-History and Early Settlements

In the RHPP, the *Pre-History and Early Settlements Constellation* featured historic resources that could be used to interpret pre-historic epochs and regional Native American cultures. Twenty-one resources were listed for this constellation. Ten of the listed resources were pre-historic archeological sites, most located along Silver Bow Creek. Most of the other resources were the drainage areas of creeks within the region. These drainage areas, though unspecific, have high potential for the discovery of pre-historic activity and archeological sites. All of the authentic resources listed were classified as either *dormant* or *survey required*. Because of the sensitive nature of the archeological sites, interpretation was proposed through guided tours so that the sites could be protected.

Interpretation of the *Pre-History and Early Settlements Constellation* has not been undertaken as envisioned by the RHPP. The theme has had little if any coverage in the interpretive presentations in Butte or Anaconda, and little interpretation has been implemented outside of the two communities. Because of the relationship of the theme to creeks and drainage areas and specifically its relationship to Silver Bow Creek, presentation of *Pre-History and Early Settlement* is particularly appropriate to interpretation along the Silver Bow Creek Greenway Trail. It should also be an integral part of the presentation of the regional context throughout the heritage corridor.

### Gold and Silver

While copper is the basis for the heritage corridor’s national and international significance, mining for gold and silver are important to the early period of the region’s mining history. The RHPP proposed a *Gold and Silver Constellation* that would tell the story of the discovery of gold that first brought prospectors to the region in the 1860s and the story of silver mining that was responsible for the region’s first boom in the 1870s and 1880s.

The RHPP identified 36 historic resources related to this theme, five of which were *participatory*, 14 of which were *controlled participatory*, and eight of which were *observed*. A large number of the resources are located along Silver Bow Creek, where gold prospecting was concentrated. A number of the resources are also located in Butte, primarily related to silver mining, which laid the groundwork for the subsequent boom in copper.

Like the previous theme, interpretation of *Gold and Silver* has not developed as a distinct, separate initiative over the past 20 years. While the theme could be presented as a separate subject or tour of focused interest, it simply does not have the power or significance of the copper story and cannot survive as a separate constellation in the same way or to the same scale as the copper stories. The theme *Gold and Silver* is most appropriately included within the overall regional context, told in detail along the Silver Bow Greenway Trail, and included in the interpretive presentation in Butte.

### Reclamation and Ongoing Activities

The environmental consequences of the mining and processing of copper in the late 19<sup>th</sup> and early 20<sup>th</sup> centuries are as nationally and internationally significant as the story of copper itself. The environmental story is closely tied to the future of Butte and Anaconda and to the quality of life within the region. Reclamation has brought community awareness of the importance of sustainability and commitment to the environment. It has particular meaning and poignancy for a region in which environmental degradation was experienced on such a scale and with such wanton disregard. Butte and Anaconda have paid the price, and the nation has focused its resources upon restoration and recovery.

The RHPP proposed a *Reclamation and Ongoing Activities Constellation* in which the reclamation story would be told. Twenty-five resources were identified to tell the story located throughout the heritage corridor and 120 miles down the Clark Fork River that bore toxic sediments to the Milltown Reservoir near Missoula. Perhaps most significantly, the RHPP proposed that the heritage corridor serve as a model for research and education of waste management and reclamation technologies, led by Montana Tech and the Montana Energy Research and Development Institute (MERDI).

Interpretation of *Reclamation and Ongoing Activities* should be incorporated into the interpretive presentations in Butte, Anaconda, and throughout the region as a central component of the story. It should be woven into the storytelling wherever possible. In addition, this theme

should be a focus of special educational and interpretive interest as envisioned in the RHPP. Environmental stewardship should be a central focus of the vision for the region's future and its appeal as a place to live and work. Particular value and emphasis should be placed upon the open space that has been created through reclamation and how it has transformed the quality of life within the communities.

## Three Goals of the BSB 2008 Growth Policy Update that are Foundational to this Plan

### **Primary Goal for Cultural Resources: Protect the nationally significant historic resources within and outside of the National Historic Landmark District.**

*2008 Update* findings indicate that many of Butte’s nationally significant historic resources are threatened due to “the loss of population and associated decay in the urban core and the lack of design review for proposed renovations and infill construction.”

The plan calls for implementation of the 2007 Historic Preservation Ordinance, neighborhood-initiated design standards for both rehabilitation and new construction, and the establishment of a Local Register of Historic Places within which the design standards would apply.

### **Primary Goal for Housing: Provide decent, safe, affordable housing to the people of Butte-Silver Bow County.**

*2008 Update* findings state that the most blighted neighborhoods in the county are inside the National Historic Landmark District where there are also many vacant lots. Neighborhoods within the Uptown area (Census Tracts 1 and 2) contain 74 percent of the county’s substandard housing units (approximately 2,600), and that more than half of the people in Silver Bow County with incomes below the federal poverty line live in the Uptown area.

Among other recommendations, the plan calls for implementation of the Butte-Silver Bow Housing Plan 2015; creation of a housing revolving loan and grant program using a combination of public and private funding sources; development of master plans for neighborhoods that include design standards and allow for economic diversity and mixed uses; the rehabilitation of housing in blighted areas through use of renovation assistance programs and other funding sources; and the incorporation of historic elements in renovation projects including respect for period craftsmanship, materials, and scale of existing structures.

### **Primary Goal for Economic Development: Create a vibrant historic central business district.**

*2008 Update* findings state that steady population loss over a long period in areas around the central business district have negatively impacted the district by creating blight and loss of general business activity among retail establishments, and that approximately 2,600 housing units in and around the central business district are in poor to fair condition.

Among other recommendations, the *2008 Update* calls for examination of the business incubator program; continuing Tax Increment Financing as an economic development tool; continuing to enforce Butte’s nuisance ordinance, known alternately as the Community Enrichment or Community Decay ordinance; revitalization of blighted neighborhoods in and around the central business district; promoting historic preservation as a key element in developing the tourism segment of the Butte-Silver Bow economy; and promoting and supporting cultural events and arts programming.

Among others, specific urban design recommendations include continuing the sidewalk improvement program (which includes reconstruction of Butte’s unusual vaulted sidewalks that added space underground for the basement floors of adjacent buildings; constructing a parking garage in support of ongoing building renovation and reuse; and creating an entry way and loop through Uptown Butte that enhances existing historic resources.

**For more information about Montana's Copperway,  
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