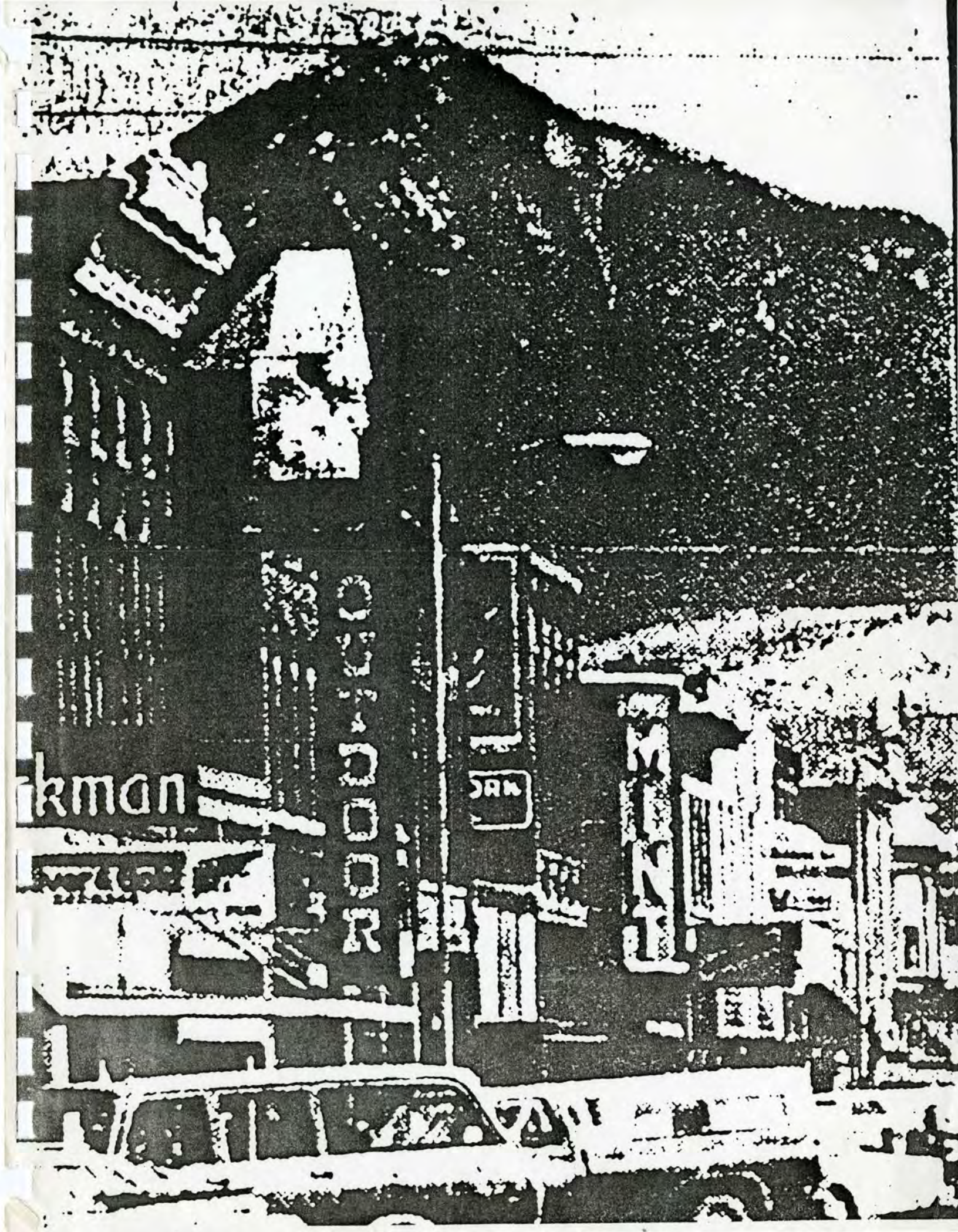


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by
Carita A. Rothing

A professional paper submitted in partial fulfillment
of the requirements for the degree
of
BACHELOR OF ARCHITECTURE

Approved:

ROBERT MEEKER
Advisor

[Signature]
Thesis Coordinator

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Director, School of Architecture

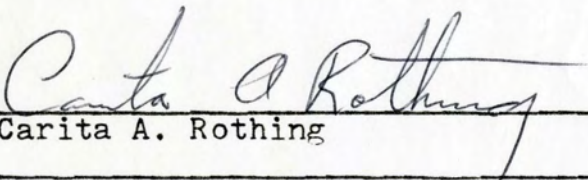
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Carita A. Rothung

Date

There is a need for intimate human relationships,
for the security of settled home and associations,
for spiritual unity, and for
orderly transmission of the basic cultural inheritance.
These the small community at its best can supply.
Whoever keeps the small community alive
and at its best during this dark period,
whoever clarifies, refines, and strengthens
the vision of the small community,
may have more to do with the final emergence
of a great society than those
who dominate big industry and big government.

from the preface to the St. Johnsbury, Vermont, Town Plan



Robertson, James & Carolyn. The Small Towns Book: Show Me
the Way to go Home. Garden City, New York: Doubleday
Press, 1978

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PROJECT GOALS

- DETERMINE STRUCTURE AND DYNAMICS OF THE TOWN
- ANALYSE THE TOWN'S HISTORY
- IN RELATION TO SMALL TOWNS IN GENERAL, COMPARE PAST CONDITIONS TO CURRENT GROWTH PATTERNS
- SURVEY THE PEOPLE TO DETERMINE HOW THEY WOULD LIKE TO SEE THEIR TOWN CHANGE IN THE FUTURE
- DETERMINE THE GOALS OF THE CITY TOWARDS FUTURE DEVELOPEMENT

BUILDING GOALS: COMMUNITY CENTER

- PROVIDE A FACILITY THAT WOULD BENIFIT THE CURRENT RESIDENTS BOTH SOCIALLY AND CULTURALLY.
- PROVIDE A FACILITY WHICH WOULD BENIFIT THE TOWN ECONOMICALLY
- PROVIDE TOURIST ORIENTATION INFORMATION, THEREBY BRINGING VISITORS TO THE DOWNTOWN, SO ALL EXISTING BUSINESS COULD BENIFIT.
- PROVIDE A FACILITY WHICH WOULD SERVE AS AN AMMENITY FOR NEW INDUSTRY CONSIDERING LIVINGSTON FOR RELOCATION

BUILDING IMAGE GOALS

- PROVIDE AN ACTIVE INDOOR SPACE
- MAINTAIN CONTINUITY OF MAIN STREET
- MAINTAIN CONNECTION BETWEEN MAIN STREET AND SECOND STREET
- PROVIDE VERSATILE SPACES THAT COULD ADAPT TO THE EVER-CHANGING NEEDS OF A GROWING COMMUNITY
- PROVIDE AN ACTIVE OUTDOOR PLAZA
- MAKE ARCHITECTURAL REFERENCE TO BUILDINGS WHICH PREVIOUSLY OCCUPIED SITE

HISTORIOGRAPHY

James Barker states in his book Small Town as an Art Object that "for a long time it has been said that a small town is a good place to be from, but now for the first time the serious question is being raised as to whether or not the small town might not be a good place to go."¹ In fact, the population polls done in 1980 have indicated that "for the first time in our nation's history more people are moving away from cities and their established suburbs than are moving to them."²

The first purpose of this thesis is to define who is migrating to small towns and why they are migrating. Secondly, I plan to deal with Livingston, Montana and how it, as a small town, could benefit from this population shift. And thirdly, I will propose a facility which will adapt this agrarian focused community to the needs and demands of its current and future population.

An interesting development was predicted in 1970 by K. Ross Toole. Toole stated in Montana Business Quarterly, "in the future the industries in the midwest and east will be migrating to towns in the west and those with good schools, streets, transportation health and recreation facilities will be able to select the kind of industry they want."³ In relation to this, William Lassey states in his book, Community Planning in Montana, when a community provides a variety of public facilities and a wide range of cultural and recreational amenities it makes the option of living there "pleasant and attractive."⁴ But, in bringing these predictions of the '70's up to date, John Herbers in his book The New Heartland introduces several different theories on why people are leaving cities. Herbers suggest that one of the reasons why the new wealthy entrepreneurs are migrating is that they are seeking the peace-of-mind that is related to the open spaces. Herbers also suggests, "people in increasing numbers are living in places that breed a return to the philosophy of an earlier America formed before we became an urbanized nation."⁵

The high technology firms that Herbers interviewed stated that their "major priority in deciding where to locate was an attractive place for their managers and engineers to live. Increasingly, for many professionals this has come to mean outdoor recreation, space and attractive scenery."⁶

William T. Frazier, the Director of the Western Regional Office of the National Trust for Historic Preservation, says that "perhaps the scale and splendor of the West's natural beauty dwarf the importance people place on the built environment."⁷ But it is my opinion that if Montana is to benefit from the population shift, then this situation has to change.

For years, through the miracles of the television medium the American public has been inundated with the stereotypes of the 'Wild West' as well as, small town rural America. We have all visited in our imaginations, the dusty mainstreets of 'Gunsmokes's Dodge City and we have watched Opy Taylor grow up in the town of Mayberry R.F.D.. This imaginary town allowed its characters to live out the complexities of their lives like "hothouse plants in an isolated environment."⁸

The time has come when we must discard the stereotypes and "look consciously outside at our own real communities and towns; not as static moments in history, but as living changing reflections of our concerns, hopes and ideals."⁹ William Lassey adds, "Change must occur in all living things: a town must have the adaptability of change and provide the physical response to need."¹⁰ The rate of change is increasing as the population is becoming more and more decentralized. As Lassey states in his book, Community Development in Montana, "a small town cannot help themselves by blind resistance to change."¹¹ It is my opinion, that Montana must be prepared for the migrators so as not to create cultural havoc or a permanent alteration of the essence of the 'Wild West'. James and Carolyn Rovers in their book, Small Towns, indicate the danger small towns are in: "economically unstable, politically inept, they are easy prey for the denizens of the city, on the prowl in the sticks. In less time than it takes to plant,

tend and harvest a single crop, land purchases and immigration can radically alter the patterns of rural activity."¹²

METHODOLOGY

In preparing Montana for the influx of urbanites and suburbanites, I have sought the advice of experts on town planning in rural America. In the book titled Rural and Small Town Planning, the authors suggest as a planning strategy that one should examine the local history, social structure, power structure, economic structure and important local issues. This "collection of facts, attitudes and concerns sets the new planner on an effective planning course."¹³ But, Marx states in his book, Town Planning & its Social Context that an effective planner should be responsive to need, innovate, improvise and rely on common sense. In other words, be willing to break up the past not follow it? Barker, on the other hand, states the problem of planning in its simplest terms..."to assure the continuity of community we must learn to see, to understand and most importantly to care. The Robertson theory tends to be a little transcendental; similar to Marx it attempts to base decisions on intuitive sources rather than objective experience from within the community.

There is an attempt to evaluate the invisible parts of the environment in an effort to align decision making with attitudes and values. There is recognition that such things have some relationship to how people function in an environment. But efforts to get at these less tangible relationships are tentative. In the end, since we live in an age that places maximum value on that which can be bought and sold, decisions are dominated by the marketplace. We are a nation of merchants.¹⁴

My process of planning for an appropriate development of Livingston, Montana is an attempt to analyze the intangibles as well as the tangibles. Through the forms of questionnaires and the goals stated by the Economic Development Committee I was able to determine how the residents of Livingston would like their community to change in the future and determine what kind of facility was necessary. The current majority want Livingston to attract new business and industries, as well as tourists. The current population also wants more recreational and cultural

facilities. Based on these sentiments, in my opinion, building a community center would be the first step towards providing for the needs and wants of the existing citizens, as well as, a form of attracting new 'footloose industries'¹⁵ and tourism. A community center would play a much larger roll in strengthening the economic, social, cultural and municiple vitality and will be the focus of this thesis investigation.

SIX POINT SUMMARY OF THE ESSENCE OF A SMALL TOWN
AND THE CONDITION FACING THEM IN THE 80'S

1. The population shift that we saw the first signs of back in 1972 has been confirmed: those who tinker with such matters now agree, Americans are redistributing themselves about the landscape and that the patterns are principally away from urban centers and towards smaller, mostly rural towns and cities. No one agrees on the significance of this trend. But it is unmistakable and shows no signs of weakening.
2. It is no longer possible for any of us to assume that the future is assured because technology or business or our own government will somehow provide. Most of us, regardless of where we live, are dependent on a man-made providence that has exceeded our grasp and shows every sign of coming to peices. I have begun to believe that much of the frustration of our time is the panic of impotence -- that we have frittered away our political and economic franchises to anyone who will promise to ease our burdens and that, as a people, we are both seducer and victim. Complacence has given way to its successors: fear and loathing. Unwilling to face our own culpability, we blame one or another of our own monsters for our plight and flee to the country, unaware that they follow us.
3. The rural environment of America is now in great danger. It is being threatened by any of us who have selected it as our habitat without changing our habits. The product of a much different era, rural America is, for all practical purposes, another culture. Lacking knowledge of its workings, we tend to regard it with indifference while we absorb its virtues. Like a less 'developed' society, it is largely passive, submitting to acculturation, and even seeking to speed the process. Unaware of our effect, we damn it for being backward and, then, for being corrupted.
4. Continued migration of urban populations to rural communities will speed the process of "suburbanization" in any rural setting. This is partly a product of simple numbers. But the change is made more secure by the process of acculturation described above. Acculturation takes place in any instance which new residents make demands on their new surroundings that require the establishment of services or facilities not demanded by previous residents and not indigenous to the prevailing occupational and social patterns. A continued influx of urban or suburban residents to any rural community, whether they are full-time residents or not, will eventually result in a continuous local pressure to urbanize the rural environment.

5. Rural communities, regardless of their legal status, are essentially disenfranchised political entities. Ignored by the political and economic systems (except when they can provide a resource worth plundering), they are without influence and essentially without access to it that generally accompanies urban experience, though this situation will change as the population shift progresses. The defense of rural integrity against the pressure for change is extremely difficult and must be undertaken at great odds.
6. The yearning for a simpler existence, which is often mistaken for a symptom of environmental distress, generally has little to do with environment and much more to do with values. Values can be affected by one's physical surroundings, but they are determined by more pervasive and unyielding forces. A change of one's life, unless it is accompanied by other changes, is much more difficult to make.

III. HISTORY: LIVINGSTON, MONTANA

OUTLINE OF THE EARLY HISTORY OF PARK COUNTY

- 1860 - gold led to the white settlement of what is now Park County (Park County not established til 1883)
- 1866 - May 7, treaty signed for Crow reservation boundaries
- 1867 - Montana's Militia was 600 strong to protect settlers
- 1868 - the upper Yellowstone River was main resort during "Bozeman Indian Wars" for trappers, miners, and frontiersmen
 - building inventory of Clark City: trading post post office
 saloon stage station
 supply store
- 1875 - last act of hostility from the Souix
- 1882 - establishing the town plat records
 - prospecting, mining, farmers and stock raisers "all was life and activity ; a boom was on"
 - Livingston Gazette Dec. 1882 : "rip roaring railroad town turns into a sedate and orderly village"
 - building inventory;

2 drug stores	2 watchmakers
2 hotels	3 blacksmiths
1 hardware store	2 meat markets
2 restaurants	30 saloons
2 wholesale liquor dealers	
6 general merchandise establishments	
- 1883 - Sept, : Northern Pacific Railroad announced that Livingston was to become a division point and expensive shops were to be located here...insuring the permanence of the town?
 - announcement had wholesome effect - substantial buildings erected
 - first brick building - by Henry Frank ; clothier
 - population 2000
 - Summer - 39 saloons, due to the large number of transient laborors
 - 891 permanent residents
- 1884 - Nov. 30 : entire block on Main street burned
- 1888 - Permanent growth of the town for that year had been unparalled in the history of Montana
 - established electric lighting
- 1890 - Federal census : Park County population - 6881
- 1893 - "hard times" - every bank shut its doors, smelters and coal plants closed down

- 1894 - Great American Railway Strike : June 26 - sept.
- 1897 - complete recovery from "hard times"
 - unprecedented demand for agriculture and stock raising
 - many new settlers : first advance since boom days of 1883
- 1900 - population 7,341
 - territory is half the size it was in 1890



Early-day Clark City

THE RAILROAD

Livingston sprang up on the Northern Pacific Railroad line in 1882. It continued to be a "railroad town" for over 100 years, but the importance of the railroad has diminished since the 1986 closure of the major railroad diesel repair facility.

Livingston also became a tourist town because of its proximity to Yellowstone National Park. Dozens of notable figures from the past, such as Teddy Roosevelt, Rudyard Kipling and Franklin Roosevelt, traveled on the railroads to Livingston, then switched trains and headed south to Yellowstone.

For nearly 40 years Livingston and The Park Branch Line to Gardiner were the undisputed gateway to the park. The old Northern Pacific Depot in Livingston is noted as "the original entrance to the park."

Many of the down town buildings were hotels for travelers on their way to "Natures Wonderland". Many of those buildings still stand and have been recently rennovated to bring back their historic character.



THIS BUILDING WAS BUILT IN 1902 AND SERVED AS A RAIL PASSENGER

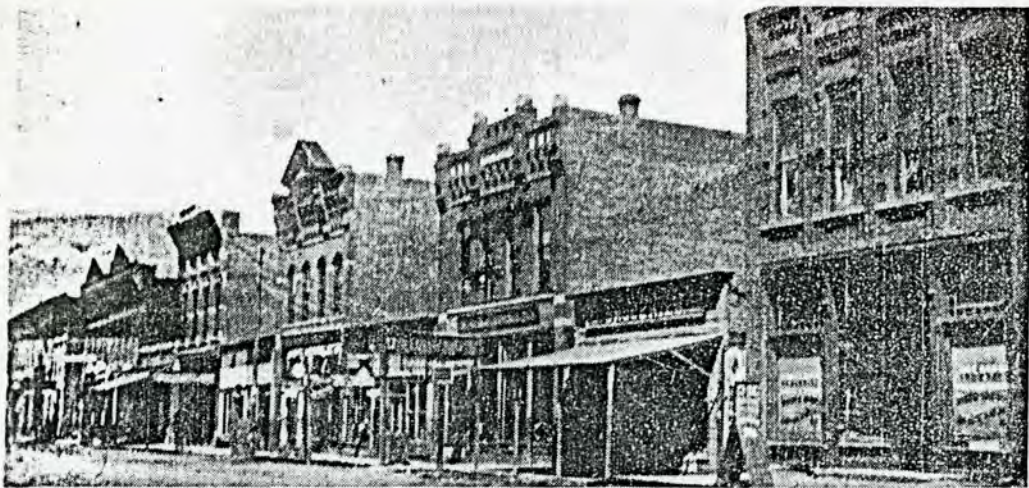
DEPOT UNTIL THE LATE 1970s WHEN PASSENGER SERVICE WAS ELIMINATED.

PHOTO HISTORY TAKEN FROM:

Whithorn, Bill and Doris. Photo History of Livingston, MT.
Park County News, 1981.



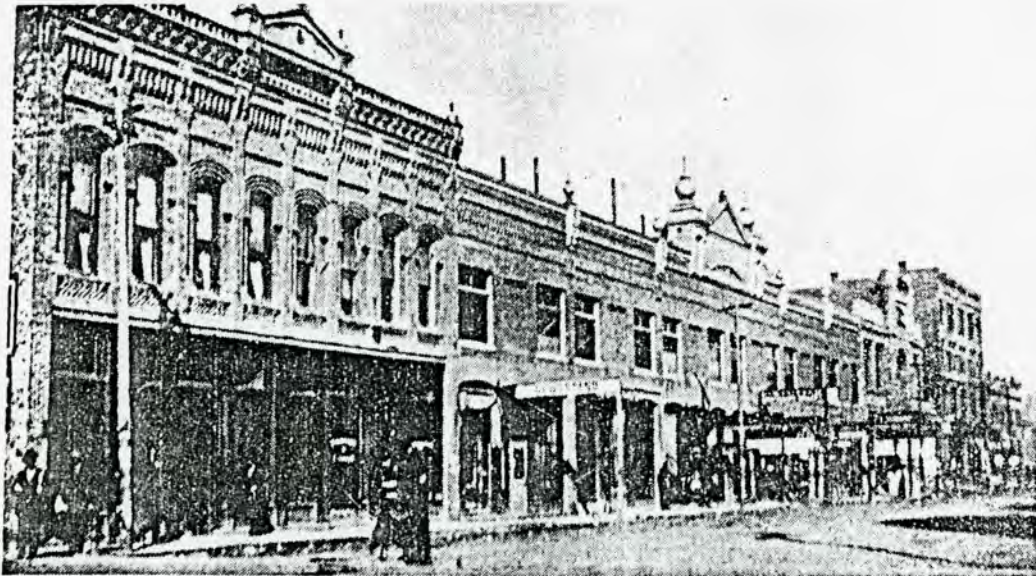
LOOKING DOWN MAIN STREET, LIVINGSTON, MONTANA.



EAST SIDE OF NORTH MAIN, 1900

1900 Enterprise Souvenir Copy

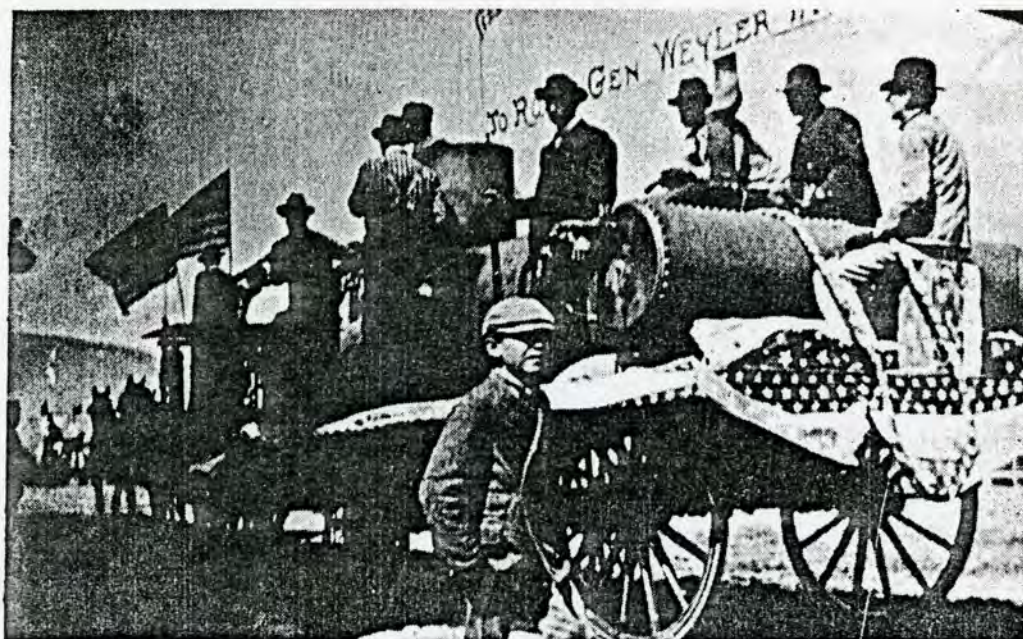
A look at this street today will show how many of these substantial brick structures still stand with the same facade. Fourth tall building from the right still bears a "Frank Clothing" sign, oldest business name to have stayed in Livingston, though without the Frank family. The first issue of the Enterprise carried the news that Henry Frank, who moved from Clark City, shipped a stock of clothing to Cooke City. Fartherest right of the stores was that of the three Hefferlin brothers who stocked groceries and dry goods. In 1898 and 1899 they established stores at Fridley and Trail Creek and carried on a mail order business. They had mining interests on the Boulder and at Castle.



WEST SIDE OF NORTH MAIN, 1900

1900 Enterprise Souvenir Copy

The building to the left housed the extensive stock which the three Thompson brothers carried in groceries, dry goods and household furnishings. They also owned the Albemarle Hotel at that time. Along this street was Potter's Photographic Gallery. Midway in the area shown is the location where Progress Clothing was started. In 1914 Charles Landes started his clothing business and conducted it (first with Dan Frazier; later with E. L. Neal) for 35 years. It was 1904 when cement sidewalks were built along here; ten years later the street was paved. Along this street 20 Negro troopers from Ft. Missoula, bicycling to St. Louis, stopped in 1897 during their 4,000-mile round trip. Each bike carried rifle, ammunition, equipment and rations weighing 65 lbs.



JULY 4TH PARADE, 1898

Courtesy of Dr. F. M. Nelson

"No such pageant was ever before witnessed," the reporter said. Special credit was given to the shopmen, who sponsored the parade, for "their two monster double floats which represented the car and boiler departments on a scale sufficiently large to give a working exhibition of the ponderous machinery employed." Feature of the celebration that year of the Spanish-American War was the explosion of 50,000 firecrackers. These were strung across Main Street from the Wetzstein Liquor Store to the Hefferlin Opera House, in two strings. One string of 10,000 represented the Spanish forces; the 40,000 were the American forces. Lighted at the same time, the 10,000 had no chance of survival, of course.



HAULING WOOL INTO LIVINGSTON BY OX TEAM

Courtesy of Margaret Roup

This 1886 photo shows the Merchants Hotel (between Main and B on Park St.), built by Billy Mitchell in the winter of 1882, when no passenger depot had yet been started and location was a question. Said he, "At that time a part of what became Main St. was nothing but a duck pond. There was a raft on the pond for greater convenience in communicating with Clark City. Some customers said I would have to muzzle the frogs if I wanted their continued business." The pond was filled in and the first passenger depot was built across the tracks from his hotel.



CORNER OF PARK AND MAIN

Courtesy of Coral Kaufman

The most desirable site in early Livingston was occupied by the National Park Bank and the Albemarle Hotel, both among the finest buildings of their kind when erected in 1886. When, during the Panic of 1893, this bank was closed for a few months, Park County was left without a single bank. Notice was made in the paper in 1883 that Vice President Fogarty and Cashier Ward of the First National Bank (one of the first in Livingston) were kept very busy signing the notes of the bank which had arrived about a month after its opening.



HEFFERLIN OPERA HOUSE

Courtesy of Coral Kaufman

C. S. Hefferlin—who came to Livingston as ticket agent in 1883, organized the Merchants Bank in 1889, and was identified with such enterprises as the electric light plant and the Livingston flouring mill—constructed “this monument of beauty, convenience and comfort to the pleasure-loving public” in 1892. Among the many note-worthy programs staged here was a concert by the master musician John P. Sousa and his entire band in October, 1902. The building also housed the bank and telephone exchange.



FIRST MILES BLOCK

Enterprise Souvenir Photo

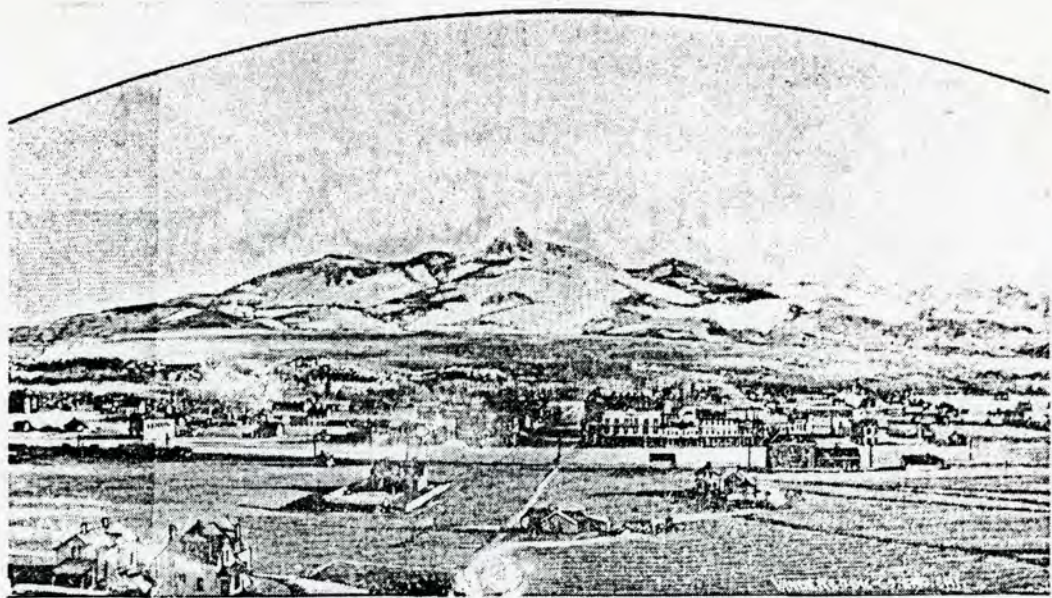
Erected in 1889, this housed one of the most complete hardware and implement establishments in the state. It operated under the personal supervision of Arthur Wellington Miles. Prior to his coming to Livingston, this nephew of the Indian fighter General Nelson A. Miles had built one of the first stores in Billings, from which an old timer remembered his delivering a stove personally by wheelbarrow. His first Livingston store, with A. L. Babcock in 1882, was in a tent. Through the years A. W. Miles was to become Livingston's foremost business man. He owned extensive real estate, built several business blocks, and invested in the lumber, brick and flour manufacturing industries. Several of the enterprises he built still go under the firm name of the A. W. Miles Co., and are still under the management of his family members.



FIRE, DEC. 16, 1913

Courtesy of Dorothy Murphy

An alarm turned in by the night clerk of the Park Hotel at 4 a.m. heralded one of the worst conflagrations in Livingston — burning of the Miles Block. How firemen and volunteers were able to control it was a wonder, for the wind from the west hurled big chunks of wood as far as two city blocks. As shown, the banking rooms and vaults of the First State Bank remained uninjured, but Dr. S. C. Pierce lost over \$600 worth of artificial teeth in his office safe. The corridors of the Park Hotel filled with smoke, and Postmaster Charles A. Burg had his entire staff on duty and every paper down to the last Christmas letter packed by 6:30 a.m., ready to be moved from that building at a moment's notice.



The founding of Livingston was a direct result of building the Northern Pacific Railroad through this part of the country. It came into being practically with the arrival of the first construction train on Dec. 1, 1882, and the plat of the new town entered the records of Gallatin County three weeks later.

The first white men known to have been in the area were those of Capt. William Clark's party. They came over the pass from the west and camped on the site on July 15, 1806. With the discovery of gold in Emigrant Gulch in 1863 and travel over the wagon road established by John M. Bozeman the following year, the Livingston locality was traversed by many whites.

In 1872 an old fisherman, Amos Benson, built a cabin three miles below on the Yellowstone River. At that place was established a ferry and trading post, which was said, in 1875, to be a lively community with plenty of currency to grease the wheels of business. With the general survey of the Northern Pacific known, about forty tents were pitched across the river from Benson's Landing during June, 1882, by those who believed that the supply store for the N.P. would be established there.

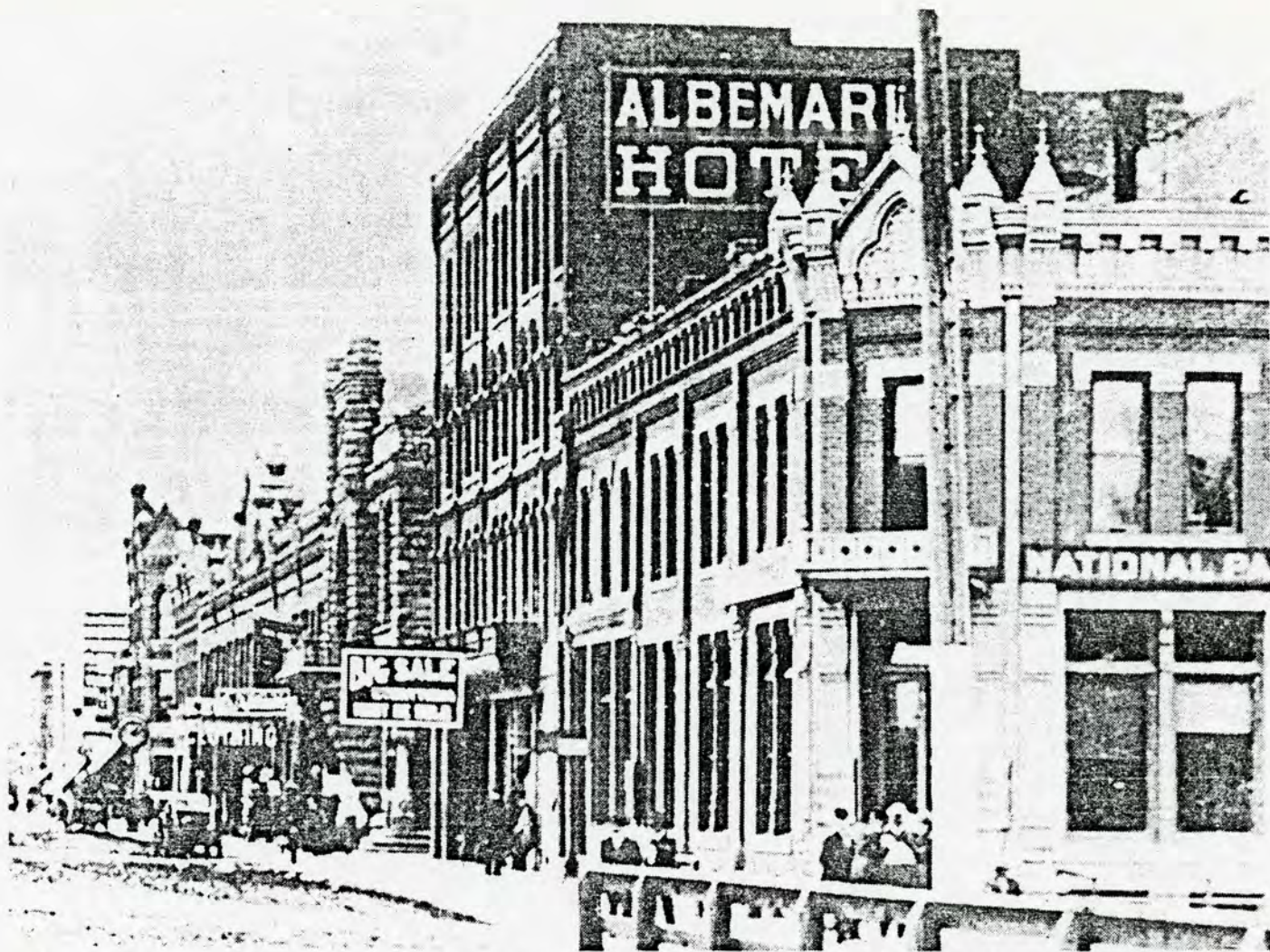
On July 14, 1882, Joseph J. McBride arrived to look for a site for the store of Bruns and Kruntz, contractors. Two days later some 30 freight wagons drawn by 140 head of oxen and carrying 140,000 lbs. of merchandise arrived. Gradually the tents gave way to log cabins.

This town was called Clark City, for Heman Clark, the principal contractor for the Northern Pacific from the Missouri westward. Unknown to the residents, the town had been put on railroad records as Livingston for the co-financier of the railroad.

When the railroad reached this point on December 1, Clark City had a population of 500 with six general stores, two hotels, and 44 other business enterprises — 30 of which were saloons.

Railroad officials, however, by a November survey, had decreed that Livingston should be located a short distance away, and there it was established to a neat profit of \$200,000 for those who invested in the surveyed property—those in the knowledge of N.P. doings. Residents of Clark City bought lots and moved; Clark Street was platted in honor of the original namesake.

Officially, Livingston was named for Johnston Livingston, pioneer N.P. director, heaviest stockholder in the road, and friend of N.P. President Henry Villard. The name, however, is more commonly credited to his nephew, Crawford Livingston, Jr., who bought heavily of real estate after the survey, and who, on July 17, 1883, established the First National Bank in the city. Often he spoke of Livingston as "his town," and he apparently enjoyed the publicity of supposedly having a city named for him. The name of Livingston has always stood out in the Northern Pacific official family: Johnston was a director during two periods, 1875-1881 and 1884-1887; Crawford Jr., 1917-1924; Gerald M. (son of Crawford Jr.), 1928-?. Despite the contradiction of the namesake, it was all in the family.



Many of the brick buildings in Livingston were built with material made at one of several local brick yards before the turn of the century.



The Hefferlin Opera House was the center of Livingston entertainment for years.

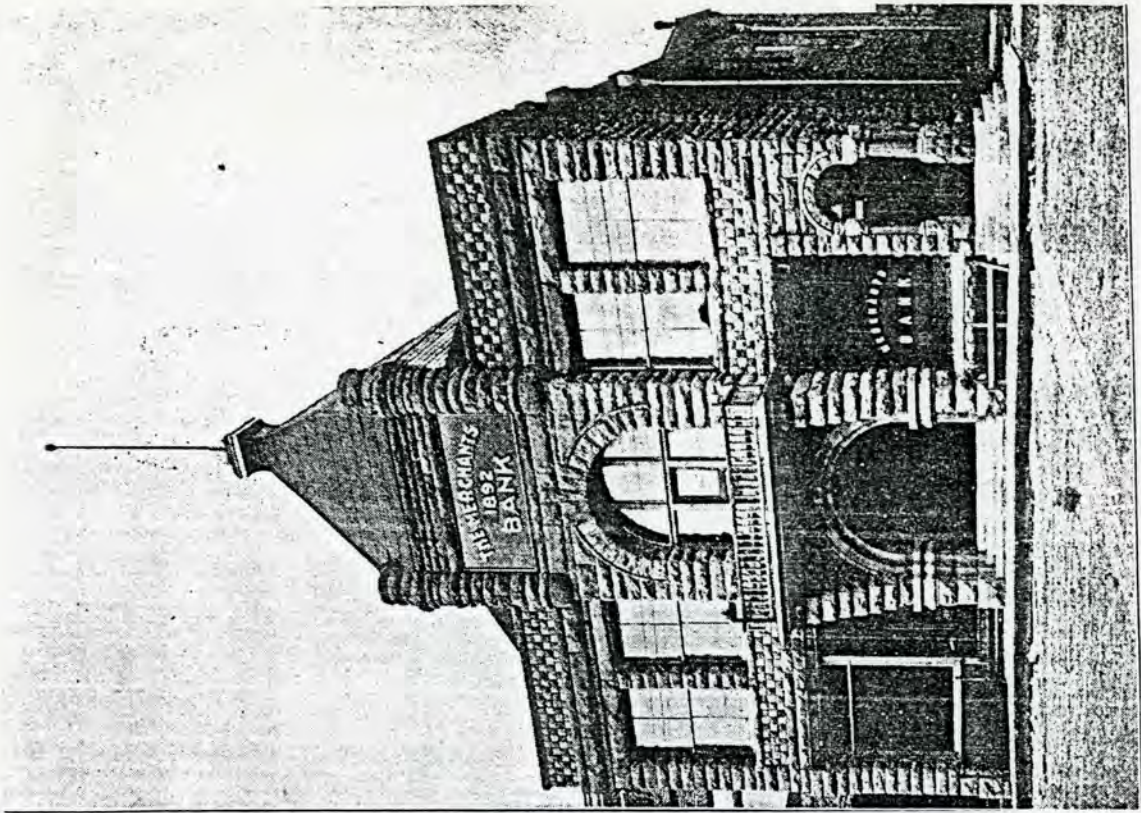
Hefferlin Opera House.

During the year of 1892 the city of Livingston experienced the effect of a substantial growth in the valuable addition of a new opera house, built by C. S. Hefferlin.

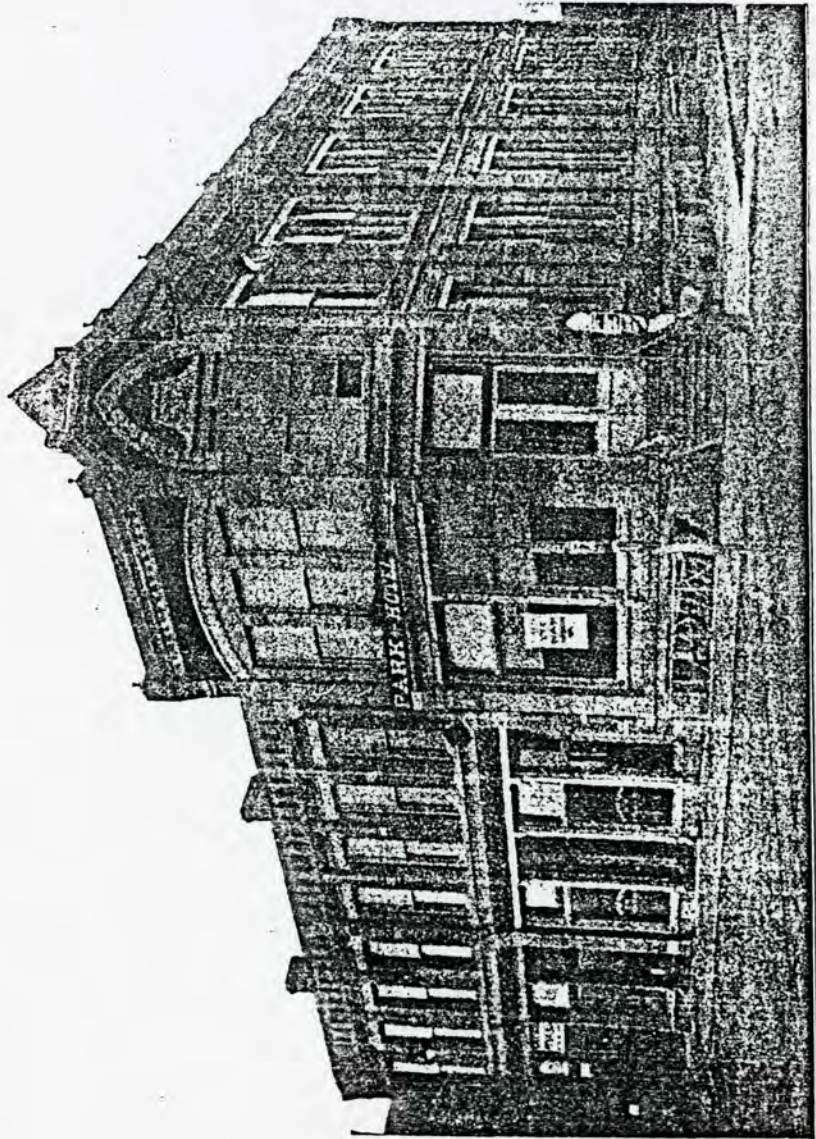
Some time in March, 1892, the foundation was laid for the new building, and not until October of that year was this immense structure completed. This handsome structure is 50x160 feet and three stories high to a depth of fifty feet, the remaining ninety feet being the opera house proper. The three rear walls are of pressed brick, while the front is made of cut stone and plate glass. Pillars of sandstone and granite furnish the exterior decorations, with two of polished granite on either side of a massive stone arch. The opera house play rooms cover an area of 50x90 feet, with 26x27 feet in the stage's clearing, and a movable stage 47x50 feet extending over the parquet. This latter commodity is brought into requisition for the use of dancing and parties, combining with the permanent stage gives a floorroom of 50x73 feet. The parquet has a seating capacity of six hundred and the balconies on either side and the rear some two hundred more, making, all told, a seating capacity of about 800. Boxes on either side of the stage supply the desire of any preferring seats of this kind. The interior of the building is beautifully decorated. The ceiling and proscenium arch are done in Roman work, while many incandescent lights illuminate the surrounding walls and ceilings. The drop curtain is a beautiful painting done in silk, representing a scene of the World's Fair.

The building is thoroughly ventilated throughout, with all modern appliances for safety in case of fire. The assessed valuation of the building and contents is \$30,000.

In the construction and equipment of this opera house, it is evident that the owner has spared no labor or expense in making it a monument of beauty, convenience and comfort to the pleasure-loving public.



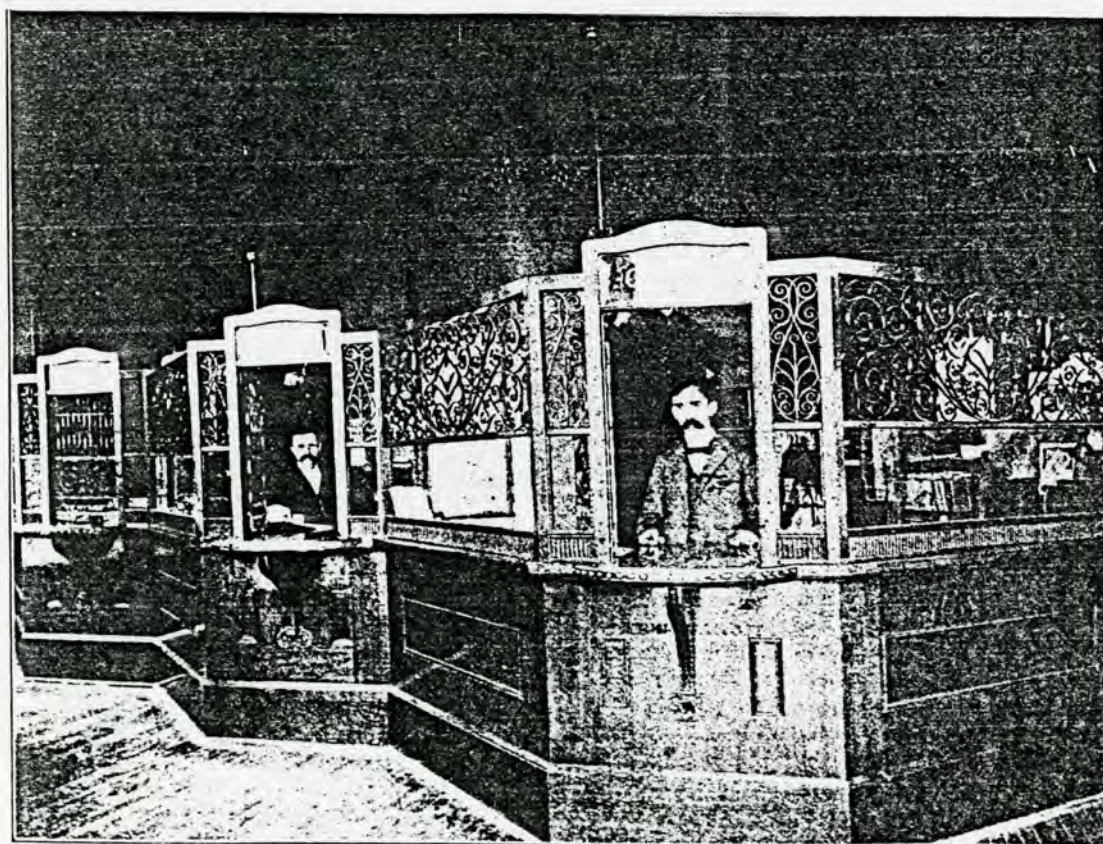
THE MERCHANTS BANK.



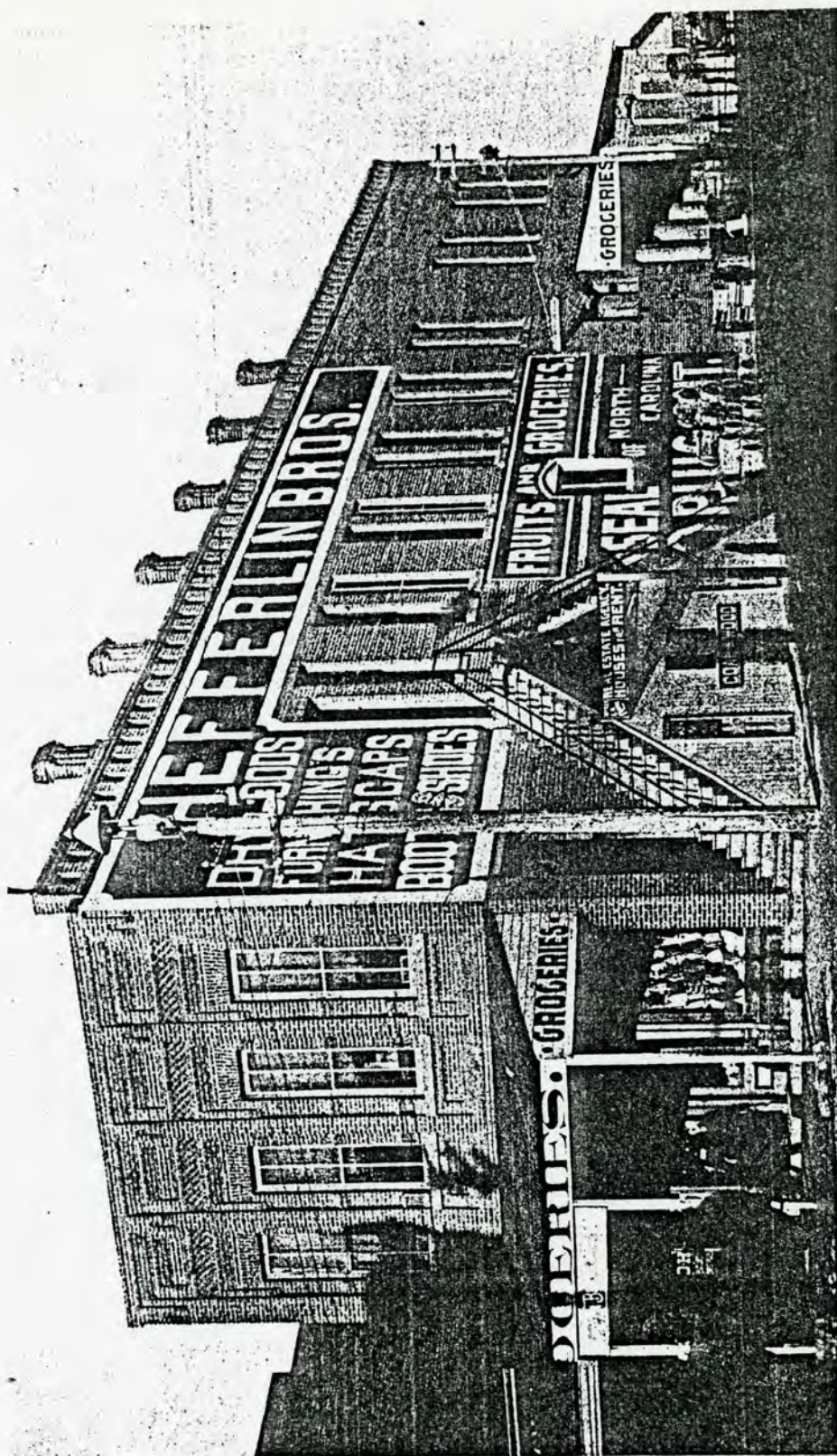
THE PARK HOTEL, PROPERTY OF A. W. MILES.



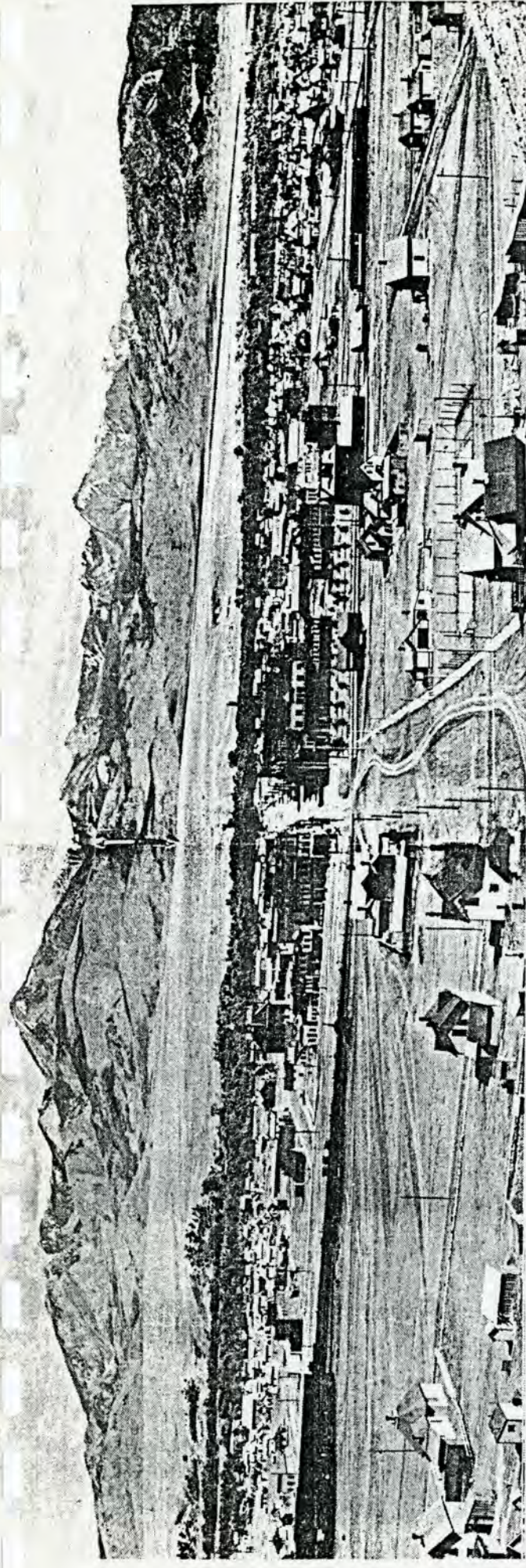
In Livingston's early days, the Garnier Cigar Company was the town's second largest business, employing 50 men. It had a payroll second only to the railroad shops. The company, owned and operated by Charles Garnier Sr., turned out one type of cigar, the "Montana Sport," known for years by its springer spaniel trademark.



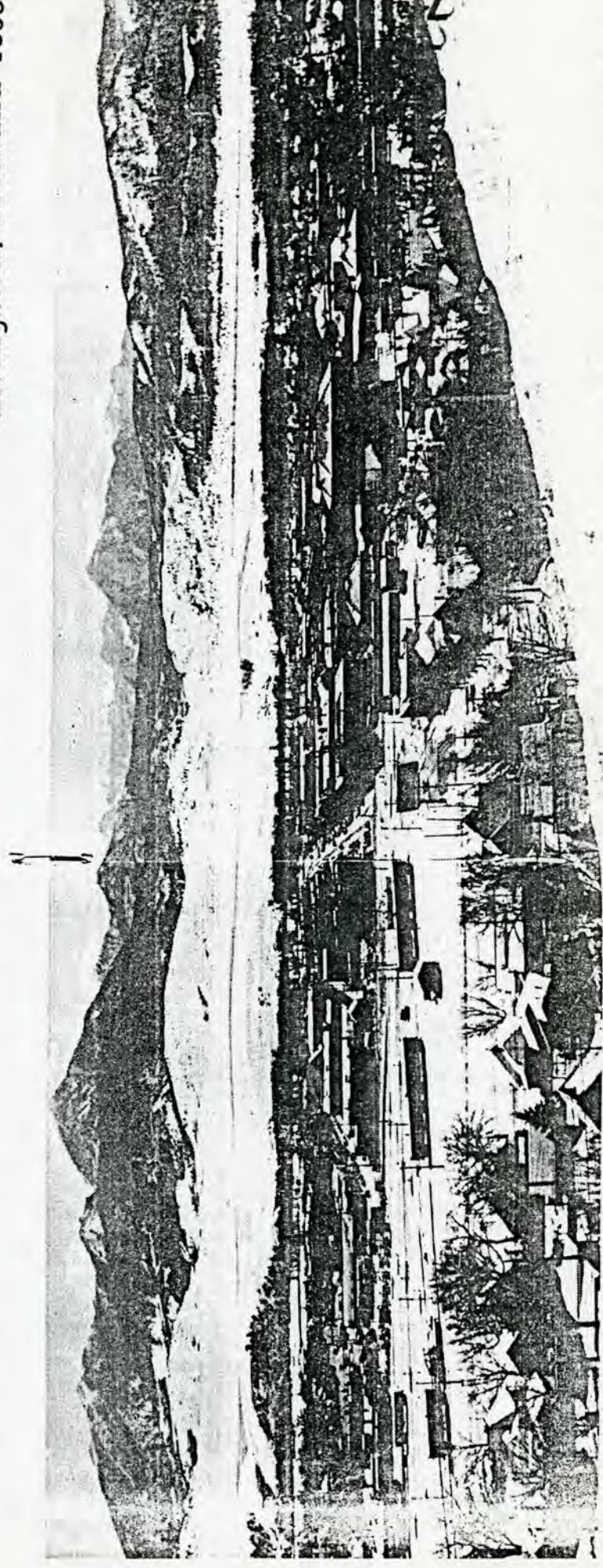
INTERIOR VIEW OF NATIONAL PARK BANK.



HEFFERLIN MERCANTILE COMPANY'S STORE.



Livingston, Montana 1898



Livingston, Montana Now

A night on the town

Entertainment in Livingston has changed drastically in the city's 100 years, from booming dance halls and live stage performances in its early days, to when it supported five theaters in the beginning days of the movies to the present when it supports one movie theater and a live stage theater.

As a railroad town, Livingston from its beginnings drew a diverse population with a wide variety of entertainment tastes. A story in a 1907 edition of the *Enterprise* said, "The man who boasts that he is at home wherever his hat is off usually finds a convenient theater or dancehall in which to take it off ... when the dancehall and variety show reigned supreme in the west — this city has enjoyed the distinction of having an amusement loving people."

And that man was able to find a place to take his hat off from the very beginning of the town. Four theaters were listed in advertisements in the 1882 *Livingston Gazette* — The Palace Varieties, Boge & Martin, Arcade Music Hall and Myers & Ryan. The dancehalls of the early construction days were quick to disappear as permanent residents moved in. But a large skating rink was soon constructed on North B Street and it hosted several traveling theatrical productions which drew large audiences.

The skating rink burned down in 1888 and Fowlie's Hall, the main theater stage during construction days, again became the center for stage productions, presenting "Uncle Tom's Cabin," among other plays.

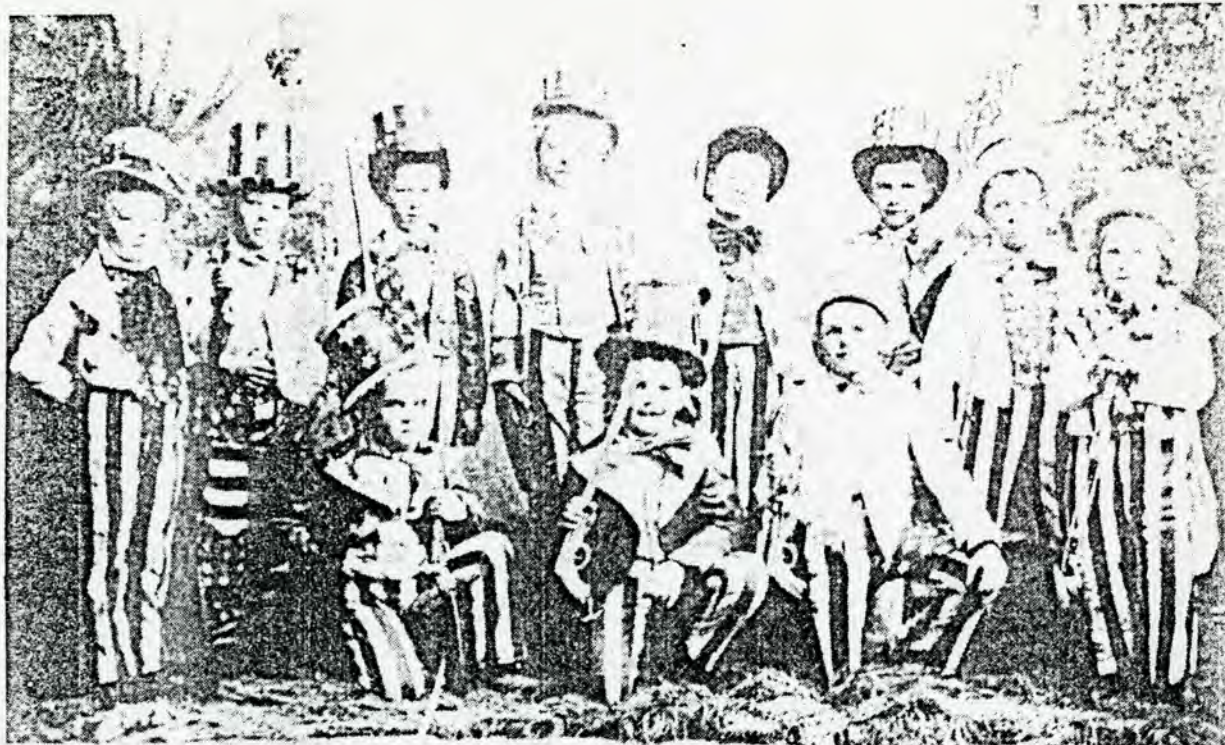
C. S. Hefferlin, a prominent early businessman, saw a

need for another playhouse and began construction of The Opera House, described in a 1907 *Enterprise* story as a "magnificent structure, erected at a cost of \$60,000, finely frescoed throughout...." It opened December, 1892, with the Calhoun Opera Company presenting "Said Pasha," "Boccaccio," and "Fatinitza."

The Opera House remained the center for entertainment in Livingston until it burned down in March, 1905. The public again turned to Fowlie's Hall, which had been used as a taxidermy shop. Hefferlin did not waste time reconstructing The Opera House. When finished, it had an exterior of cut stone and plate glass and a seating capacity of 900. Further down Main Street, Hefferlin also built The Auditorium. It was 50 by 100 feet and had an "elegant dance floor" and capacity for 400 spectators. It was used mainly for dancing parties.

The Opera House played host to many famous performers. Al Jolson made several appearances in Livingston, one time playing a leading role in "Sinbad The Sailor." John Barrymore also played at the Opera House, appearing in "Our Dear Children." Billie Burke, who was later to appear in several movies, and was wife of Flo Ziegfield of Ziegfield Follies fame, acted in the play "The Vinegar Tree." She was so impressed with her Livingston reception she is reported to have phoned her husband in New York telling him about the Livingston audience.

Finus Lewis, retired theater operator in Livingston and often a stage crew member at the Opera House when he was



The photographs on this page depict typical early-day Opera House performances in Livingston. Rosa Currier (above) one-time Vaudeville actress, performs with a partner. At the top, a group of Livingston school children performed a patriotic routine at the Opera House in 1904.

a young man, explained how Livingston could attract many famous stage performers and productions. Lewis said Livingston's location on the Northern Pacific mainline made it a natural stopping place for production companies traveling from the East to performances on the West Coast.

The motion picture theater came to Livingston in 1912 when H. E. Lotz announced The Opera House would function solely as a motion picture theater, starting Sept. 13. Lotz, in an Enterprise story, said he would show "big features" of five to seven reels daily "the same shows as featured in big cities." Admission was 10 cents and Lotz said the same movies would be 25 cents in big cities. Lotz planned to run each feature two days, with matinees Saturday and Sunday afternoons.

The Opera House movie theater featured an orchestra with "musicians of considerable experience." "Birth of a Nation" was the first movie shown in Livingston, according to Lewis, who called it "a good show."

By 1914, there were five theaters operating in Livingston according to Lewis in a Pioneer Edition of the Enterprise in 1976. Joining The Opera House were the Orpheum, Alcazar, Lyric and Isis. In the early days of the movies, it was common to have organ music as a prelude to the picture. And stars of many of the early pictures, also made personal appearances in Livingston in conjunction with their movies, including William S. Hart and "Bronco" Billie Burke.

Lewis said he first worked at the Opera House and later at the Lyric for Vern and Nell Steck, where he learned to become a projectionist. The projectors were cranked by hand and Lewis, a high school student at the time, said he often "had a clipboard for homework, and I cranked the projector with one hand and worked math problems with the other."

Lewis said the movies did help bring about the demise of

the traveling stage show. "It did kill it to a certain extent," he said. "But things started to get more expensive, traveling by train, and they couldn't make it anymore. Tent shows began to become popular, Lewis said, and "a group of performers would put on a different show every night for a week — melodramas, comedies. They'd travel and perform under a tent, much like a circus does."

In 1917, A. W. Miles built the Strand Theater and E. P. White operated it. Lewis went to work for White as a projectionist and said vaudeville "became popular then. We'd run a picture from 7 to 8:30 or 9, then a vaudeville show after that, and often another picture after that. At one time, we had vaudeville three times a week."

"Vaudeville shows traveled circuits," Lewis continued. "We'd have a different circuit each night. If a vaudeville show didn't work a night in Livingston, they wouldn't have enough money for a train ticket to Billings and their next show."

H. W. Knutson, who ran the Orpheum and later moved it to The Opera House building, lost his lease with Hefferlin in 1930, and built the State Theater, now the Empire. Lewis took over operation of the Strand Theater in 1932 and the State Theater in 1945 after he was discharged from the Navy.

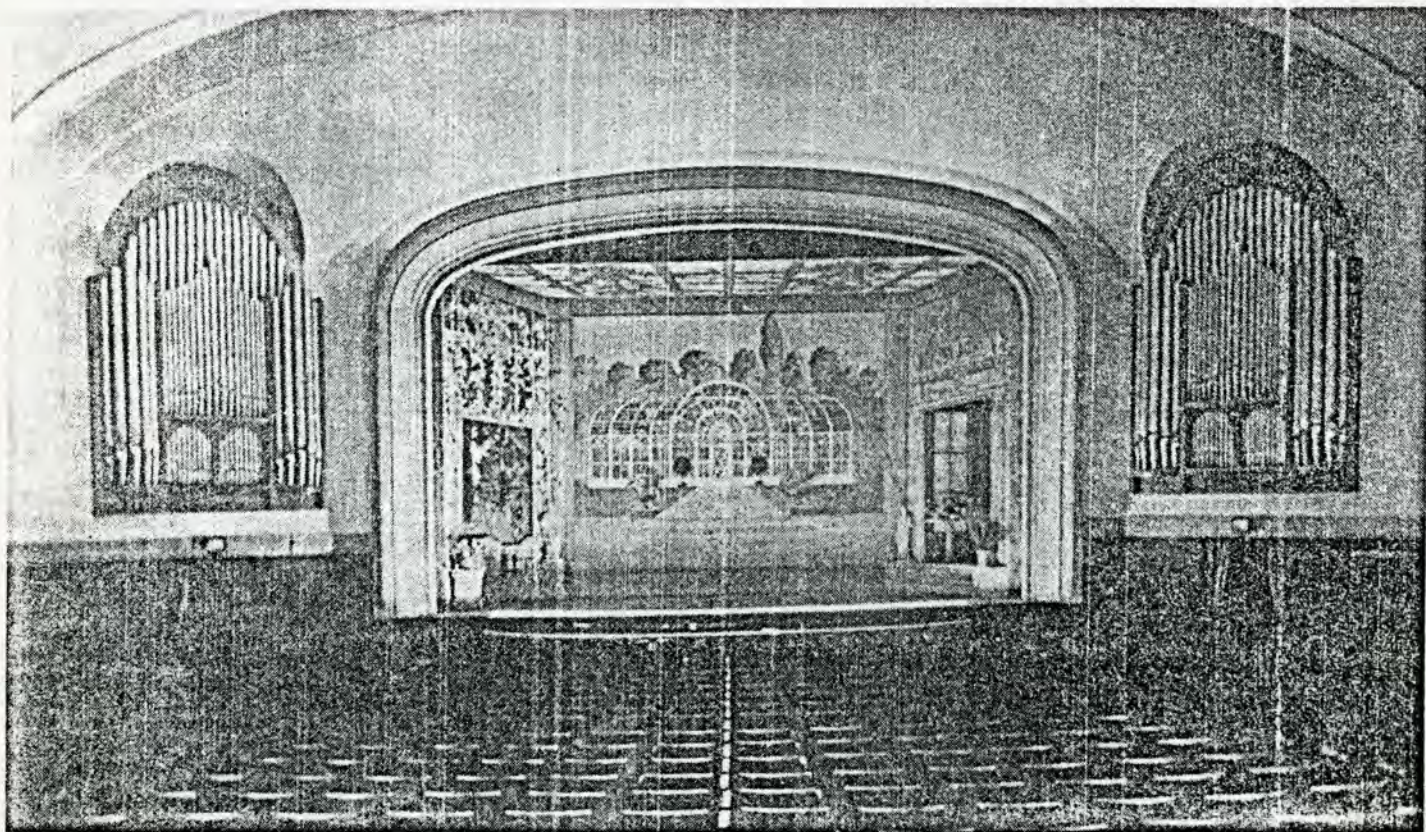
Lewis sold the Strand to First National Park Bank in 1965 to make room for the bank expansion. "We had a Kimball pipe organ in there," Lewis said. "It's now installed somewhere in Utah. The seats in the junior high school auditorium are out of the Strand."

Lewis leased the State Theater in 1965 to Theater Operators Inc. of Bozeman, which changed the name to The Empire Theater. Dan Grudziadz bought the theater from Lewis in 1974 and sold it to Dennis Fraker, the present owner, in 1980.

The Empire is the only movie theater left in Livingston, but the city also boasts an amateur stage theater — The Blue Slipper at 113 East Callender St.

The Blue Slipper is operated by a non-profit volunteer group, the Park County Theatre Guild. The guild was incorporated in 1964, under the leadership of Don Johns, who is still guild president. In 1967, the group acquired the old Park County News building as a permanent home. The purchase of the building was made possible by a donation from Jay McLaughlin.

—Steve Justad



The elaborate Strand Theatre, built in 1917 by A. W. Miles

LIVINGSTON: A WONDERLAND OF RECREATIONAL PLEASURES

The Livingston Area has something to offer anytime of the year. Spring and Summer are the most popular, with fishing, floating, camping and other outdoor sports. Autumn is filled with fall visits to the area, late season trips to Yellowstone National Park, and the big game hunting that has made the area legendary among outdoorsmen. Cross country skiing and snowshoeing are also popular and three of Montana's major ski resorts are within an easy drive.

HISTORICAL & CULTURAL ATTRACTIONS

1. Park County Museum
2. Blue Slipper Theater
3. Historic Walking Tour of Livingston
4. Danforth Gallery
5. Buffalo Bill Cody Museum (opening in June 1987)

CALENDER OF EVENTS

Early June....Annual Paradise Valley Tri-Marathon Fun Race
Mid-june.....Wilsall Rodeo
Late June..... Livingston Trout Derby
July 2,3,4.....Livingston Roundup
Mid-July.....Yellowstone River Boat Float
Early August.....Park County Fair
Early August.....Dan Bailey's Yellowstone Days
Early August.....Art in the Park
Late August.....Concert
Late August..Beartooth Rendezvous in Cooke City&Silvergate
Early September.....Art Festival
Early September.....Clyde Park Old Settlers Days
Late December.....Cross Country Ski Race

June

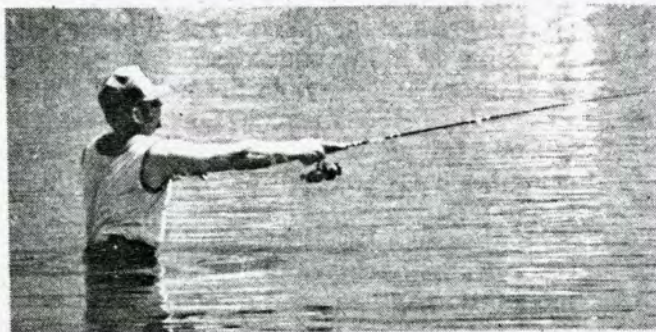


Dog show

A dog show sanctioned by the American Kennel Club will be held June 20 at the Park High School football field in Livingston. See Page 25.

Rodeo Season

Rodeo season in Park County kicks off in Wilsall, June 22-23, and Gardiner, June 29-30. For Wilsall, see Page 37; for Gardiner, see Page 47.



Trout derby

The Livingston Trout Derby, worth \$1,000 to the winner, is scheduled for June 23 at Dailey Lake. See Page 74.

July

Livingston Rodeo

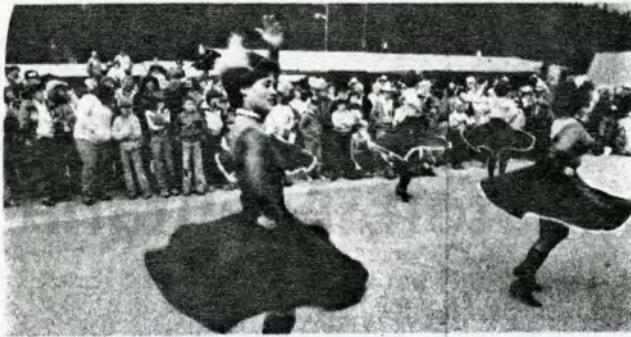
The Livingston Roundup features some of the best rodeo action in the West July 2-4. See Pages 16-17.



Boat Float

Floater will travel from Livingston to Laurel in the Yellowstone Boat Float July 12-14. See Pages 26-27.

June



Rendezvous

The Beartooth Rendezvous is the high point of the summer for Cooke City and Silver Gate. See Page 49.

Art Festival

The Livingston Art Festival will feature the work of area artists and entertainment by area performers at Livingston's historic railroad depot July 27-28. See Page 29.



August



Park County Fair

The Park County Fair will be held at the fairgrounds in Livingston Aug. 6-9. See Page 31.

Music Festival

A music festival in Livingston will feature Jerry Jeff Walker, the Nitty Gritty Dirt Band and the Lost Highway Band Aug. 17. See Page 75.



September



Old Settlers Days

Old Settlers Days wraps up the season at Clyde Park Sept. 7-8. See Page 39.

IV. USER NEEDS

COMMUNITY SURVEY : 1985

POSITIVE

1. CITY FIRE DEPARTMENT.....	82
2. (TIE) COMMUNITY HOSPITAL.....	76
2. (TIE) SENIOR CITIZENS PROGRAMS.....	76
4. RURAL FIRE DEPARTMENT.....	75
5. COUNTY MEDICAL SERVICES.....	73
6. QUALITY OF HOUSING.....	67
7. ELEMENTARY SCHOOL.....	65
8. WATER AND SEWER SERVICE.....	63
9. HIGH SCHOOL.....	59
10. AMBULANCE SERVICE.....	56

NEGATIVE

1. (TIE) COUNTY ROADS.....	40
1. (TIE) STORE SELECTION.....	40
3. ANIMAL CONTROL.....	37
4. CITY STREETS.....	32
5. SHOPPING AVAILABILITY.....	30
6. STORE PRICES.....	28
7. RECREATIONAL PROGRAMS.....	27
8. CITY GOVERNMENT.....	24
9. CULTURAL FACILITIES.....	23
10. (TIE) COUNTY GOVERNMENT.....	19
10. (TIE) STORE SERVICE.....	19

The Enterprise recieved over 500 responses to the survey. The majority of those answering the questions live in Livingston and have lived in this community for more than 10 years.

The survey questionnaires were distributed in the newspaper and were returned voluntarily. The respondents do not necessarily represent the general make-up of the community. For example, 53 percent of those responding were over the age of 50, while latest census figures show that age group represents only about 30 percent of the local population.

EXAMPLE

I AM A THESIS STUDENT AT MONTANA STATE UNIVERSITY - SCHOOL OF ARCHITECTURE. THE PURPOSE OF THIS SURVEY IS TO DETERMINE THE COMMUNITIES ATTITUDES FOR THE FUTURE DEVELOPMENT OF LIVINGSTON.

1. How many years have you lived in Livingston? 15
2. How old are you? 1-18 _____ 19-25 _____ 26-65 X over 66 _____
3. Are you a property owner in Park County? yes X no _____
4. Do you have children? yes X no _____
5. What are their ages? 15, 10
6. Do you find the number of existing recreational facilities adequate? yes _____ no X
 - b. Would you like to have more facilities for children yes young adults yes adults _____ senior citizens _____ or all of the above _____?
 - c. In your opinion, on a scale of 1 to 5, in which age group is the biggest shortage of recreational facilities? children _____ young adults X adults _____ senior citizens _____
7. What places in Park county would you consider to be social centers or gathering places? Bars, Fast Food outlets, Parks
8. Would you support cultural development for Livingston? (for example: theater arts, educational programs, seminars, music, dance etc.) yes X no _____ maybe _____
9. Do you like tourists? yes X no _____ sometimes _____
10. Do you feel that encouraging more tourist to visit Livingston would create problems for the community? yes _____ no _____ maybe X
11. Do you feel that getting new industry to locate in Park county would create problems for the community? yes _____ no X maybe _____
12. What do you value most about Livingston? At present I am too mad to like anything about the town.
13. What do you dislike the most about Livingston? backward looking idea that what we have is enough
14. Do you own a business in Park County? yes _____ no _____
 - b. is it merchantile _____ public use _____ bar/restaurant _____ office/proffessional _____ motel/hotel _____ other Service
 - c. Do you feel that new industry, new small business, new nonprofit institutions and tourist attractions would have positive or negative effects on your business?

	positive	negative	depends	no effect
new industry	<u>X</u>	_____	_____	_____
new small business	<u>X</u>	_____	_____	_____
nonprofit organizations	<u>X</u>	_____	_____	_____
tourist attractions	<u>X</u>	_____	_____	_____
15. In your opinion, what should be Livingstons number one priority for promoting economic stability and a quality lifestyle for its residents? new industry
16. Comments: Livingston's problems like Montana's in general are mainly psychological. The feeling that what we have is great so lets not change it will always hold the town back. The recent
THANK YOU FOR YOUR TIME!
(over)

Refusal of the Electorate to approve the building of a new
Middle School is a good example of the Do nothing philosophy.
Whats amazing is that so many people here like to think
of themselves as descendants of pioneers. If Livingstones
had been given the opportunity to open up the west, we
would never have made it to St. Louis.

SURVEY RESULTS

1. How many years have you lived in Livingston?

1-10 years.....32%

11-20years.....20%

21-30years.....14%

31-40years.....18%

41-50years.....10%

51-60years.....6%

2.. How old are you?

1-18.....0%

19-25.....26%

26-65.....60%

over 66.....4%

3. Are you a property owner in Park county?

yes.....62%

no.....38%

4. Do you have children?

yes.....60%

no.....40%

5. What are their ages?

<u>age group</u>	<u># of children</u>
------------------	----------------------

pre school.....	5
-----------------	---

grade school.....	8
-------------------	---

high school.....	11
------------------	----

young adult.....	8
------------------	---

adult.....	25
------------	----

6. Do you find the number of existing recreational facilities adequate?

yes.....16%

no.....84%

- 6b. Which age group would you like to have more facilities?
- children.....20%
 - young adults.....28%
 - adults.....18%
 - senior citizens.....4%
 - all of the above.....42%
- 6c. In which age group is the biggest shortage of rec. facilities?
- children.....12%
 - young adults.....60%
 - adults.....22%
 - senior citizens.....6%
7. What places in Park county would you consider to be social centers or gathering places?
- bars.....42%
 - no answer.....20%
 - churches.....10%
 - the other 28% consisted of a variety of answers
 - country club, restaurants, high school, parks, movies
 - bowling alley, school yards, museum, senior center, cars,
 - streets, corners, firehall, Elk Lodge, Moose Lodge,
 - American Legion, and 'keg spots'.
8. Would you support cultural development of Livingston?
- yes.....64%
 - no.....4%
 - maybe.....30%
9. Do you like tourists?
- yes.....70%
 - no.....4%
 - sometimes.....26%
10. Do you feel that encouraging more tourists to visit Livingston would create problems for the community?
- yes.....0%
 - no.....74%
 - maybe.....26%
11. Do you feel that getting new industry to locate in Park County would create problems for the community?
- yes.....0%
 - no.....90%
 - maybe.....10%

12. What do you value most about Livingston?

Although this question got a variety of responses,
almost all of them fit into these three basic categories:

- 1) scenery and the proximity of outdoor recreation
- 2) the people
- 3) the quality of life that a small town can provide

13. What do you dislike the most about Livingston?

Although this question got a variety of responses
almost all of them fit into these five basic categories:

- 1) negative attitudes towards change
- 2) the wind
- 3) lack of entertainment
- 4) economic instability and lack of employment
- 5) city council

14. Do you own a business in Park County?

yes.....20%

no.....80%

14b. Do you feel that new industry, new small business, new non profit institutions and tourist attractions would have a positive or negative effect on your business?

The general consensus on this question was that all new institutions would have a positive effect on their business.

15. In your opinion, what should be Livingston's number one priority for promoting economic stability and a quality lifestyle for its residents?

new industry.....42%

tourism.....30%

no answer.....26%

more professional jobs 16%

more recreational facilities & social activities.....14%

change city council....8%

quality schools.....8%

PARK COUNTY ECONOMIC DEVELOPMENT CORPORATION

PRIORITY GOALS

1. STAFFING.

Hiring new Director.
Funding of position, staff, and facility.
Support Staff.

2. RETENTION AND EXPANSION OF EXISTING BUSINESS.

Business Workshops.
Trade Surveys.
Identify sources of financing.

3. ATTRACT NEW BUSINESS.

Target Industries.
Inventory of facilities.
Promotional materials.

4. ENTREPRENEURISM.

Threshold Analysis.
Services survey.
Education.
Incubator system.
Identify services not available now

5. COMMUNITY INVOLVEMENT.

Positive press coverage.
Membership.
"Voluntary Action Center"
Recruitment outside of Board.

+++++

PCEDC COMMITTEES:

1. Director Committee. OK-D. Ross.
2. Funding Committee. Martina Kumpson
3. Retention and Expansion Committee. Tom Hardy
4. New Business Committee. Herman
5. Entrepreneurism Committee. Jerry Kimo
6. Community Involvement Committee. Ernie

+++++

GOAL SETTING IDEAS:

The following goals were established at a special meeting of the Board of Directors of PCEDC on Feb. 2, 1987. Several of the goals are similar or duplications of others listed during the meeting. It is IMPORTANT that all are listed as some may have different or somewhat different definitions.

1. Hire a Director.
2. Inventory of sites and buildings-commercial and industrial.
3. Stabilize present economy.
4. Retention and expansion of existing business.
5. Tourist promotion funded by resort tax.
6. Training sessions available for existing business.
7. Availability of information for going into business.
8. Get community involvement in providing ideas.
9. Form a pool of local venture capital.
10. City beautification--clean up-fix up.
11. Encourage entrepreneurship-create small local business.
12. Attract conventions.
13. Apply for all grants.
14. Identify target industries for recruitment.
15. Create positive attitude in community for community.
16. Working relationship with local, state, and fed. government.
17. Finances-raising.
18. Expand PCEDC membership.
19. Build on local resources for new business, i.e. fishing rod mfg.
20. Form incubator system.
21. Conduct trade survey.
22. Contact other town for their experiences-fund raising, establishing new business, etc.
23. Produce and update promotional materials.
24. Calendar local events.
25. Develop new business for area.
26. Promote tourism.
27. Certified Communities Project.
28. Find way to assist existing expand and improve.
29. Itemize sites and structures available.
30. Support cultural development for this area.
31. Promotion and marketing of this area.
32. PCEDC-Director & Staffing-Funding.
33. Work with Tri-County & State EDC for co-op efforts.
34. Proceed with feasibility study of BN Shops--if no sale.
35. Venture Capital/RFL dollars with EDA.
36. PCEDC-Community support & participation.
37. Set up promotion system to attract new business.
38. One year and three year plan of work.
39. Goal of 50 jobs per year for three year period.
40. Hire a director.

10/20/87

V. THESIS I PRESENTATION

LIST OF MAPS

1. TELESCOPIC MAP SERIES
2. LAND USE
3. CITY ANALYSIS
4. BUILDING INVENTORY : 1947
5. DEVELOPMENT OPPORTUNITIES : 1987
6. HISTORIC POTENTIAL & BUILDING USE : 1987
7. SITE ANALYSIS

TELESCOPIC MAP SERIES

This is an informative analysis which is done so the viewer can geographically locate the town. This also indicates how the town and site would be approached by a visitor.



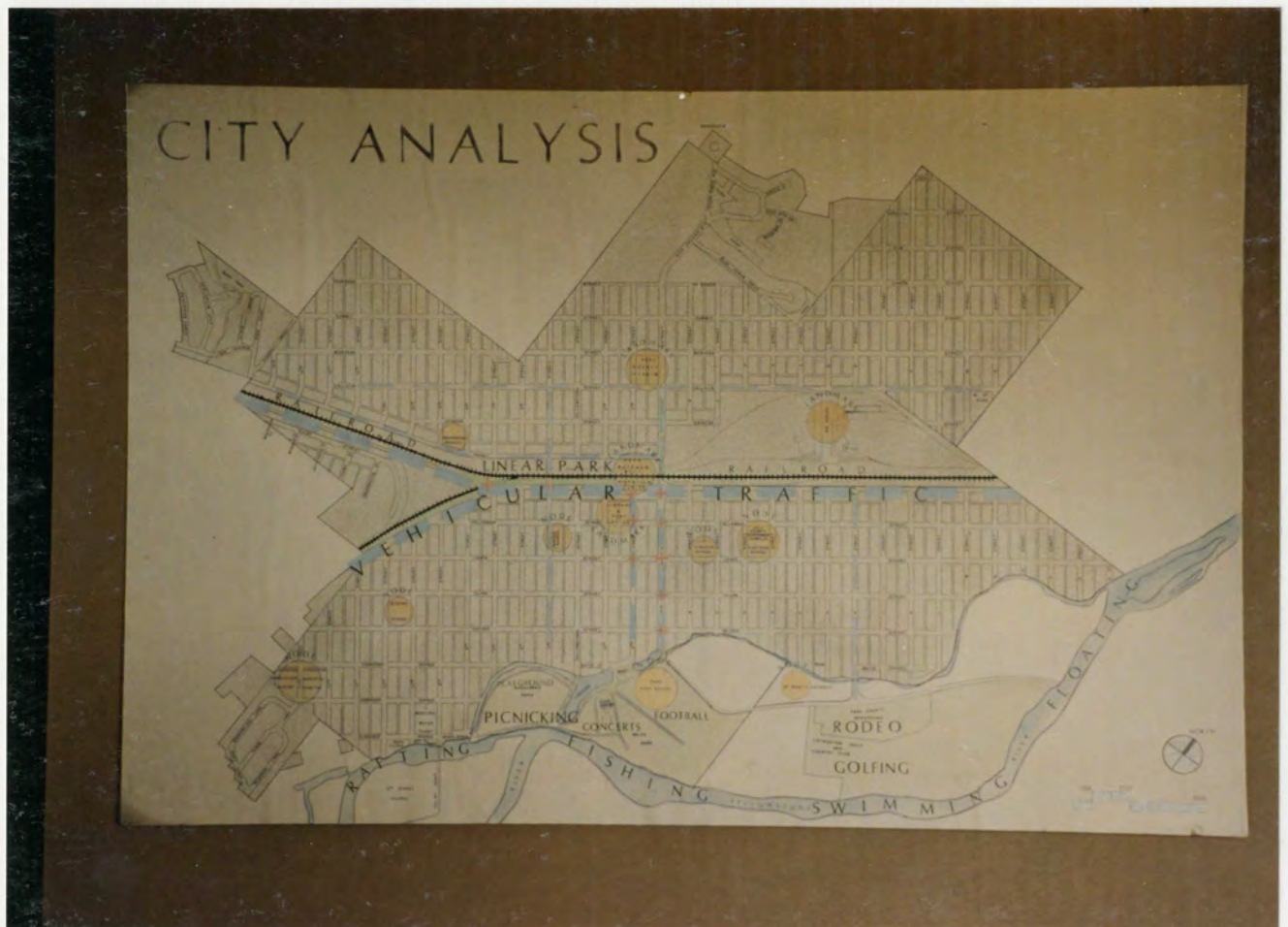
LAND USE

The land use map is particularly informative in indicating the different districts which exist in the town. This map could also be compared to the existing zoning map in order to determine the areas in which future development or expansion could occur.



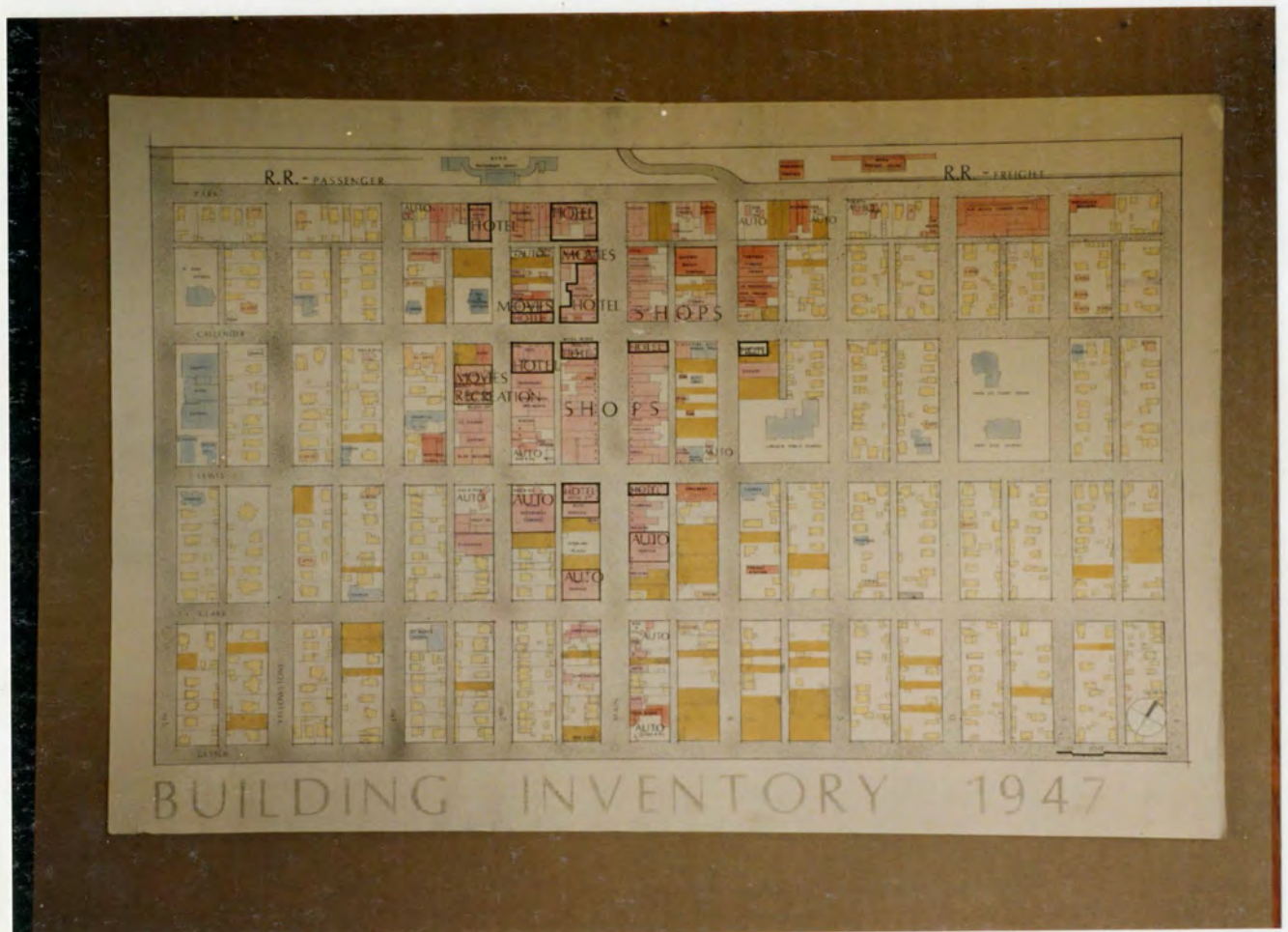
CITY ANALYSIS

The combination of the city analysis and the land use map indicate the structure and dynamics of the town. The city analysis indicates the landmarks, the nodes or gathering places, the vehicular traffic, the important intersections as well as all the outdoor recreation that occurs along the Yellowstone River.



BUILDING INVENTORY

This map is to be used for a central business district land use comparison. This type of analysis is to compare the present use of the structures to one of the past years when the town was evolving and the life was centered in the downtown district with little or no urban sprawl out of town. With this type of comparison it is possible to discover areas or functions necessary or desired but not provided.



DEVELOPMENTAL OPPORTUNITIES

This analysis was done to determine the best possible available site in which to locate the community center. By doing this analysis I was able to determine that the best available land for the community center is right in the heart of the central business district. The site is located between Main & Second and Park & Callender.



HISTORICAL POTENTIAL & BUILDING INVENTORY 1987

This map indicates the structures that are historically significant which have the potential to define the major downtown district. These buildings give Livingston a unique opportunity to develop a historical context for downtown, thereby allowing for continuity as well as a basis for design relationships of new structures.



SITE ANALYSIS

This analysis indicates the environmental conditions, the constricting edge conditions, as well as the pedestrian connections that need to be provided for.



PHOTO IMAGE BOARDS

This process of streetscape analysis identifies the commonalities of structure and activities which together construct the visual images of Livingston. Livingston possesses many unique turn-of-the-century structures. Through a sort of pattern language approach, it is my intention to analyse Livingstons built environment in order to create a community center which is contexturally fitting and is expressive of the pattern characteristics of the particular culture.





MAIN STREET BETWEEN PARK AND CALLENDER



MAIN STREET BETWEEN PARK AND CALLENDER



MAIN STREET BETWEEN CALLENDER AND LEWIS



MAIN STREET BETWEEN CALLENDER AND LEWIS



SECOND STREET BETWEEN PARK AND CALLENDER



SECOND STREET BETWEEN PARK AND CALLENDER

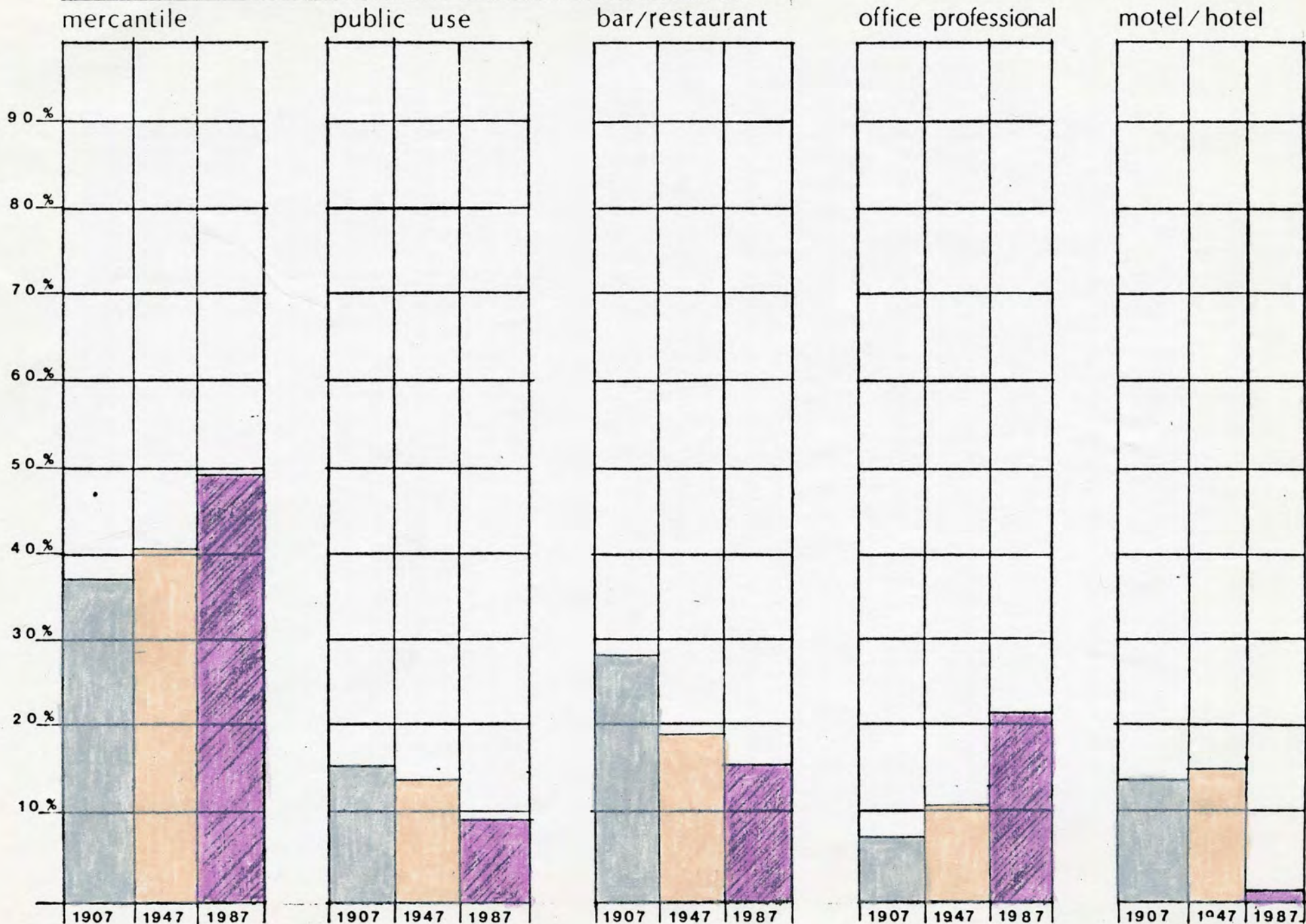


SECOND STREET BETWEEN CALLENDER AND LEWIS



SECOND STREET BETWEEN CALLENDER AND LEWIS

C. B. D. LAND - USE COMPARISON



VI. PROGRAM SYNOPSIS

COMMUNITY CENTER

A community center, as I see it, is an important entity to all small towns. It provides people with a legitimate reason to gather with their fellow townspeople, thereby making the community more vital. A community center acts as the social gathering place for all generations. Being able to interact with all generations is what makes living in a small town different than living in a city. In a city there are so many public facilities that the generations are often segregated.

Livingston presently lacks any type of activity center which appeals to all age groups. It is my goal to provide a facility that would provide a source of entertainment for the full spectrum of the culture.

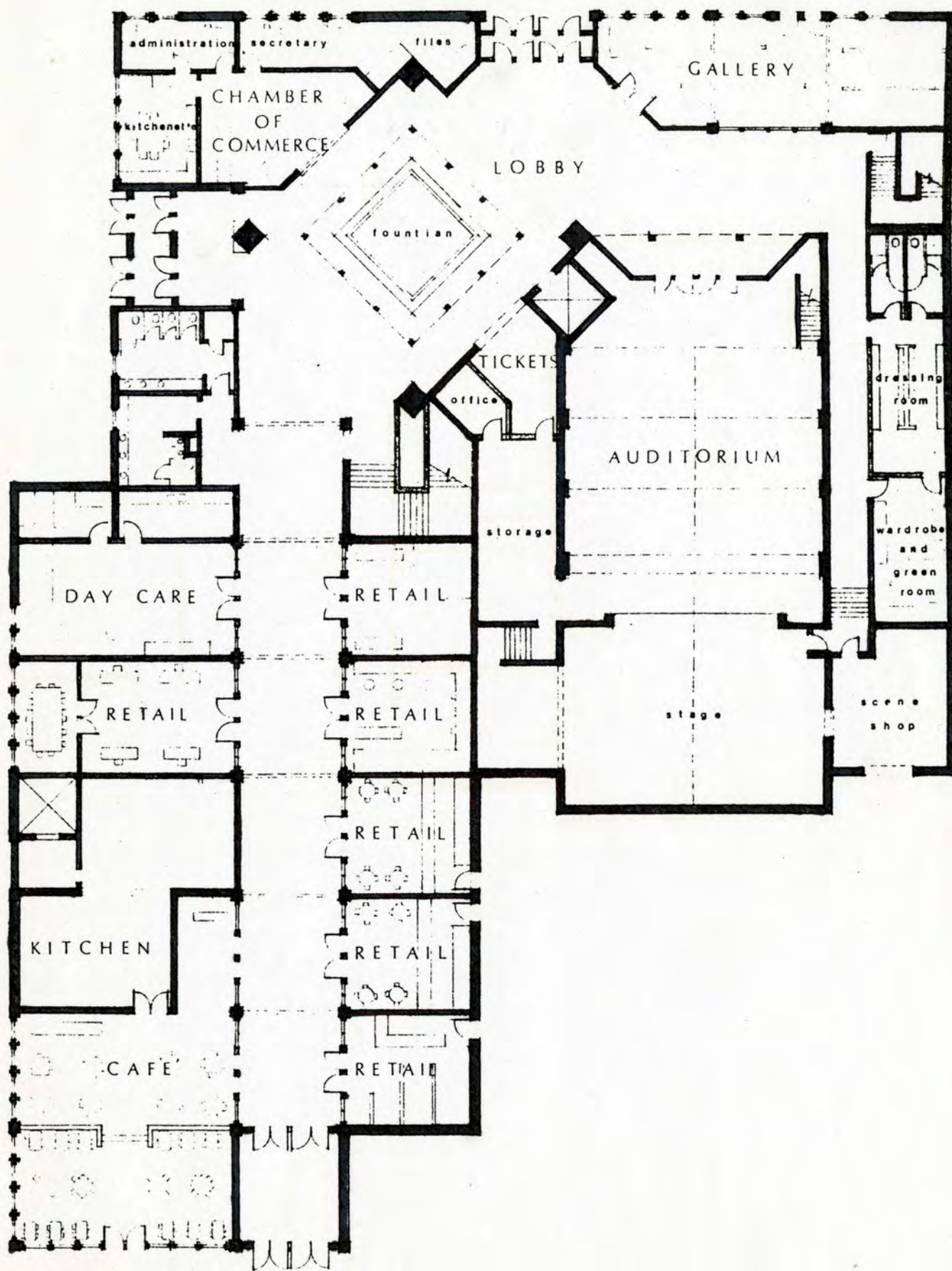
The community center would be primarily built for the use of Park County residents, but would serve a dual purpose of as a visitor orientation center.

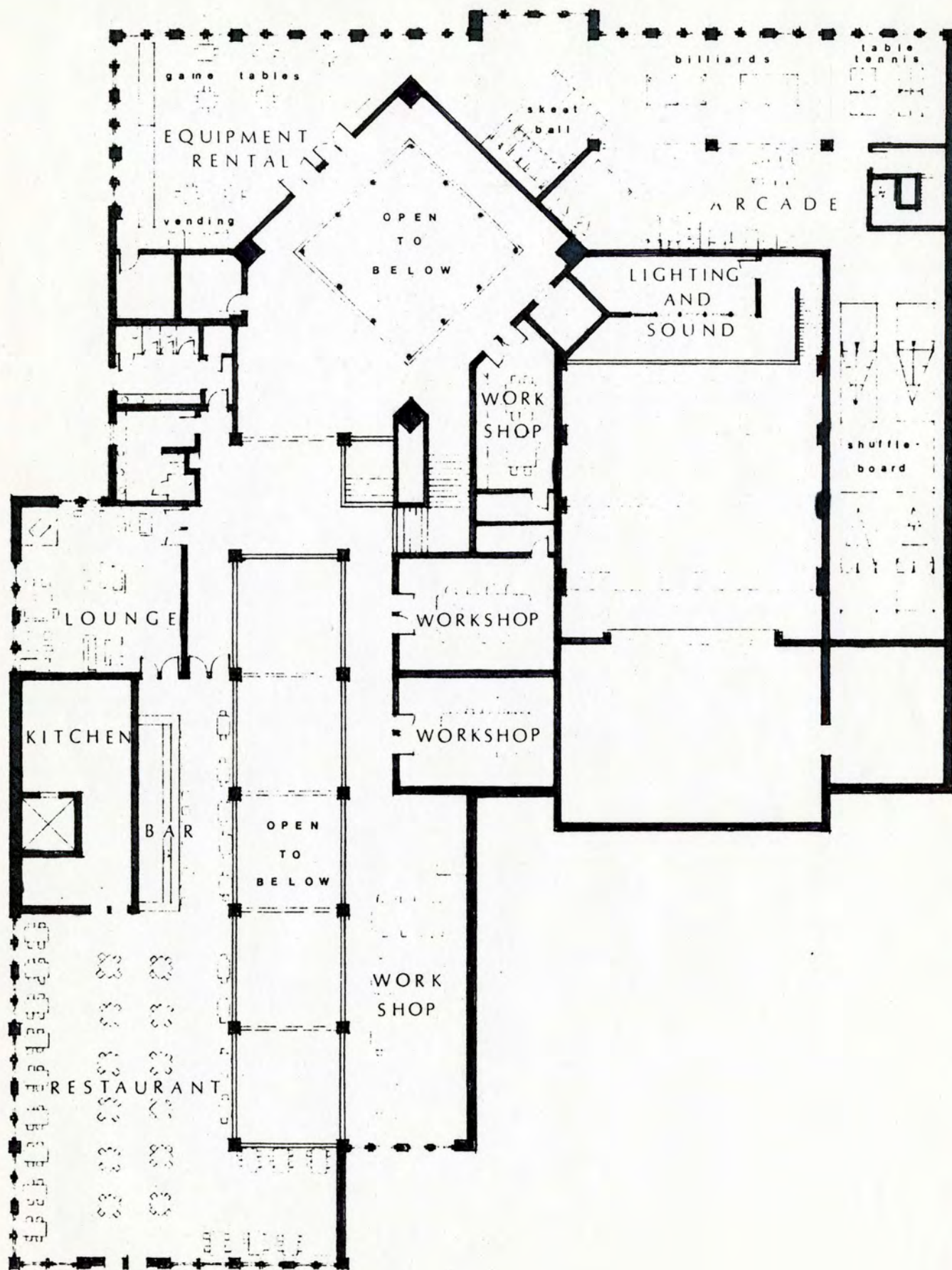
VII. PROGRAM

PROGRAM

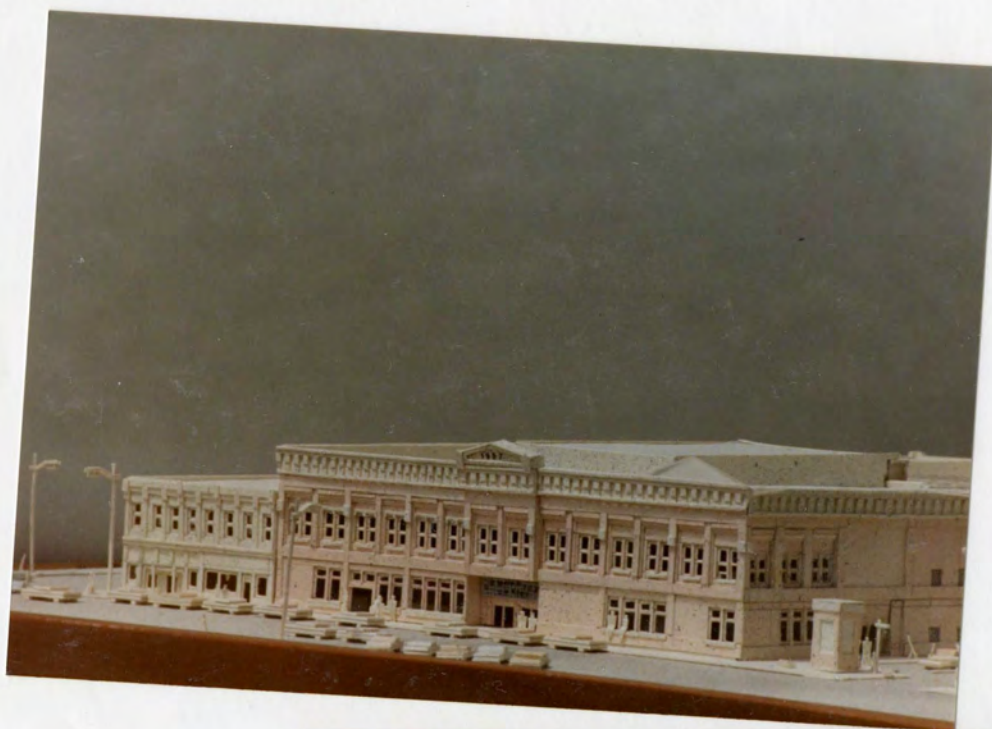
- (I) ADMINISTRATIVE OFFICES.....1100
 - 1) Director (200)
 - 2) Secretary/files/waiting (400)
 - 3) Mailing/storage/reproduction kitchenette (200)
 - 4) Chamber of Commerce (300) visitor information
- (II) CRAFT ROOMS.....2000
 - 1) four rooms @ 500
- (III) DAY CARE.....1100
- (IV) RECREATION FACILITIES.....4000
 - 1) vending (500)
 - 2) video gallery (750)
 - 3) equipment rental (600)
 - 4) table top game area (1200)
 - 5) game tables (800)
- (V) MAIN KITCHEN.....2700
 - 1) preparation (600)
 - 2) pantry & refrigeration (500)
 - 3) seating (1600)
- (VI) CAFE.....2000
- (VII) RESTROOMS.....600
 - 1) 2 @ 300
- (VIII) AUDITORIUM.....6250
 - seat approximately 300.
 - 1) scene shop (500)
 - 2) green room/wardrobe (300)
 - 3) dressing (300)
 - 4) restrooms (150)
 - 5) stage (1400)
 - 6) seating (2200)
 - 7) lighting and sound (800)
 - 8) storage (300)
 - 9) back stage (300)
- (IX) RETAIL.....2800
 - 1) 4 @ 400
 - 2) 1 @ 1200

VIII. THESIS II PRESENTATION





APPENDIX A. CASE STUDIES



EPILOGUE

In summary, I feel that this thesis has established a successful method of analysis which could be applied to any city to determine an appropriate facility with an appropriate image. The steps in this method are:

- determine structure and dynamics of the town
- determine assets and liabilities
- determine advantages and disadvantages
- determine the history and cultural integrity of the area

These first five steps will determine the essence of the area in which one is designing.

To determine an appropriate facility I used three sources of information: a building inventory comparison, the city's goals for future growth, and surveying the citizens to determine how they feel the community should grow in the future.

To determine an appropriate image for my building I used photo image boards to determine the pattern language used in Livingston, Montana.

Overall, I feel that the methodology used was most successful in the area of determining not what I (as an architect) could do to the town, but more what I could do for the town.

COPING WITH SUCCESS: PRESERVATION, COMMUNITY, AND TOURISM



Jacksonville, Oregon

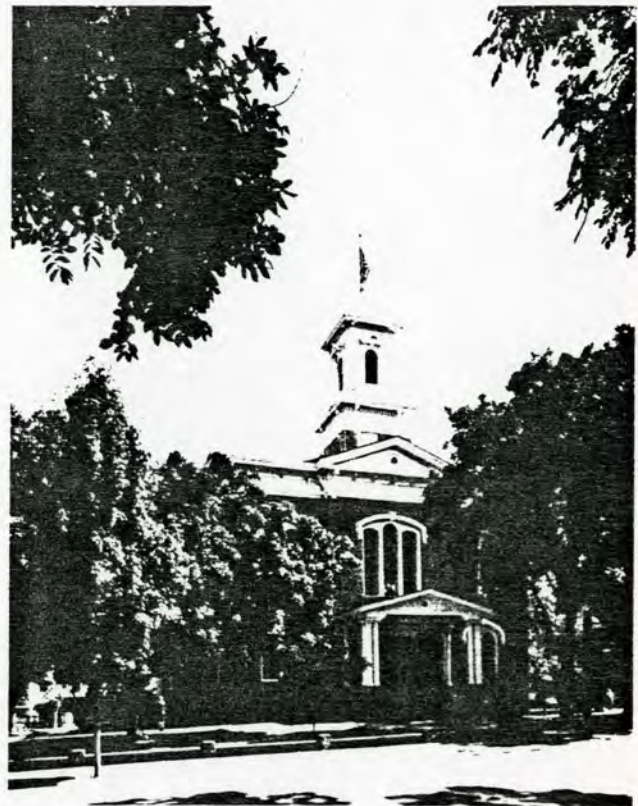
JACKSONVILLE is that rarest of places: a historic town whose residents mobilized to preserve its many fine buildings and which has then adjusted to an influx of visitors without spoiling its rare charm. It stands as a model for small-town preservation in the West.

During the winter of 1851-1852, gold was discovered in Rich Gulch near Jackson Creek in southern Oregon. Miners from California rushed to the "fresh diggin's" and set up camp there. The settlement went through the usual Western boomtown evolution of canvas tents, hastily built frame buildings, and then, after a series of fires, sturdier brick structures. When the placer mines were played out, agriculture spread through the valley. In 1860, the town of Jacksonville was formally incorporated. It became the county seat, which made it the regional center of commerce and activity. After a number of devastating fires in the 1870s, ordinances were passed that mandated the use of brick along the main street.

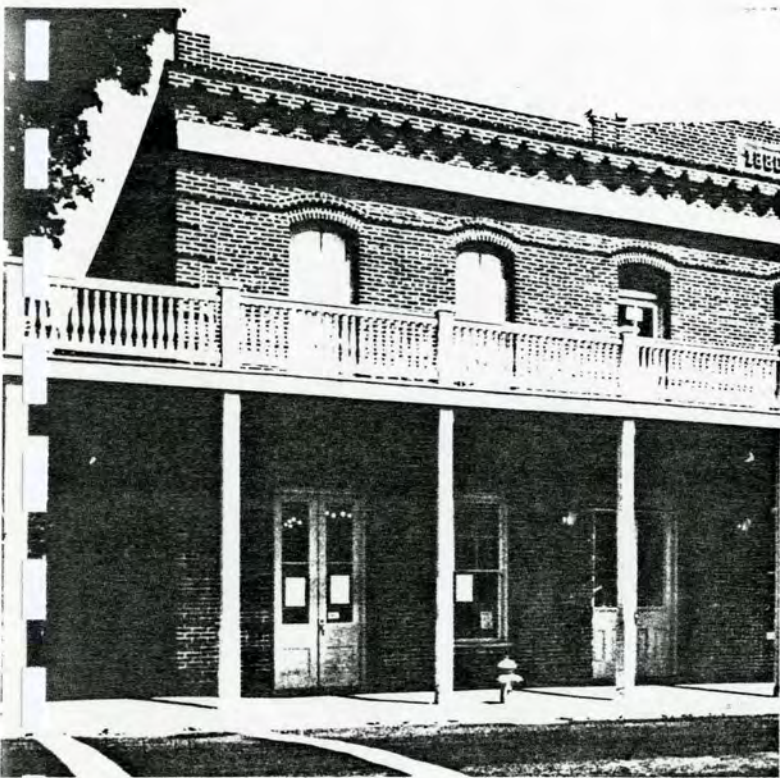
Geography dictated that the Oregon and California Railroad, later the Southern Pacific, be built in the valley away from the town. To forestall a shift of the county seat out of Jacksonville and into the valley, the town built a grand new courthouse in the Italianate style in 1883. The 1880s were Jacksonville's peak. Commercial property boomed. But the construction of the courthouse, and of the Rogue River Valley Railway, which linked the town with the main line at Medford, did not stem the town's decline. The final blow came in 1927, when the town lost the county seat to rival Medford.

Fruit raising and a minimum of local commerce

The Jackson County Court House in Jacksonville was built in 1883 in the Italianate style. In 1927, the county seat was moved to Medford and the old building was closed. In 1948, county voters approved a tax for historical purposes and in 1950 the Southern Oregon Historical Society reopened the courthouse as the county museum. It became the nucleus for the preservation of the red-brick town.



Expectations of the extension of the Oregon and California Railroad to Jacksonville led to the construction of the United States Hotel, begun in 1879 and completed in 1881 by Jeanne DeRoboam Holt. By the 1940s it was rundown but still in operation, housing the town library as well as the hotel itself. In the early 1960s the Siskiyou Pioneer Sites Foundation was organized, and it and the Lions Club promoted the restoration of the hotel's balcony. The restoration was completed in 1965 with the support of the U.S. National Bank of Oregon, which made an advance payment on a ten-year lease and opened a branch on the ground floor furnished with local antiques.





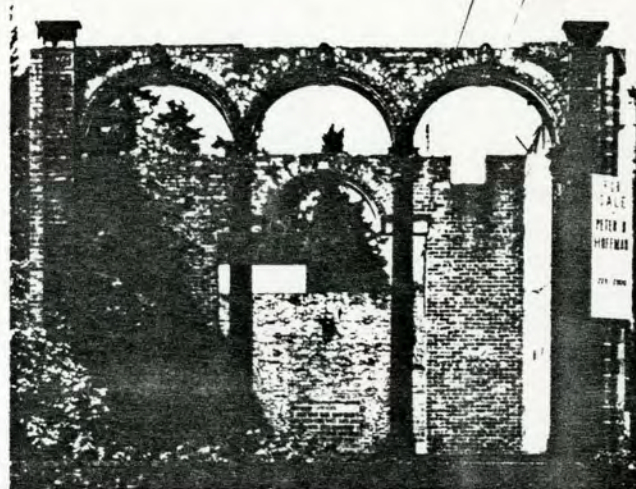
At the other end of this key California Street block stands the Masonic Hall, built in 1875. A motif of ground-floor arches unifies all the buildings on the block.

The north side of California Street, between Third and Oregon, was built up between 1856 and the mid-1870s with one-story brick stores. An unhistoric pair of frame in-fill buildings have recently been added to the row. Across the intersection is the arcade of the new phone company building. While tolerable from a distance, the two contemporary frame buildings on California Street disrupt the architecture of the town's main street when seen up close. The unpainted Bella Union on the left was built in 1970 for a movie and strains hard to be Old West, though with a picture window. The painted structure to its right was built in 1982 over protests from local preservationists, who pointed out that Jacksonville had never had a building like it.

local men as Robertson Collins and such institutions as the U.S. National Bank of Oregon, more and more residents came to feel that Jacksonville's past was its future.

In 1967, more than a hundred nineteenth-century buildings in the town were placed on the National Register of Historic Places. Eventually several small museums opened, and antique shops and restaurants have blossomed along the old main street. A historic preservation commission and a design approval commission were established; both were later combined in the citywide Historical and Architectural Review Commission. The phone company and the post office built compatible buildings in the revived Jacksonville in the 1960s, showing that the town could accommodate needed improvements without destroying its character. People now live in Jacksonville and work in nearby Medford. The annual Peter Britt Music and Arts Festival, begun in 1963, gives added luster to the town each August. Jacksonville has achieved what seems almost impossible in the rest of the West: conservation with growth, preservation with revitalization, change without destruction.





Portland emerged as the metropolis of the nineteenth-century Pacific Northwest. Rows of substantial brick and cast-iron commercial buildings lined the streets parallel to the wharves.

(Right): 111-113 S.W. Front Street, built in 1872, is a rare survivor from the period. (Above): This sill and drain from one of S.W. Front Street's rare survivors from the 1870s show the quality of Portland's early, and now mostly lost, cast-iron architectural heritage.

(Top right): Pieces of Portland's cast-iron heritage are scattered through the modern city. This pathetic ruin attempted to recycle cast-iron architectural elements in a failed 1960s restaurant.

The Challenge of Technological Change to Montana Communities

By Robert F. Bucher¹

Technological Impact on Montana

The impact of technology on agriculture is of particular significance to Montana, since agriculture is our primary economic base. Most Montana communities, especially those east of the mountains, produce agricultural products, chiefly grain or beef, for export to other areas. The application of science to agriculture has made it possible for one man to produce food and fiber for forty others.

Improved farm productivity was brought about by the massive substitution of capital for labor. "Capital" includes machinery, fuel, chemicals, fertilizer, and improved seed, to name only a few. Farmers do not produce these forms of capital like they produced the horses and oats that preceded tractors and gasoline. The substitution of purchased inputs for home raised inputs has increased the cash expenses of farming.

The improved productive capacity of agriculture has made food and fiber abundant—leading to low prices. High cash cost and low product prices have brought about narrow profit margins. Table I shows the returns and the investments for a 3,225 acre wheat farm in

Northcentral Montana. This farm is operated by one man who hires an extra man for eight months during the year. It produces \$53,000 worth of grain or about 42,000 bushels of wheat. This amounts to 24,000 bushels per man. Investment needed to operate this business is over \$600,000.

The attempt to gain volume in order to make a profit with narrow margins has led to enlargement of farms and decrease in the number of farms. Table II shows projected farm numbers for selected counties and the state.

Specialization has also occurred. Farms that formerly produced grain, milk, butter, beef, eggs, chickens, and hogs now produce only grain or grain and beef.

The oil and timber industries have improved productivity per man through the application of science. But oil is a non-renewable resource; as it is pumped, the resource base shrinks.

Use of technology requires greater knowledge and skill than was possessed by the manual laborer of a half century ago. While agriculture, oil, and timber require fewer workers, they also require more highly trained people.

Table I. Returns and Investment for a 3,225 Acre Wheat Farm in Northcentral Montana²

Item	Returns
Revenue	\$53,823
Operating expense (interest excluded)	24,064
Net farm income	29,759
	Investment
Land	511,066
Machinery	72,312
Buildings	9,042
Operating capital	8,348
Total investment	600,768

¹ Extension Economist, Cooperative Extension Service, Montana State University, Bozeman.

² Quenemoen, M. E., and Robert F. Bucher, *Returns From Dryland Farming in the Triangle*, Montana Agricultural Experiment Station Bulletin 626, April, 1969.

unity	1959 ³	1964 ³	1975 ⁴	2000 ⁴
center	387	404	329	286
l	853	776	740	681
nders	629	610	519	424
ole	433	421	400	371
neral	59	75	42	28
nders	493	449	369	293
ontana	28,959	27,020	23,625	19,493

The effect of technology on agriculture has been transmitted to all communities from an agricultural base. The small rural community or village is disappearing, including the little red schoolhouse. The population center like Great Falls is becoming larger. Better roads and other transportation facilities make it easily accessible for people to get to and from Great Falls from any part of northern and central Montana.

We are most concerned with the old town or rural trade center. In the last 20 or 30 years it has essentially disappeared. As farms specialized, the small town lost some small businesses. The loss of the local creamery is an example. Modern transportation led farmers and small town residents to the urban center for a greater choice in consumer goods. People started going to the urban centers for various specialized needs—health for example.

Larger farmers, who use more purchased inputs in their farm businesses than the smaller farmers of 40 years ago, have changed their buying habits. According to a Nebraska research study,⁵ farmers tend to travel farther for cloth, furniture, and home appliances. However, they buy more food, fuel, feed, fertilizer, chemicals, and building materials in the small town than they do in the urban centers. This fact, plus the fact that retiring farmers have moved out of small towns, has kept rural towns from feeling the pinch of technological change resulting from loss of creameries, slaugh-

ter houses, and other small business. However, technological change has occurred more rapidly than farmers and others find comfortable. Intense resistance to change among many rural people has resulted.

The Future

The real impact of technological change on the small towns of Montana is yet to come because there will be fewer retiring farmers to move into town and maintain the population.

Some real changes may show up in the marketing of agricultural production. Research indicates that Montana wheat farmers could reduce costs considerably if wheat marketing were organized at six markets that could load out "unit trains"—one hundred cars of wheat.

The agricultural policies of the federal government will probably change. The National Advisory Commission on Food and Fiber says that America cannot feed the world, that agriculture will be plagued with excess capacity in the foreseeable future, that present farm programs encourage increased production, encourage production on land where costs are high, and fail to bring the adjustments that the market indicates are desired. This group along with many others favors a return to a market oriented farm program.⁶

The Food and Fiber Commission has recommended lower price supports so that domestic prices would be about equal to world prices. They hope to increase exports in order to market the tremendous production of U. S. Agriculture. If this were to happen, it would mean the loss of wheat certificates which supply a good share of the wheat farm-

³ U. S. Census of Agriculture, U. S. Department of Commerce, Bureau of Census, Volume I, Part 38, 1967, pp. 226-231.

⁴ Dr. LeRoy C., Projection of Farm Numbers Montana, Montana Agricultural Experiment Station Bulletin 608, October, 1966.

⁵ Olson, Howard, et al, Land and People in the Northern Plains Transition Area, University of Nebraska Press, Lincoln, Nebraska, 1966, p. 258.

⁶ Food and Fiber for the Future, a report of the National Advisory Commission on Food and Fiber, July, 1967.

ers' profit. Another measure suggested by the "Commission" includes negotiable wheat allotments. In other words, a farmer could sell his allotment to another farmer; the allotment would not be tied to the land. If this were to happen, wheat production would gravitate toward those areas that had the greatest advantage in wheat production. Projections by some agricultural economists indicate that under such a program Montana would be competitive with other areas in wheat and beef production but that prices might be even lower than at present.

The "Commission" also suggests a land retirement program aimed at converting poor farm-land to grass-land. This would have the effect of driving wheat production completely out of certain marginal areas. In my opinion this would not affect northern Montana as much as it might southern and southeastern Montana.

Farm enlargement can be expected to continue at least as fast as indicated in Table I. Many experts think that it might occur even faster because of the tremendous capital requirement of farm and ranch businesses. Farmers may depend more on custom work. They may form "operating corporations" to own machinery and farm two or more farms as one unit. Some farmers will expand vertically. The wheat farmer who develops a large hog enterprise is an example. These are adaptations to the impact of technological and political change.

Small towns built upon an agricultural base cannot afford to overlook the change in agriculture. The modern farmer does not mind traveling considerable distance to buy supplies or get the services he needs. However, he would like to have bulky supplies available to him at his small town rather than at the urban center one hundred fifty miles away. That is the reason. If he is close to a product that he uses in great quantity, the freight bill from the retailer to his farm will be smaller. The large farmer of the future will want and need credit institutions. Many small banks in Montana have lending limits that are too small to finance the needs of large farmers in their neighborhoods. The farmer of the future must have access to the marketing and farm supply institutions

that will enable him to keep costs as low as possible and realize the maximum return for his product.

Large farms mean low population density. This poses problems in serving the area with schools, churches, hospitals, health services, and other social services that people need if they are to live like Americans want to.

What Small Towns Can Do.

Small towns cannot help themselves by blind resistance to change. They must adapt to it. They must realize what their advantages and disadvantages are. Since farmers prefer to buy their bulky and staple supplies close to the farm, it behooves the small town to develop good food, fuel, feed, fertilizer, chemicals, and building materials businesses.

Order stores that use electronic computers can be located in small towns. Expensive inventories may be located in an urban center.⁷ With fast communications and transportation, the specific part the farmer wants for his combine may be delivered to him rapidly.

The agricultural shopping center is being tried by Litton Industries in several states. This is really a supermarket with agricultural inputs being offered for sale. This might include everything from feed and fertilizer to credit. Agricultural shopping centers need not take the same physical form as the urban shopping center. However, small rural towns must recognize the utility of the agricultural shopping center.⁸

Small towns can determine how well they are serving their rural customers by learning what draws rural people to larger centers. Stanford's two hardware stores found that farmers and ranchers were driving to Great Falls to get odd sized nuts, bolts, and screws that were not available in Stanford. Neither store felt it could carry a complete line of such items. The two managers decided that one would stock certain odd items and the other would stock the rest of a full line of merchandise. The merchant who did not have an item could refer the customer to his competitor and keep

7/ McConnen, R. J., *Communities and Their Impact on Rural Life in the Years Ahead*, paper prepared for Great Plains Task Force on Agricultural Policy, September, 1969, Cooperative Extension Service, Montana State University, Bozeman.

8/ McConnen, R. J., *op cit.*

n in Stanford instead of sending him Great Falls.

Small towns can be helped or hindered their banking institutions. In order serve large farm businesses, bankers must be able to offer large lines of credit. The small bank must be willing and able to work out "participation plans" with the larger banks in the urban centers. Otherwise, their customers will give directly to the larger bank.

Small towns can assist in developing the agriculture of their area. Last year Townsend businessmen conducted educational programs for farmers who had excess hay. Their goal was to encourage farmers to winter calves, thus adding value to the calves before they left Broadwater County. Other opportunities for increasing the agricultural produce of the area include livestock feeding on grain and livestock farms, custom feeding by professional feeders for ranchers, specialized confinement hog outfits on grain farms, and improved production on irrigated areas that farm with dryland methods.

Small towns can supply some of the social services that their rural customers need. In eastern Montana seventeen counties are cooperating in developing facilities for care of mentally retarded children. A regional mental health center is being established. Traveling professionals provide out-patient treatment. Medical specialists, which no single community could afford, are cooperating with local doctors. This might be improved with two-way television to permit faster communications between local doctors and specialists.⁹

Consolidation of schools is a hot subject not yet settled in Montana. Schools

are subject to the same laws of economics as production of wheat; there are advantages in size, up to a point. Some school economists name four hundred students as the minimum consistent with quality education at a reasonable cost.¹⁰

The above suggestions are all concerned with improving the agricultural economy of small towns. No community should pass up a chance to get a new industry. However, new industries are not likely to be the salvation for many of our small towns.

Recreation for export is something we should never forget in Montana. The difference between recreation for home folks and recreation for export is that recreation for export must appeal to people from outside our area, people who bring in money and leave it with us. It seems to me that many opportunities exist in western Montana to develop ski slopes, dude ranches, hunting safaris, fishing opportunities, and just plain opportunities to get out away from the noise of civilization.

This paper has referred primarily to eastern Montana and the agricultural economy. However, we can adapt the same ideas to western Montana. Technological change will continue to occur. Some small towns will die. Those that survive must recognize their capabilities and limitations. They must make use of technology rather than resisting change. They must develop new ways of supplying services. Often this means they must cooperate with neighboring towns rather than fighting with them over who has the best basketball team. Resistance, rather than adaptation to change, spells death for Montana's small rural communities.

⁹ McConnen, R. J., op. cit.

¹⁰ McConnen, R. J., ibid.

The Bitter Root Valley Development Experience

By Clarence Popham¹

Planning is not a new concept, nor do any of us have the right to claim that we have made it work. I really feel quite young, until I begin remembering all the attempts at community development and planning that have been fostered by different groups and organizations with which I have been acquainted. The phenomenal successes, and dismal failures, cannot help but make an impression on one. Of course you wonder what happened, what caused the success when it should have been a failure, or what caused the failure when everything pointed to its success?

The Bitter Root has experienced all phases of planning and development. We have had both successes and failures. I used to talk about the Montana Study and the planning by various civic groups back in the '20's. I know that many of us point to these things as the beginning of the planning in Montana. However, as I went into the history of the area, read and heard about how the pioneers made their plans to develop the ditch companies, and how the Vigilantes planned to take care of law and order, it dawned on me that the planning and development those old timers had done is what we are talking about today. It is rather disconcerting to suddenly realize that all our successes or failures have been because of similar things our forefathers found would work or wouldn't work.

I am not one to advocate that the old way is the best, but neither am I one to advocate change, just to be changing. So when Jim DeBree gave me my assignment, I began to try to rationalize what has been happening and why "What is happening in the Bitter Root" was picked as one of the success stories. Immediately the things that came to mind were how those old timers got things done. They didn't have government

agencies to help them. They knew that if there was going to be any planning or development they would have to do it individually or as a group. They didn't even have a county agent, a Chamber of Commerce, or a State Department of Planning to tell them it would be a good idea to do some planning. In fact, they didn't even have a fancy name like R. C. & D. or Community Planning. You know those fellows never got beyond the stage that we call "grass roots"; that is where the planning started, which in a way brings us back to what is happening in the Bitter Root.

Our big problem was getting people to realize they could work best from the "grass roots" position. We had to convince them that the aid that has been offered by all the agencies (state and federal), and all the promotional groups (Chambers of Commerce, improvement associations and development corporations), was not a cure-all, a do-it-all, or a fake.

Perhaps that latter part is one of the things that really makes people leery about being involved. Too many times they felt they had been promised help in setting up a business, help in getting a G.I. loan at low interest, or even that someone else would carry out their idea if they would tell them about it. The usual reaction when those things didn't come to pass was that the whole program was a fake.

What does this have to do with a success story in the Bitter Root? Probably it's the fact that people in the Bitter Root finally realized, if they were going to get anything done, they would have to do like the old timers. When the people realized that—like the little red hen—they would have to do it themselves, it didn't take too long to get things in the proper perspective. They suddenly realized how to use the government agencies, the Chambers of Com-

^{11/} Chairman, Bitter Root Valley Resource Conservation and Development Project.

merce and the development corporation. Then the people began to work together and things began to happen.

It really wasn't that simple; some still don't have the concept! In fact, it was rather a "slow go" to get people interested in trying something on their own. They had become accustomed to government programs—such as the program that determined there should be a Job Corps in the Bitter Root, and put one there. They were used to the idea that certain people were lucky enough to get government payments for certain practices (they were not always sure what for). They were sure that if the area became too depressed, there would be a program to help them out—like establishing a ski run, some new road construction, or possibly a processing plant. People had come to the stage where they figured these things would or would not happen, no matter what they wanted—so why involve themselves?

About the time the supervisors of the Bitter Root Soil and Water Conservation District realized we had arrived at this sad state and began wondering what was wrong with the district program, the Soil Conservation Service set up pilot programs in a few areas in the country—called "Resource Conservation and Development." It sounded as though this might be something worth looking into. We interpreted the program as one that stressed the "grass roots" approach. With that interpretation, our approach was if anyone had an idea that would help economic, cultural or conservation practices in the area, we would do our best to help him carry out his idea. So, we made application and were accepted as part of the pilot program.

I will repeat, it was really tough to convince people that it was a program they could use. They were all so sure it wasn't meant for them, and they were afraid to even venture their ideas. Gradually a few timid attempts were made; the first was a Grazing Association. Eight men were involved in making this first proposal, and immediately became members of the Agriculture Resource Committee.

We now have had close to 200 proposals covering a wide spectrum of interests. Some of these proposals are from individuals, some from associations, some

from clubs, and a few from local government. Each of the proponents of a proposal immediately becomes a member of the Resource Committee with which his (or their) proposal is associated. Actually, there is no limitation as to whom can belong to Resource Committees, but when an individual expresses his interest in a certain field, he immediately associates with that committee.

Perhaps a little more on what has happened in the Bitter Root would be of interest. Retail sales in the Bitter Root have risen close to 2 million dollars in the past four years, from 13 to 15 million. We don't claim the credit for all this, but it happened. The Job Corps has completed over \$850,000 worth of projects in four years. That wasn't all R. C. & D., but R. C. & D. proposals made it possible for them to:

1. put up new entrance signs for the valley,
2. make new ballot boxes for Ravalli County,
3. construct communication booths and desks for the civil defense center,
4. help build new rodeo facilities at the county fairgrounds, and
5. fabricate an historical sign for the Carlton community.

We have also been involved in industrial development efforts:

1. Cranston Plastics is manufacturing safety kits, tarps, boat and skimobile covers and other products—all in operation because of a R. C. & D. proposal.

2. A mule and horse shoe manufacturing plant received invaluable technical aid and advertising and are now in operation.

3. Recreation proposals to enlarge ski areas, promote local historians and artists, and assist development of guest ranches, campgrounds and recreational retirement areas, have been submitted.

4. A \$65,000 gravity flow sprinkler, miles of riprap on the river and creeks, as well as assistance with a \$450,000 rehabilitation of the canal system, are among the outstanding conservation proposals that have added to the economic impact in the valley.

The cities of Hamilton, Stevensville and Missoula have all recognized and

worked with R. C. & D., in trying to solve urban problems such as sewage and flooding, as well as construction of recreation complexes.

We also have an interdistrict planning project for the school (funded under Title V of the Elementary and Secondary Education Act) that is providing impetus for the school districts in the area to cooperate with each other more than anyone believed possible. Consolidation of effort is doing much to create an understanding of how education can be helped. This was made possible by a R. C. & D. proposal that drew the people together. I know the first thought most people have when they hear of R. C. & D. and "What is happening in the Bitter Root", is that here is another government program with a lot of money to give away. It is true that Ravalli County (which is the Bitter Root Valley) did receive approximately \$1,456,000 grants-in-aid for road construction, education, welfare and child care. But these are things R. C. & D. had nothing to do with.

Here is the way it has worked. At the time the first 36 proposals were completed, only 14 involved any government money. Local people provided \$1,807,704 or 74% of all funds needed to finance these projects; of the other 26% necessary for financing, the Federal Government supplied 19%, and 7% was supplied by the State and County government. You can readily see that it had to be a "grass roots" approach if local people had enough faith to put up that kind of money.

I have heard the expression "tunnel vision." It seems to me it is quite applicable to a good many people— not only to the man on the street who says "we've tried it before and it won't work", but all the agency people who use the approach that "this is the way we always have operated and no upstart citizens group can change what we are doing."

Perhaps that was the greatest shock

we received—to find that different agencies paid lip service to cooperating with other agencies and the public when and if it was convenient; many of these agency people were insulted to find they might have to work with a group of plain, ordinary people. They were even more shaken when the people not only let them know they expected cooperation, but they expected that cooperation right away, not next year.

Perhaps "What is happening in the Bitter Root" is best expressed by a paragraph written by Bus Dufour, our coordinator: "When local people take the initiative in decision making, they are able to compromise their differences and pull together to accomplish their goals." When this happens, quite often it scares hell out of agency people, especially when they haven't kept up on their end and the pressure suddenly begins to mount from above.

This is a little of the story of the why and how of "What is happening in the Bitter Root," but it certainly isn't all the story. For one thing, it is still happening and it will keep on happening so long as people know they must work together to help themselves. They must remember that it isn't you and I who are going to do the work for them; and they are going to have to remember that government agencies help them in the way the people want to be helped. It is really quite a shock to realize that the same people who advocate leaving the agencies alone (on the premise that they are all good people and will get the job done), are the same ones who end up saying "we have tried it before and it didn't work."

I guess my message is "Let's all be 'grass roots' people and forget about those agencies doing the job for us. We are the ones who must make the plan, do the job, and use the agencies in the way they fit our communities and our plans."

LEWISTOWN:

An Experience With Industrial Development

By Charles Cooley¹

I wish it were possible to give you a Lewistown Industrial Development success story, but up to this moment, we have not been successful in bringing industry to our community.

Approximately three years ago, we read an article in the Wall Street Journal of the success of Middlesboro, Kentucky. The mayor of the community had developed an industrial park and with the assistance of an industrial developer, Mr. Mike Krajnak, the community had made tremendous progress in bringing in new industry, which increased the population of the community by many hundred and likewise gave the community a real economic boost.

We were so intrigued with this success story, that we got in touch with Mr. Krajnak and after many months correspondence and a few telephone calls, we asked Krajnak to give us a figure which would consist of his salary and expenses to come to our community for a period of three years. Mr. Krajnak advised that he would want a salary of \$14,000 which together with expenses would amount to approximately \$75,000.

We presented the idea to many businessmen, both large and small. Our approach to them was "we would like your reaction to this idea: what would you say, if you could put an industrial developer on your payroll for three years for \$250 a year." Everyone contacted agreed that it was a reasonable idea and that he would go for it. We then collected about five hundred dollars and had Mr. Krajnak come to Lewistown for an interview. Then we started the campaign to raise \$75,000. It was our original intention to stick to single contributions of \$750, which would involve only 100 people, but some of the Chamber of Commerce directors felt

that we should also get the small subscribers—those who would pledge \$25 and up. This we did and in the end, it did not prove too successful. These small pledges, as always, were the most difficult to collect. Instead of 100, there were 220 pledges involved.

We hired Mr. Krajnak and he made a few trips to other cities and wrote hundreds of letters to industrialists, but without any success. He was informed, in a general way, by the recipients of his correspondence, that they were not contemplating any satellite plants, but in the event they did at some future time, they would get in touch with us.

After the first year, it was my feeling that we should explore the potentials within the borders of Montana, as we have been told by professionals in the industrial development field that 80 to 85 percent of the industry comes from within the borders of the state.

To pursue this idea, we placed an advertisement in the large Montana daily papers. The advertisement follows:

DO YOU HAVE A MERITORIOUS IDEA, PATENT, OR PRODUCT?

In an effort to attract new industry and expand its economy, Lewistown and Central Montana citizens have organized a full-time economic development group with an experienced industrial developer and staff.

Statistics show that eighty per cent of a state's industry originates within the borders of the state. We are seeking the man or organization with a meritorious proposition which can be developed into a successful enterprise.

We are interested in hearing from you if you have developed an idea, patent or product which has sufficient merit to justify further research

^{1/} Chairman, Montana Citizens Committee on the State Legislature, and one of the initiators of the Industrial Development effort described in these pages.

into its manufacture and marketing potential.

Tell us, in detail, about your idea or product, what you have done, the progress you have made to date and what further assistance you need to get your idea into production and on the market.

Address reply to: Chairman, Central Montana Industrial Dev. Corp., P. O. Box 150, Lewistown, Montana 59457.

This advertisement brought many personal visits and approximately sixty letters from inventors and others throughout the state who had an idea. Mr. Krajnak did not take to the idea too well, so there was no follow-up except a general letter to the respondents. One party came in person with what seemed to be an excellent idea, but he did not receive any encouragement from Krajnak, so he took his idea to Salt Lake City and his idea is being processed quite successfully there. He had a patented irrigation dam. He also had one or two more patented ideas, one of which was a new concept in snow-mobiles. We are still of the opinion that there are many sound business ideas right within the borders of Montana, which can be developed.

A one man business today can become a hundred man institution tomorrow. These people need assistance in two areas: they need capital and they also need management guidance. We cannot say that our project was a total loss, however, although we have recently dissolved Mr. Krajnak's contract; we are still getting some contacts from the outside and some of them hold real promise for an industry.

In the early stages of the program, Krajnak told us that if he had \$50,000 he would start a plastic pipe plant. He was encouraged to pursue his idea, which he did; but we discovered what he really meant was not \$50,000, but \$550,000 and of course this put quite a different complexion on the idea, although it was followed through at a cost of much time and money. In the final stages, the research done proved that a plastic pipe plant in Lewistown was feasible. The

research continued nearly two years, but for lack of an investment program, the idea never got off the ground and is now hanging in the balance. We cannot predict at this time what will be the final result of all this effort and money, but there is hope that it may yet materialize into an industry.

Since Mr. Krajnak's dismissal the Lewistown Chamber of Commerce and the Central Industrial Development group have joined forces and with considerable enthusiasm and determination these two groups are going to continue to pursue the idea with vigilance.

The citizens in our community have not expressed any great regrets or "thrown in the sponge"; instead they have tightened their belts and resolved to continue to follow every channel and avenue at their command until we bring, or develop locally or within the state, new industry for this community.

The community of Lewistown has been involved in community development of one type or another for many years. We have lots of good experience behind us and we have come to believe that things can be accomplished. We have accomplished many community improvements, among them, a hotel which has been a tremendous asset to a community of the size of Lewistown. We have become quite a center for state conventions, which has brought hundreds of people to our community and exposed them to the many advantages we have to offer.

The community of Lewistown brought the first Inventors Congress to Montana, now known as A. I. M. (Association of Inventors of Montana), and which meets every year. It has been estimated that there are from four to six hundred inventors in Montana; if the idea of the Inventors Congress is kept alive and nourished, it shall in time undoubtedly become a source of industry for Montana. Several of the first group of inventors who came to Lewistown are now in business producing their ideas for the benefit of society.

This is an age of innovation, invention and creativeness. Lewistown citizens have caught the spirit of this age and with such a spirit, we have high expectations for the future.

DESIGN CRITERIA: GENERAL

TAKEN FROM: Old and New Architecture - Design Relationships.
Washington, D.C.: National Trust for Historic
Preservation, 1980

CRITERIA



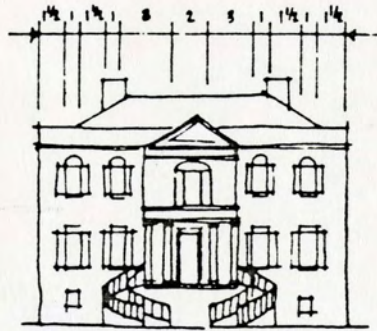
1. *Height* – This is a mandatory criteria that new buildings be constructed to a height within ten percent of the average height of existing adjacent buildings.



2. *Proportion of buildings' front facades* – The relationship between the width and height of the front elevation of the building.

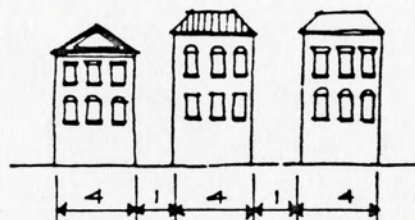


3. *Proportion of openings within the facade* – The relationship of width to height of windows and doors.



RHYTHM $1\frac{1}{2} \cdot 1 \cdot 1\frac{1}{2} \cdot 1 \cdot 3$

4. *Rhythm of solids to voids in front facade* - Rhythm being an ordered recurrent alternation of strong and weak elements. Moving by an individual building, one experiences a rhythm of masses to openings.



RHYTHM 4-1-4-1-4

5. *Rhythm of spacing of buildings on streets* - Moving past a sequence of buildings, one experiences a rhythm of recurrent building masses to spaces between them.



RHYTHM 1 3 1 3 1

6. *Rhythm of entrance and/or porch projections* - The relationships of entrances to sidewalks. Moving past a sequence of structures, one experiences a rhythm of entrances or porch projections at an intimate scale.



MATERIAL / BRICK
 TEXTURE / RAKED JOINT
 COLOR / RED BK., GRAY TRIM

7. *Relationship of materials* - Within an area, the predominant material may be brick, stone, stucco, wood siding or other material.

8. *Relationship of textures* - The predominant texture may be smooth (stucco) or rough (brick with tooled joints) or horizontal wood siding, or other textures.

9. *Relationship of color* - The predominant color may be that of a natural material or a painted one, or a patina colored by time. Accent or blending colors of trim is also a factor.



10. *Relationship of architectural details* - Details may include cornices, lintel, arches, quoins, balustrades, wrought iron work, chimneys, etc.



11. *Relationship of roof shapes* - The majority of buildings may have gable, mansard, hip, flat roofs or others.



WALLS & LANDSCAPING CONTINUOUS

12. *Walls of continuity* - Physical ingredients such as brick walls, wrought iron fences, evergreen landscape masses, building facades, or combinations of these, form continuous, cohesive walls of enclosure along the street.

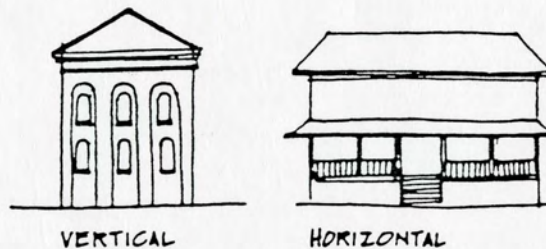
13. *Relationship of landscaping* - There may be a predominance of a particular quality and quantity of landscaping. The concern here is more with mass and continuity.



14. *Ground cover* - There may be a predominance in the use of brick pavers, cobble stones, granite blocks, tabby, or other materials.



15. *Scale* - Scale is created by the size of units of construction and architectural detail which relate to the size of man. Scale is also determined by building mass and how it relates to open space. The predominant element of scale may be brick or stone units, windows or door openings, porches and balconies, etc.



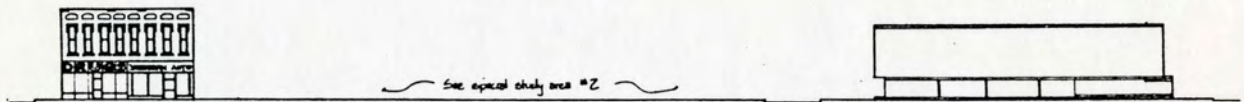
16. *Directional expression of front elevation* - Structural shape, placement of openings, and architectural details may give a predominantly vertical, horizontal, or a non-directional character to the building's front facade.

DESIGN CRITERIA: LIVINGSTON STREETSCAPES



MAIN STREET BETWEEN PARK AND CALLENDER

17



MAIN STREET BETWEEN PARK AND CALLENDER

18



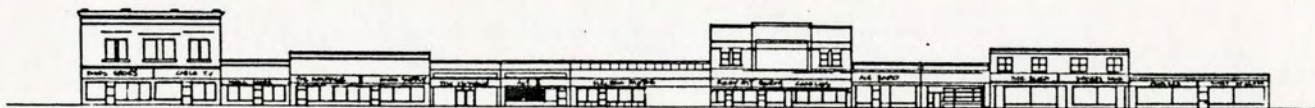
MAIN STREET BETWEEN CALLENDER AND LEWIS

19



MAIN STREET BETWEEN CALLENDER AND LEWIS

20



MAIN STREET BETWEEN CLARK AND LEWIS

21



MAIN STREET BETWEEN CLARK AND LEWIS

22

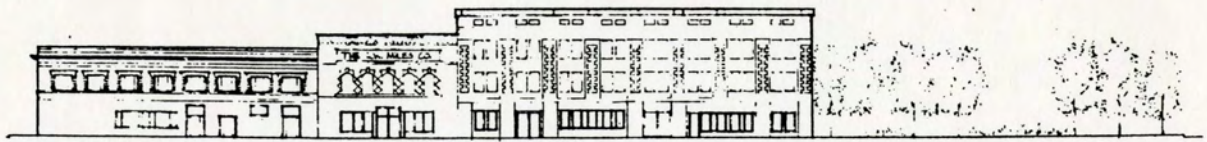


SECOND STREET BETWEEN PARK AND CALLENDER



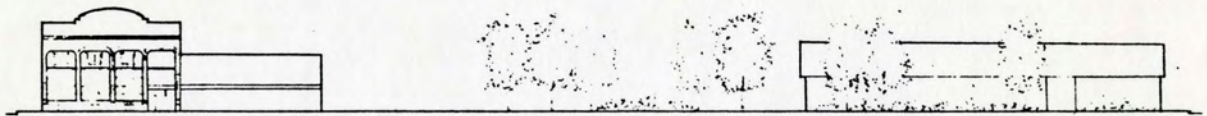
SECOND STREET BETWEEN PARK AND CALLENDER

24

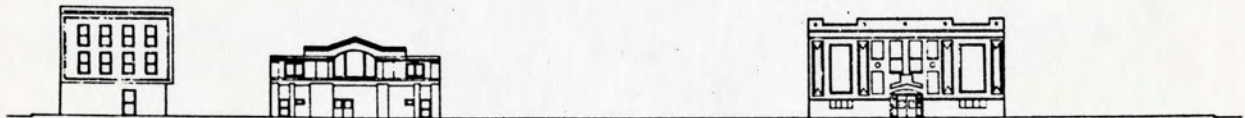


SECOND STREET BETWEEN CALLENDAR AND LEWIS

25

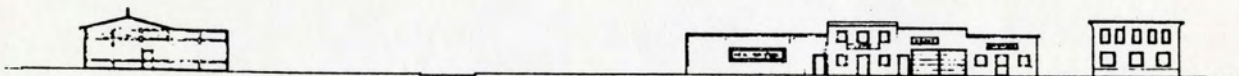


SECOND STREET BETWEEN CALLENDAR AND LEWIS



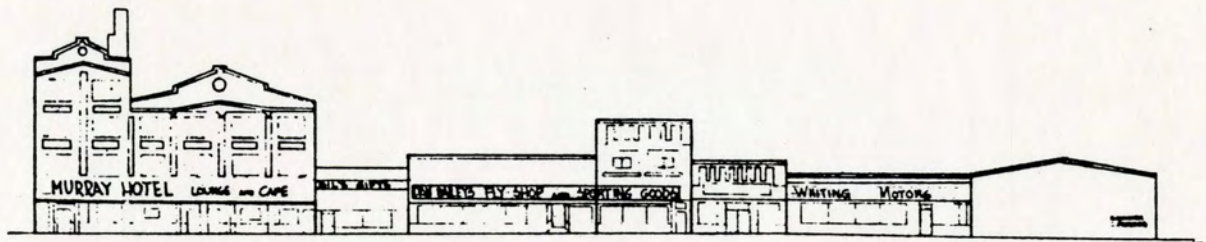
B STREET BETWEEN CALLENDAR AND LEWIS

27



B STREET BETWEEN PARK AND CALLENDAR

28



PARK STREET BETWEEN SECOND AND THIRD

31



PARK STREET BETWEEN SECOND AND MAIN

32



PARK STREET BETWEEN MAIN AND B

33



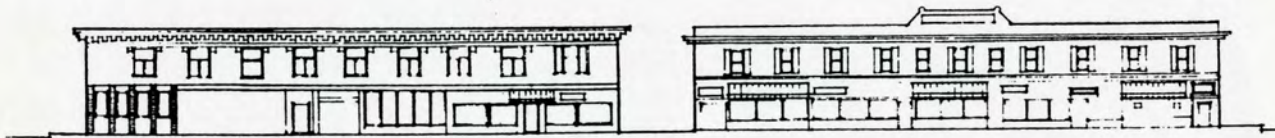
CALLENDER STREET BETWEEN B AND MAIN

33



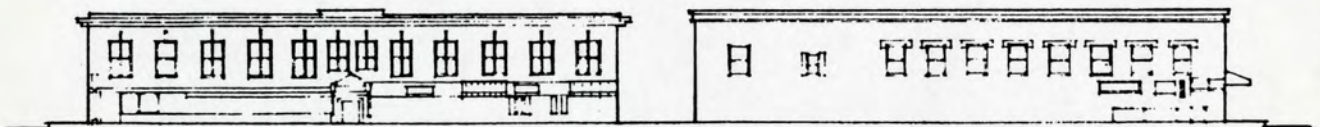
CALLENDER STREET BETWEEN B AND MAIN

34



CALLENDER STREET BETWEEN MAIN AND SECOND

35

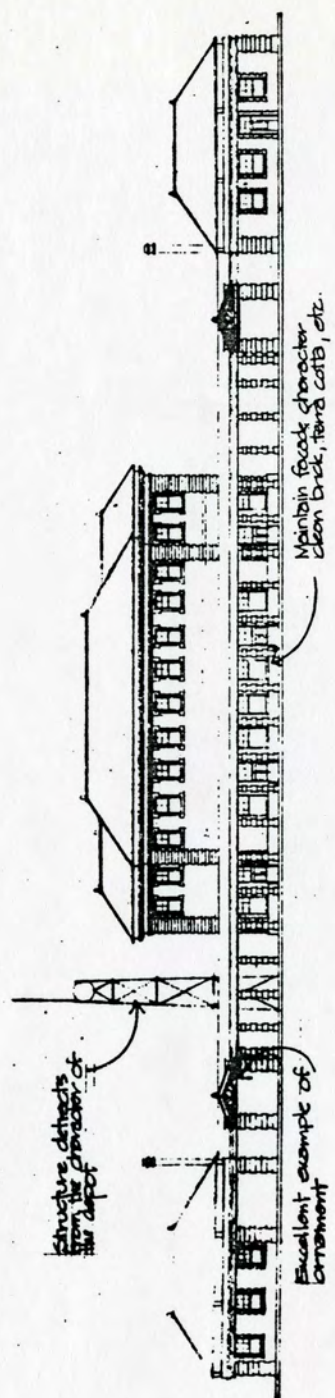


CALLENDER STREET BETWEEN MAIN AND SECOND

36



PARK STREET-RAILROAD DEPOT



PARK STREET-RAILROAD DEPOT

FOOTNOTES

¹James F. Barker, The Small Town as an Art Object (Mississippi State University, 1975), p. 1.

²John Herbers, The New Heartland: America's Flight Beyond the Suburbs and How It Is Changing Our Future (New York: Random House Inc. 1986), p. 5.

³William R. Lassey and Anne S. Williams, Community Development in Montana: Resources, Methods, Case Studies (Bozeman, MT: Big Sky Books, 1970), p. 11.

⁴Lassey and Williams, p. 14.

⁵Herbers, p. 112.

⁶Herbers, p. 64

⁷Randolph Delahanty and Andrew McKinney, Preserving The West (New York: Pantheon Books, 1985), p. 9.

⁸Delahanty and McKinney, p. 10.

⁹Delahanty and McKinney, p. 15.

¹⁰William R. Lassey, Planning in Rural Environments (New York: McGraw-Hill Inc. 1977), p. 59.

¹¹Lassey and Williams, p. 22.

¹²James and Carolyn Robertson, The Small Towns Book: Show Me the Way to go Home (Garden City, New York: Doubleday Press, 1978), p. 22.

¹³Judith Gretzel and Charles Thurow, Rural and Small Town Planning (Chicago, IL: Planners Press, 1979), p. 5.

¹⁴Robertsons', p. 26.

¹⁵Herbers, p. 147.

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