



*Mormon Pioneer National Heritage Area  
Management Plan*



# Acknowledgements

The following list of our partners is a tribute to the area's steadfast efforts to connect with the Mormon Pioneer National Heritage Area.

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# Mormon Pioneer National Heritage Area Management Plan

**October 8, 2009**

*The Yuma Crossing National Heritage Area Management Plan provided the framework and format for the Mormon Pioneer National Heritage Area Management Plan. We gratefully acknowledge their contributions. We also express thanks to the Motor Cities—Automobile National Heritage Area for language derived from their Management Plan.*

*This Management Plan was made possible through funding provided by the National Park Service, the George S. and Dolores Doré Eccles Foundation, the Governor's Office of Economic Development, and the National Trust for Historic Preservation.*

*Document design and editing by McKinnon-Mulherin, Inc.*



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Lt. Gov. Gregory S. Bell

Mr. Ken Salazar  
Secretary of the Interior  
1849 C Street, NW  
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Dear Mr. Secretary:

On behalf of the Utah Heritage Highway 89 Alliance, which serves as the primary managing entity of the Mormon Pioneer National Heritage Area (MPNHA), and its Executive Committee, the MPNHA Advisory Group, and all of our partners and affiliates, we transmit to you the draft Management Plan (MP) and Environmental Assessment for review and approval.

The mission of the MPNHA is to preserve, promote, develop, and interpret Mormon pioneer heritage along the MPNHA corridor where travelers experience one of the most fascinating stories in the settlement of the West—the colonization story of the Mormon pioneers.

As Senator Robert F. Bennett said when he introduced the Mormon Pioneer National Heritage Act:

Spanning 250 miles, from the small town of Fairview, Utah, southward to our border with Arizona, the area encompassed by the Mormon Pioneer National Heritage Area includes outstanding examples of historical, cultural, and natural resources shaped by Mormon pioneers. The story of the Mormon pioneers is one of the most compelling and captivating in our nation's history. After traveling 1,400 miles from Illinois either by wagon or by pulling a handcart, the pioneers came to the Great Salt Lake Valley. Along the way, the pioneers experienced many hardships. . . . Many people died during their journey. Shortly after arriving in and establishing Salt Lake City, Brigham Young dispatched pioneers to establish communities in present-day Idaho, Wyoming, Oregon, and other areas of Utah. . . . Throughout the area included in my proposal are numerous stories of pioneers who persevered through challenging circumstances. . . . The Mormon Pioneer National Heritage Area will serve as special recognition to the people and places that have contributed greatly to our nation's development. Throughout the heritage area are wonderful examples of architecture . . . and cultural events . . . that demonstrate the way of life of the pioneers. This designation will allow for the



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conservation of historical and cultural resources and the establishment of interpretive exhibits, will increase public awareness, and specifically allows for the preservation of historic buildings.

Planning for the MPNHA is an ongoing process. This draft MP culminates seven years of planning, publishing studies, and involving local governments, educational institutions, community chapters, and dedicated citizens. The process commenced in 2000; the Legislative Act passed on July 24, 2006, and was signed by President George W. Bush on October 12, 2006. Five heritage districts—Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop, along with their community chapters—constitute the focal points for education, revitalization, and tourism. The MP recommends specific projects and programs to tell the tremendous story of the pioneers.

It is not a static story. It is dynamic and current. Modern-day pioneers continue to interact with the land and carve out economic opportunities in an area replete with natural resources. The MPNHA is home to three national parks and three national forests. These incredible sites are bolstered by numerous state parks and a wide range of recreational attractions. Artists, artisans, crafters, outfitters, farmers, ranchers, loggers, and miners tell the pioneer story as they carry on the work ethic and true grit bestowed on them by their forebears.

By telling the Mormon pioneer story, we will ensure that citizens of today and tomorrow will find inspiration as they meet the challenges of the future.

We thank you for your consideration of our MP. We look forward to working with you, your staff, and the National Park Service.

Respectfully yours,

Sandra S. Bigler  
Mayor, Mt. Pleasant City



# Executive Summary

*Spanning 250 miles, from the small town of Fairview, Utah, southward to our border with Arizona, the area encompassed by the Mormon Pioneer National Heritage Area includes outstanding examples of historical, cultural, and natural resources shaped by Mormon pioneers. The story of the Mormon pioneers is one of the most compelling and captivating in our nation's history. . . . The Mormon Pioneer National Heritage Area will serve as special recognition to the people and places that have contributed greatly to our nation's development. Throughout the heritage area are wonderful examples of architecture, such as the community of Spring City, heritage products, and cultural events, such as the Mormon Miracle Pageant, that demonstrate the way of life of the pioneers.*

*—Senator Robert F. Bennett upon introduction of the Mormon Pioneer National Heritage Area*

The Mormon Pioneer National Heritage Area (MPNHA) features breathtaking natural resources, inspiring historic stories, and intriguing cultural traditions shaped by the early pioneers from The Church of Jesus Christ of Latter-day Saints (LDS), or Mormons.



Figure 1: Bryce Canyon amphitheater (Photo by Jonathan Zander)

The Mormon pioneer experience has directly affected the MPNHA's natural environment, physical form, and social framework—from the architecture of the buildings and homes to the roads, communities, culture, and open space.

## Background

For centuries, the area along Highway 89 was inhabited by Native Americans, including members of the Paiute, Ute, and San Pitch tribes. Ute Chief Wakara, whom the Mormons called Chief Walker, invited Brigham Young to send Mormon settlers to the Sanpete Valley. In November 1849, a handpicked group of men, women, and children (originally hailing from New England, England, and Scandinavia) left Salt Lake City and traveled south.

This group established the first Anglo settlement in the area of Manti. The land provided an ample water supply with warm springs located nearby. The area also included an abundant supply of limestone for buildings, and the land was suitable for farming and grazing.

As the number of settlers increased, families were encouraged to move farther south along the Sevier River, where Mormon-patterned communities were established, usually seven to ten miles apart.

The villages in these settlements were designed according to an LDS Church plan that called for homes built in clusters to form a village rather than being scattered in open areas like many settlements throughout the west. Town sites were designed on a grid of 10-acre blocks, and pioneers were assigned a corner lot for their homes; they used the adjacent land for gardens and orchards. In addition, settlers were assigned a portion of the community fields surrounding the town for raising crops and livestock.

Property in the center of the town was set aside for churches, schools, and public buildings. This planned community encouraged interdependence among community members and provided mutual protection. In this “City of Zion” layout, each community had a Main Street and a Center Street. The intersection of these two streets formed point zero from which all other streets in the community were numbered. This street system has continued to the present day throughout these southern Utah communities, as well as many other communities settled by the Mormon pioneers.

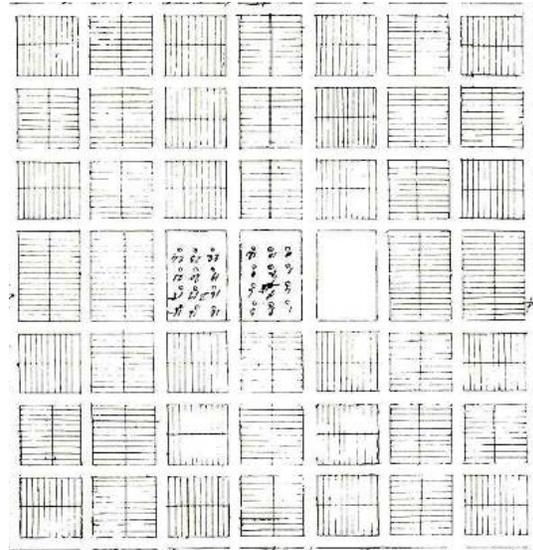


Figure 2: Grid of a basic pioneer settlement

Homes were built in the traditional style of the builder’s country of origin, usually using locally available building materials. Most of these 19th-century homes are still inhabited, while some have been converted to bed and breakfast inns.



Figure 3: A pioneer home in Spring City, Utah

Community buildings were also built with locally available building materials and in the traditional style of the pioneers' countries of origin. One of the most prominent buildings in the Sanpete Valley is the Manti temple, which took 11 years to build and is constructed of oolitic limestone quarried at a site northeast of the temple.



Figure 4: The Manti temple

More than 4,000 buildings in these communities are either listed in the National Register of Historic Places or have the potential to be listed.

## National Heritage Area Designation

The Mormon Pioneer National Heritage Area (MPNHA) is one of many national heritage areas designated by the U.S. Congress. Heritage Highway 89, State Highway 12 (Utah's first All-American Road), and Capitol Reef Country Scenic Byway (SR-24) are the arteries that run through the corridor, which contains five heritage districts: Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop. The area reaches across six counties: Sanpete, Sevier, Piute, Wayne, Garfield, and Kane.

The MPNHA is dedicated to preserving, interpreting, marketing, and promoting the heritage of the Mormon pioneers, who played a major role in the colonization of the western United States. The geographical area encompassed in the MPNHA contains some of the most outstanding and interesting features of the Mormon colonization experience in the west.

The landscape, architecture, traditions, beliefs, folk life, products, and events throughout the MPNHA convey the heritage of pioneer settlement and the compelling story of how the early settlers interacted with Native Americans, with the environment, and with established entities and organizations while establishing cities and towns in a harsh yet spectacular natural environment.

The designation of a national heritage area is based on the proposition that natural, cultural, historic, and scenic resources combine to form a cohesive, nationally distinctive landscape arising from patterns of human activity shaped by geography. By designating a national heritage area, Congress and the federal government recognize that resources in that area have national importance.

Each national heritage area seeks to use its important resources for community benefit and to communicate its unique story to residents and visitors. The federal government role in national heritage areas does not involve ownership or management but emphasizes technical and financial assistance to local entities from the Department of the Interior through the National Park Service (NPS).



Figure 5: Heritage Districts in the Mormon Pioneer National Heritage Area

Each designated heritage area has the responsibility to define its own resources, objectives, planning strategies, and implementation plans. It is incumbent on a heritage area to frame a management plan that contains the key elements of preservation, interpretation, revitalization, and recreation.

The delineation of the heritage area has been based upon the following criteria:

- The MPNHA comprises contiguous districts that encompass a diverse mix of Mormon pioneer heritage resources.
- Residents of the heritage area and their cultures are strongly identified with the past, present, and future of the land on which the Mormon pioneers brought their unique colonization effort.
- Cities and towns within the heritage area have strong ties to Mormon pioneer colonization and are strongly connected to each other.

## Boundary Description

The MPNHA physical boundary extends from the Utah/Arizona border north along the corridor of U.S. Highway 89 through Fairview to the junction with U.S. 6. It also includes the sections of Highways 12 and 24 where they loop off Highway 89.

The heritage area includes six counties: Sanpete, Sevier, Piute, Wayne, Garfield, and Kane. It also includes the communities of Kanab, Mt. Carmel, Orderville, Glendale, Alton, Cannonville, Tropic, Henrieville, Escalante, Boulder, Teasdale, Fruita, Hanksville, Torrey, Bicknell, Loa, Hatch, Panguitch, Circleville, Antimony, Junction, Marysvale, Koosharem, Sevier, Joseph, Monroe, Elsinore, Richfield, Glenwood, Sigurd, Aurora, Salina, Mayfield, Sterling, Gunnison, Fayette, Manti, Ephraim, Spring City, Mt. Pleasant, Moroni, Fountain Green, and Fairview.

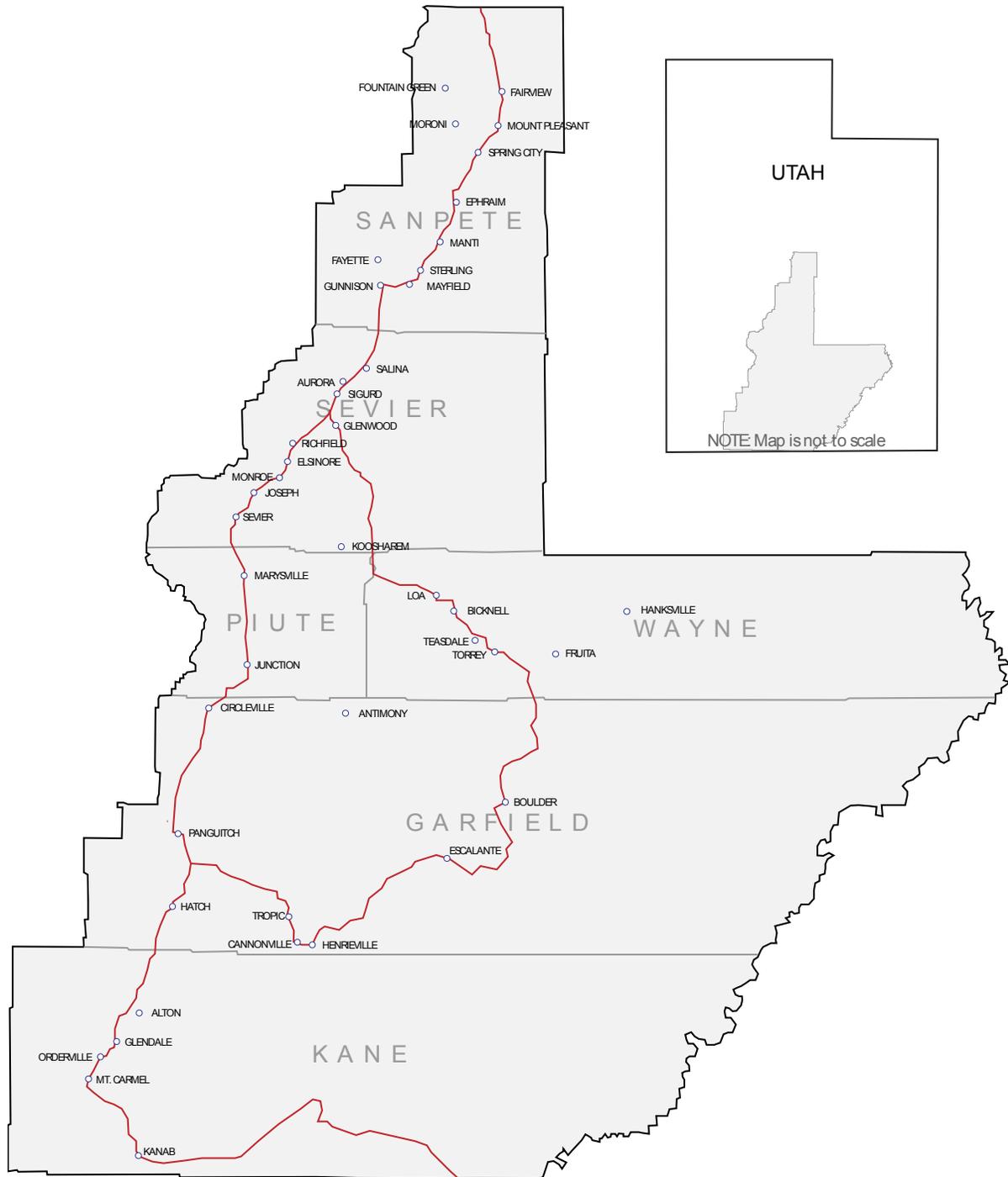


Figure 6: The boundaries of the Mormon Pioneer National Heritage Area

## Management Plan

Facilitation and scoping meetings were held in communities along the corridor from 2000 to 2004. The State of Utah first passed legislature designating the heritage area as a state entity in 2004, with two key bills:

- 5B72-4-209 officially designated the Mormon Pioneer Heritage Area.
- 53B-18-1001, 1002 established the Mormon Pioneer Heritage Center in connection with Utah State University.

The heritage area was recognized nationally, becoming the Mormon Pioneer National Heritage Area, by the National Heritage Areas Act of 2006, Public L. No. 109–338, 120 STAT. 1738. The Utah Heritage Highway 89 Alliance, the managing entity of the MPNHA, was established in June 2000. The Alliance is committed to serving as a catalyst organization, driven from the bottom up, that can provide service and assistance to its chapters and chapter members. The Alliance serves as a mechanism and a forum for integrating the values, ideals, work ethics, and true grit of the Mormon pioneers into the life and action of the heritage area.

The Alliance receives annual funding and technical assistance from a cooperative agreement with the National Park Service (NPS). The MPNHA’s designating legislation mandates the development and submission of a management plan to the U.S. Secretary of the Interior for review and approval by October 12, 2009.

## Enabling Legislation

The purpose of the legislation that created the MPNHA is to do the following:

- Foster a close relationship with all levels of government, the private sector, business interests, and local communities
- Empower communities to conserve, preserve, and enhance their heritage while strengthening future economic opportunities
- Conserve, interpret, and develop the historical, cultural, natural, and recreational resources within the heritage area
- Expand, foster, and develop heritage businesses and products relating to the cultural heritage of the MPNHA

The essence of the legislation is found in the six counties and the small towns of the MPNHA that manifest the heritage of their founding fathers and mothers. Each county and town has a story to tell. Collectively, their stories fit into the five heritage districts that constitute the framework for this Management Plan (MP).

Preservation of heritage resources within the MPNHA is challenging and important. The enabling legislation states:

The Management Plan shall include an inventory of resources in the heritage area that includes a list of the properties in the heritage area that should be conserved, restored, managed, developed, or maintained because of the historic, cultural, or natural significance of the property as the property relates to the themes of the heritage area; and does not include any property that is privately owned unless the owner of the property consents in writing to the inclusion.

The legislation further states that the MP shall include the following:

A recommendation of policies for resource management that consider the application of appropriate land and water management techniques, including policies for the development of intergovernmental cooperative agreements to manage the historic, cultural, and natural resources and recreational opportunities of the heritage area in a manner that is consistent with the support of appropriate and compatible economic viability.

The legislation also states that the MP must include a program for implementing the Management Plan, including plans for restoration and construction.

The range of resources in the MPNHA is diverse, and preservation and restoration issues reach across the substantial geographical area. Many sites and structures in the MPNHA are listed in the National Register of Historic Places, and hundreds of additional buildings and sites have been identified as eligible for the National Register in accordance with Department of Interior guidelines.

The enabling legislation states:

In developing and implementing the Management Plan, the Board shall consider the interests of diverse units of government, businesses, private property owners, and nonprofit organizations in the heritage area.

The legislation also states:

Nothing in this act modifies, enlarges, or diminishes any authority of federal, state or local government to regulate any use of land under any other law (including regulations).

It goes on to note:

Nothing in this Act grants powers of zoning or land use control to the Alliance, and nothing in this Act affects or authorizes the Alliance to interfere with the right of any person with respect to private property; or any local zoning ordinance or land use plan of the state or political subdivision of the state.

## Management Plan Goals

This document is the Management Plan (MP) and Environmental Assessment for the MPNHA. The MP is the culmination of a seven-year planning process and was submitted for public comment prior to finalization and submission to the Secretary of the Interior as required by the legislation designating the MPNHA. This legislation is included in the Supporting Reference Materials to the MP.

This Plan was made possible through funding provided by the NPS, the George S. and Dolores Doré Eccles Foundation, the Governor's Office of Economic Development, and the National Trust for Historic Preservation.

The MPNHA MP intends to accomplish the following functions:

- Create a strategic framework for implementing the plans made by the MPNHA
- Present comprehensive recommendations for the conservation, funding, management, and development of the MPNHA
- Fulfill legislative requirements of the act
- Define projects and programs that will connect the MPNHA mission to tangible benefits for the heritage area and its people
- Involve residents, public agencies, and private organizations in the heritage area
- Propose an implementation strategy for education, revitalization, and tourism that builds on Mormon pioneer heritage resources

- Include an inventory of resources in the heritage area, including a list of property that should be conserved, restored, managed, developed, or maintained
- Outline how MPNHA should implement the MP
- Specify existing and potential sources of funding
- Create an interpretive framework to tell the MPNHA's significant story

## Progress and Challenges

Much of the planning and organization for the Mormon Pioneer National Heritage Area (MPNHA) has been completed and matching funds obtained to successfully complete the planned projects. In fact, the National Association of Development Organizations gave the Utah Heritage Highway 89 Alliance an innovation award for its creative approach to regional planning and organization.

In addition, construction plans are in place for the Central Utah Pioneer Heritage Center, which will include a museum and visitor center and serve as the major interpretive site for the north end of the MPNHA. A nonprofit organization has guided this project for many years.

The challenge remaining is to carry out the essence of the legislation by creating connections across the entire heritage area in the context of five heritage districts.

## Little Denmark

Little Denmark emphasizes the influence of Scandinavian pioneers sent by Brigham Young to settle the area. Masterful Scandinavian woodworking and stained-glass skills are reflected in many of the marvelous local bed and breakfast inns.



Figure 7: The Manti House Inn bed and breakfast in Manti, Utah

Festivals such as the Scandinavian Heritage Festival in Ephraim and the Mormon Miracle Pageant performed on the hillside near the Manti temple in Manti offer a rich, local flavor.



Figure 8: Scandinavian Heritage Festival

Artisan studios and gift shops are located throughout Little Denmark in buildings listed in the National Register of Historic Places.



Figure 9: The Central Utah Art Center located in Ephraim, Utah

The oldest boarding school in the west, Wasatch Academy, is located in Mt. Pleasant. This Little Denmark academy has students from 22 states and 23 countries. The academy tells the story of a Presbyterian minister who founded the school system in Utah.

Also in Little Denmark, the Casino Theatre in Gunnison is a 1912 Beaux Arts theater that tells about the people of Sanpete and the movies that connected them to a larger America.

## Sevier Valley

Sevier Valley is located just south of Little Denmark. In this district, heritage is tied to the rich landscape where farmers and ranchers followed the ancient Native American tradition of living off the land, and where the sights and sounds of Big Rock Candy Mountain and Lemonade Springs live on.

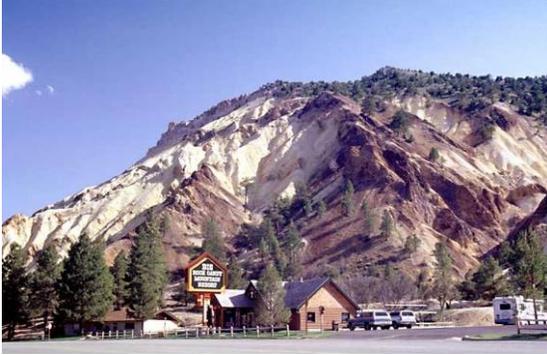


Figure 10: Big Rock Candy Mountain

Whether visitors are buying custom-made saddles, boots, and western wear, listening to the bark of the auctioneer at a local livestock auction, or sitting around a campfire after a Dutch-oven dinner listening to the tales of Butch Cassidy, they will never be far from the land that the descendants of pioneers continue to love and nurture.

## Headwaters

Communities along the Headwaters are as diverse as their individual traditions, while still tied together by the common rivers and tributaries that make the land in Southern Utah blossom.

In this district, you'll find a strong, rich mining heritage complete with abandoned mines and tales of lost gold. Visit tiny towns where the spirit of hardworking miners endures, including the old town of Winkelman, which still stands.



Figure 11: Camping in MPNHA

South of these mining towns lies Panguitch, where stores and homes made from locally fired red brick contain a wealth of heritage shops and historic sites.

The Headwaters district ends in the south at the Long Valley Junction, where Highway 89 meets Highway 14. Residents in Long Valley tell of the settlers who faithfully lived the United Order, an early Mormon lifestyle based on sharing all personal resources with the entire community. Long Valley is also the eastern gateway to Zion National Park.

Enhancements for telling the mining story of Marysvale include refitting and restoring a 1930s glazed-tile building reminiscent of the Bullion Canyon mineral era boom from the mid-1880s to the early 1900s.

## Under the Rim

Under the Rim is located at the southern rim of the MPNHA. The name Under the Rim comes from the location of the red rock rims of the High Plateau of Utah.

Hollywood fell in love with Kanab, located in the Under the Rim district, often filming western movies and television shows featuring this panoramic backdrop.

Under the Rim is also the location of a burgeoning arts community where cozy shops and galleries display fine art, photography, western memorabilia, and high-quality Native American crafts and jewelry.



Figure 12: Zion National Park (Photo by Charles Wood)

Supported by the MP, each district's individuality will blend into a historic spectrum where the collective whole is greater than its various components.



Figure 13: Jackie Hamblin Rife and her western-movie images shot in and near Kanab (Photo by John Telford)

In Kanab, the story of Little Hollywood is told. John Wayne, Frank Sinatra, and scores of actors, directors, and producers used the landscape to tell movie-going America about the west. These stories continue still at the annual Western Legends Roundup Festival.

## Boulder Loop

The Boulder Loop, comprising Utah's first All-American Road (SR 12) and Capitol Reef Country Scenic Byway (SR 24), begins and ends on Highway 89, encompassing breathtaking views of Grand Staircase-Escalante Monument. Capitol Reef and Bryce Canyon National Parks turn a marvelous heritage journey into an unforgettable visual treat.



Figure 14: Main amphitheater in Bryce Canyon

Along the way, you'll find some of the most isolated towns in America; artists, potters, and woodworkers quietly display their handiwork for locals and visitors to appreciate.

Here you can also experience guided horse pack or 4-wheel vehicle trips along cowboy and pioneer trails. And a stop at Anasazi State Park offers an insightful glimpse into ancient Native American heritage.



Figure 15: Anasazi State Park

On the southern end of the heritage area, the Escalante Heritage Center will share the story of the Hole in the Rock trek and preserve the Mormon pioneer heritage of the southeastern pioneers.

## Financial Planning and Goals

Budget planning centers on phase I (years one through five) and phase II (years six through ten).

- Phase I includes demonstration, early action, and revitalization projects and totals \$44.25 million.
- Phase II will focus on projects and programs in the five heritage districts with a projected budget of \$10.305 million.

The enabling legislation authorizes the MPNHA to receive up to \$10 million, which will be matched by the community chapters.

## A Sense of Place

The Management Plan (MP) creates a “sense of the whole,” not just within each given community but also across the regional corridor of Heritage Highway 89 and Scenic Byway 12, Utah’s first All-American Road. This regional identity increases the residents’ awareness of their shared heritage and helps them convey their stories.

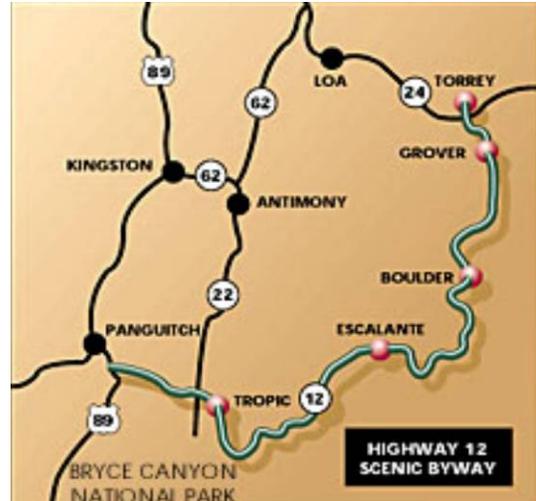


Figure 16: Highway 12, Utah’s first All-American Road

The heritage partnerships resulting from the MP develop and present events, programs, interpretive centers, and pageants that enhance a shared heritage and enable the small towns within the Mormon Pioneer National Heritage Area (MPNHA) to preserve the past and prepare for the future.

A study conducted by the Utah State University Extension Service identified more than 1,000 historic and cultural resources within the MPNHA that tell the Mormon pioneer story. A great need exists to bring all of these resources and stories together, building on what already exists to create an even stronger historic experience and record.



Figure 17: Kaziah Hancock, an MPNHA artist (Photo by John Telford)

A major historical aspect of the Mormon Pioneer National Heritage Area (MPNHA) is the Old Spanish Trail, which traces its routes back to 1776. Spanish colonies in northern New Mexico and southern California had the mission of locating a route from Santa Fe, New Mexico, to the Pacific Coast of California for Spain's religious, military, and commercial purposes. These Spanish colonists made an impact on a corridor that later played a significant role in Mormon colonization.

The area starting along the highway corridor at the Arizona border and passing through the aforementioned six Utah counties also demonstrates that the colonization of the western United States was facilitated by the 1,400-mile trek from Illinois to the Great Salt Lake by the Mormon pioneers. The subsequent colonization efforts in Utah, Nevada, and portions of Idaho, Wyoming, Oregon, and California played a major role in the development of America.

The legislation that created the MPNHA finds the following:

The historical, cultural, and natural heritage legacies of Mormon colonization and settlement are nationally significant . . . [and] in the area starting along the Highway 89 corridor at the Arizona border, passing through Kane, Garfield, Piute, Sevier, Wayne, and Sanpete Counties in the State of Utah and terminating in Fairview, Utah, there are a variety of heritage resources that demonstrate the colonization of the western United States. . . . The landscape, architecture, traditions, beliefs, folk life, products, and events along Highway 89 convey the heritage of the pioneer settlement; Boulder Loop, Capitol Reef National Park, Zion National Park, Bryce Canyon National Park, and the Highway 89 area convey the compelling story.

The MP creates connections between these various attractions and tells a story of common experiences of place, community, and history. Much like the area's talented loom workers pull threads together to make beautiful rugs, the MP weaves all these stories, venues, sites, and centers into an inspiring Mormon heritage tapestry.

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# Supporting Reference Materials

The Supporting Reference Materials binder contains the following information to support the Mormon Pioneer National Heritage Area (MPNHA) Management Plan (MP):

**The National Heritage Areas Act of 2006 Public L. No. 109–338, 120 STAT. 1738**

**MPNHA State Legislation**

**Utah State University Charrette**

**A Sample Inventory**

**MPNHA Supporting Historic Information**

**Scenic Byway 12 General Management Plan**

**Utah State University Heritage Products Study**

**Environmental Assessment**



# Chapter 1: Introduction

The Mormon Pioneer National Heritage Area (MPNHA) provides special recognition for the people and places that have contributed greatly to our nation's development.

Throughout the heritage area are wonderful examples of heritage products, architecture (such as the community of Spring City), and cultural events (such as the Mormon Miracle Pageant) that demonstrate the way of life of the pioneers.

This national designation allows for the conservation of historic and cultural resources, the establishment of interpretive exhibits, an increase in public awareness, and the preservation of historic buildings.

## Defines Identity

The MPNHA's identity is made up of the cultural identities of people in the counties of Sanpete, Sevier, Piute, Wayne, Garfield, and Kane, as well as the connecting arteries of Heritage Highway 89 and the Boulder Loop, including Scenic Byway 12, Utah's first All-American Road. Along these historic routes you'll find the five unique western heritage districts that constitute the heritage area: Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop.

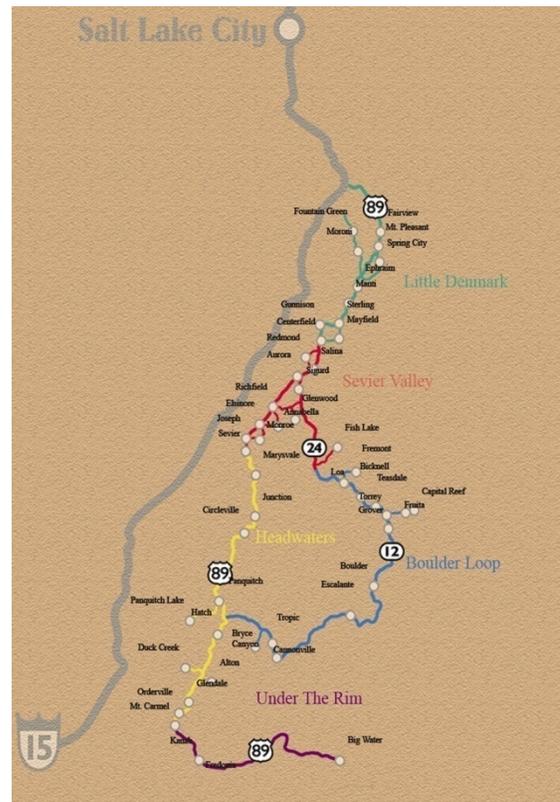


Figure 18: A map of the area outlining the five districts in the MPNHA

While each of these districts defines its heritage in a distinctly local way, collectively, they compose the MPNHA.

## Creates Connections

The MPNHA will create links and connections between districts and organizations in the heritage area that share a common history.

### Tells the Story

The MPNHA tells its story by building on existing interpretive resources and creating interpretive sites to make the history of the heritage area accessible and compelling to residents and visitors alike. The designation also encourages residents in the communities to participate by documenting and sharing their personal histories and the stories of their forebears.

### Strengthens Tourism

The MPNHA strengthens tourism by enhancing existing attractions and increasing their beneficial economic impact.

### Revitalizes and Interprets the Cultural Landscape

The MPNHA enlivens and interprets the cultural landscape by encouraging revitalization of communities associated with the area story and enhancing the quality of life along the heritage corridor and throughout Utah.

### Creates Action

The MPNHA forum serves as a catalyst for heritage-area-wide action by advocating the use of the shared Mormon heritage in the area as a unifying force for managed growth, development, and improved quality of life.

Within the heritage area, the types of activities pursued by the MPNHA's managing partnership in cooperation with public and nonprofit entities may include the following:

- Projects and programs recognizing the heritage area's people and their Mormon pioneer heritage story, including education projects undertaken with MPNHA's affiliates
- Heritage-area-wide activities to enhance identity and tourism potential, including highway signage and coordination with travel and heritage councils in the heritage area, the Utah Office of Tourism, MPNHA affiliates, and others

## Purpose and Organization

This Management Plan (MP) describes the planning process for the Mormon Pioneer National Heritage Area (MPNHA) and is intended to provide both a blueprint for the future and a blueprint for public and private agencies. The environmental assessment is included in the Supporting Reference Materials.

The MP has been prepared with extensive public involvement and outreach over a seven-year period. The following chapters document this work.

- **Chapter 1: Introduction.** Gives an overall orientation to the MPNHA, highlights the steps of the planning process, and defines the purpose and organization of this MP.

- **Chapter 2: Thematic Framework.** Presents the development history of the MPNHA through themes, historic periods, and settings.
- **Chapter 3: Interpretive Framework.** Explains how the “story” will be told and where it will be told to visitors and residents.
- **Chapter 4: Demonstration Projects.** Highlights the plan and the concept from which it derived; defines the demonstration project, key venues, and options for funding.
- **Chapter 5: Implementation Agenda.** Describes the scope of the project; presents a management proposal for implementation and administration of heritage programs and discusses a phasing strategy for heritage projects.
- **Chapter 6: Evaluation Strategy.** Adopts the evaluation strategy model developed by the Conservation Study Institute (CSI), as chosen by the Utah Heritage Highway 89 Alliance.
- Scenic Byway 12 General Management Plan
- Utah State University Heritage Products Study
- Environmental Assessment

## Heritage Area Boundaries

Within the boundaries of the Mormon Pioneer National Heritage Area (MPNHA), architecture, events, people, culture, and the landscape tell the story of Mormon colonization from the past; offer economic development, tourism, and educational opportunities for the present; and open the way for positive interaction with the natural resources that will guide the area’s future. The MPNHA comprises contiguous districts that encompass a diverse mix of Mormon pioneer heritage resources.

The MPNHA contains six counties with a population of approximately 60,750. The heritage area includes three national forests, three national parks, two national monuments, and connections to three national scenic byways. More than 60 percent of the MPNHA land is managed by the federal government.

The *heritage districts* of Little Denmark, Sevier Valley, Headwaters, Under the Rim, and the Boulder Loop constitute the heart of the MPNHA. The goals in the five heritage districts are revitalization, preservation, heritage tourism development, and interpretation. The overarching goal is to make the best economic use of key resources.

## Supporting Reference Materials

Provides additional information in these appendices:

- The National Heritage Areas Act of 2006 Public L. No. 109–338, 120 STAT. 1738
- MPNHA State Legislation
- Utah State University Charrette
- A Sample Inventory
- MPNHA Supporting Historic Information



Figure 19: Heritage Districts in the Mormon Pioneer National Heritage Area

While each of these five districts defines heritage in distinctive ways, collectively they create a united heritage area.

These heritage districts support the broad interpretation of MPNHA themes and work with the MPNHA to preserve, connect, develop, promote, and interpret Mormon pioneer heritage resources for enhanced economic development, education, and quality of life.

Heritage districts will adhere to the following criteria:

- Support the broad interpretation of MPNHA themes
- Work with the MPNHA to preserve, connect, develop, promote, and interpret Mormon pioneer heritage resources for enhanced economic development and quality of life

## Boundary Description

The MPNHA physical boundary extends from the Utah/Arizona border north along the corridor of U.S. Highway 89 through Fairview to the junction with U.S. 6. It also includes the sections of Highways 12 and 24 where they loop off Highway 89.

The heritage area includes six counties: Sanpete, Sevier, Piute, Wayne, Garfield, and Kane. It also includes the communities Kanab, Mt. Carmel, Orderville, Glendale, Alton, Cannonville, Tropic, Henrieville, Escalante, Boulder, Teasdale, Fruita, Hanksville, Torrey, Bicknell, Loa, Hatch, Panguitch, Circleville, Antimony, Junction, Marysvale, Koosharem, Sevier, Joseph, Monroe, Elsinore, Richfield, Glenwood, Sigurd, Aurora, Salina, Mayfield, Sterling, Gunnison, Fayette, Manti, Ephraim, Spring City, Mt. Pleasant, Moroni, Fountain Green, and Fairview.

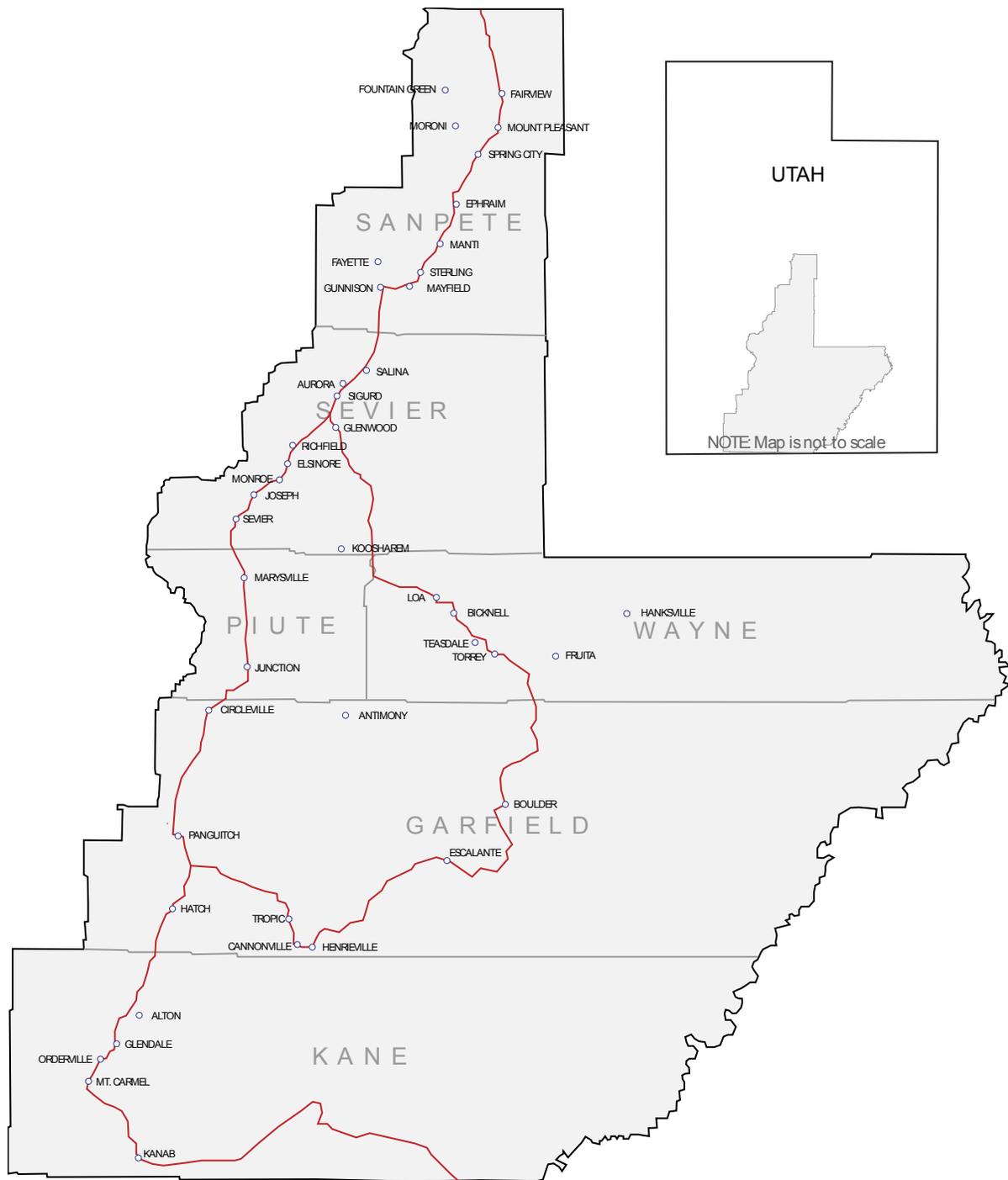


Figure 20: Physical boundaries of the Mormon Pioneer National Heritage Area

## Vision

The Mormon Pioneer National Heritage Area (MPNHA) helps our citizens and visitors appreciate how Mormon pioneer colonization contributed greatly to the development of the west and America. Telling the Mormon pioneer story instills pride in our communities and motivates people to build on their heritage and plan for the future by remembering the past.

## Goals

Goals and objectives are critical for any successful organization, and the Heritage Highway 89 Alliance and its partners for managing the Mormon Pioneer National Heritage Area (MPNHA) have spent considerable time carefully identifying our goals.

## Education and Interpretation Goals

The MPNHA's managing partnership is committed to several education and interpretation goals:

- Support efforts to enable the communities in the heritage area to appreciate and tell the story of the pioneers, their settlements, and their interaction with the land
- Assist existing attractions and institutions in communicating the breadth of the MPNHA's story to the public and place resources in a heritage area context

- Provide mechanisms for families and heritage organizations to share their stories
- Communicate the role of Native Americans, Presbyterian educators, and others who interacted with the Mormon pioneer settlers

## Revitalization Goals

Revitalization projects range from developing Ephraim's Heritage Block to revitalizing Escalante's Main Street. In keeping with the heritage area orientation of the MPNHA, funding on a minimum 50 percent matching basis will be allocated to the five heritage districts, as outlined in Appendix B. A budget summary of demonstration, early action, and revitalization projects, as well as administrative costs, can be found in Appendix C.



Figure 21: Ephraim's heritage block

The MPNHA's managing partnership is committed to these revitalization goals:

- Identify and document significant Mormon pioneer heritage resources
- Provide recognition and support to communities in Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop as they preserve heritage resources
- Focus on significant heritage resources with high interpretive potential where the MPNHA's managing partnership can make a difference
- Build community awareness of the effectiveness of adaptive reuse of properties as a means of accomplishing preservation while achieving economic returns on historic properties

### Tourism and Economic Development Goals

The MPNHA's managing partnership is committed to these tourism and economic development goals:

- Reinforce existing attractions and cultural institutions, helping these organizations communicate the story of the MPNHA
- Develop connections between attractions and assist visitors in experiencing the MPNHA's settings and venues
- Increase cultural and heritage tourism, creating economic benefits for the MPNHA and its communities

- Encourage community development efforts that protect and use heritage resources
- Support improvement of local infrastructure and community building

### Quality of Life Goals

The MPNHA's managing partnership is committed to improving quality of life through these goals:

- Set an agenda with a long-term vision and short-term goals that will bring positive benefits across the heritage area
- Achieve tangible, quantifiable outcomes that can be evaluated and will build support and constituency in the MPNHA
- Operate efficiently and effectively, with the flexibility to respond to unforeseen opportunities and situations
- Encourage communities and organizations to set their own priorities and to define their place within the MPNHA framework
- Partner with other heritage, environmental, and economic development organizations to build on the vision and increase awareness and effectiveness of MPNHA partnerships
- Achieve significant leverage with federal funds that are targeted for the MPNHA and develop sponsors and financial supporters from the private and nonprofit sectors

## Heritage Audience

The Mormon Pioneer National Heritage Area (MPNHA) audience is broadly defined as residents and outside visitors who will experience the story, themes, and resources, including physical, historic, natural, and cultural resources, through various interpretive tools.

These interpretive tools will shape the experience and reveal the story and themes to the MPNHA's audience through various techniques including media, artifacts, exhibits, signage, co-ops, artists, artisans, outfitters, crafters, websites, educational programs, tours, resources, sites, and landscapes.

## Planning Process

The culture and economy of the Mormon Pioneer National Heritage Area (MPNHA) reflect the interaction of people with the natural environment where they built their towns and institutions. The past, present, and future of the heritage area are connected to the land, water, and state and national parks and forests.

The designation of the MPNHA and the preparation of the MP offer the opportunity to do several things:

- Define heritage area identity, enlarging the heritage constituency and showing that the area's rich heritage has economic and cultural value
- Create heritage-area-wide connections, coordinating and linking the five heritage districts of Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop, as well as demonstrating that local uniqueness is tied to a common heritage

- Tell the MPNHA story by building on existing interpretive resources, making the history of the heritage area come alive for residents and visitors, and working with organizations that document personal histories
- Strengthen tourism in the heritage area by enhancing existing attractions, encouraging development of new attractions, and increasing their economic benefits
- Revitalize and interpret the cultural landscape of the MPNHA, encouraging rejuvenation of communities and enhancing the quality of life along the corridor
- Create a mechanism and forum that can be a catalyst for action in the heritage area, advocating using the shared heritage in the MPNHA as a unifying force for planning, development, governmental relations, and improved quality of life
- Recommend policies for resource management that consider the application of appropriate land and water management techniques, including the development of intergovernmental cooperative agreements to manage the historical, cultural, and natural resources and recreational opportunities of the heritage area in a manner that is consistent with the support of appropriate and compatible economic viability

The MPNHA was formed because of citizen interest in supporting the preservation and interpretation of the heritage area's Mormon pioneer heritage.

## Planning and Citizen Involvement

Citizen involvement in the Management Plan (MP) process has been broadly inclusive. The geographic reach of the MPNHA and the scale of the resources warranted a careful and strategic approach to the community process. The Utah Heritage Highway 89 Alliance conducted public meetings, involved heritage chapters, and met with the county commissions in Sanpete, Sevier, Piute, Wayne, Garfield, and Kane counties.

### Public Meetings

Many meetings were held throughout the planning and advertised to the public. For example, larger paid advertisements were placed in the following general circulation newspapers:

- Pyramid (Mt. Pleasant)
- Richfield Reaper (Richfield)
- Southern Utah News (Kanab)

These locations were chosen because they represent the north, central, and southern locations of the MPNHA.



Figure 22: Citizen groups gathered in meetings similar to this one throughout the MPNHA

### 2006 Public Meetings

- November 2 in Manti

### 2007 Public Meetings

- January 2 in Richfield
- February 14 in Kanab
- October 17 in Mt. Pleasant
- October 18 in Junction
- October 23 in Panguitch
- October 29 in Kanab
- November 13 in Kanab
- November 27 in Panguitch
- December 7 in Junction

### 2008 Public Meetings

- March 11 in Loa

### County Commission Meetings

In addition to these advertised public meetings, official agendas listed MPNHA presentations that were made in County Commission meetings as follows:

- Sanpete County: Three scheduled presentations
- Sevier County: One scheduled presentation
- Piute County: One scheduled presentation
- Garfield County: Two scheduled presentations

- Wayne County: One scheduled presentation
- Kane County: Four scheduled presentations

In the County Commission meetings, comments from Commissioners were received and implemented. In all six counties, the major concern expressed was land use. Commissioners wanted to be assured that the MP would not interfere with private property and local zoning. These concerns were addressed and set forth in the MP.

In the case of Garfield and Kane Counties, the Commissioners wanted a contract prepared whereby the elected county officials would appoint the two board members representing their respective counties to the Board of Directors of the Utah Heritage Highway 89 Alliance. They also wanted specific language in the contract related to local authority and private property. A contract was prepared, signed, and officially accepted in a board meeting held by the Utah Heritage Highway 89 Alliance.

The County Commissioners in Sanpete, Garfield, and Kane Counties recommended public forums. Accordingly, public meetings were held in Manti and Kanab. More than 200 people attended these meetings and participated with questions and comments. These meetings in particular had an impact on the MP, since panel participants included a representative from Senator Robert F. Bennett's office, the Director of the MPNHA, and the President of Utahns for Rural Solutions. All of their concerns about private property and government encroachment are addressed in the MP.

### *Native American Meeting*

Special effort was made to reach out and include members of Native American tribes in the heritage area. A consultation letter was sent to 14 tribes (see Appendix C for a copy of this letter). The letter was part of a packet that included a disc of the management plan and supporting reference materials, a map showing the boundaries of the MPNHA and a copy of the National Heritage Areas brochure, which includes a map and listing of America's national heritage areas.

On April 2, 2009, a meeting with the tribes was held at the Koosharem Band (Paiutes) offices located in Richfield, Utah. This meeting, which was held from 10:00 a.m. to 12:00 p.m., focused on a wide range of issues, including tribal land recognition, programs, projects, and economic development initiatives that may be available for Native Americans in the MPNHA. These issues were addressed in conjunction with a detailed presentation of the management plan and supporting reference materials.

Many constructive proposals were made. For example, it was noted that elected tribal leaders should be considered on par with elected county commissioners and mayors. Accordingly, it was agreed that the management plan would acknowledge tribal officers in a parallel capacity with county and city officials. It was further agreed that the Native American Ombudsman would play an integral role in the Utah Heritage Highway 89 Alliance, which functions as the management entity for the MPNHA.

Another constructive proposal centered on recognizing the role Native American names have played in towns and sites in the heritage area. Appreciation was extended for the way Native Americans were presented in the documentary *Utah's Blackhawk War* and for the reburial of Chief Blackhawk.

It was suggested that the MPNHA cooperate with a mapping project currently underway whereby all of the mountains in the MPNHA will denote the original Native American names given to these mountains by the ancient inhabitants. The proposal was enthusiastically accepted and a commitment made to participate in bringing it to fruition.

### **Comments from the Public**

The MP includes the ideas and suggestions from public meetings in the community chapter demonstration projects, revitalization projects, and economic developer recommendations.

Constructive comments were received during the public meetings. All of the comments were given careful consideration and most of them were incorporated into the MP.

Some examples of comments follow. The entire folder is in the MPNHA archives.

- “Wasatch Academy is excited about the opportunity to provide information about early pioneers who were not of the LDS faith. Wasatch was founded by a Presbyterian minister in 1875 when he came to Mt. Pleasant, Utah to regain his health. We have reviewed the draft plan and are supportive of its findings. At the same time, we request that more emphasis be placed on the non-Mormon contributions to the heritage area.”
- “The plan looks good and I support it. Some sections, however, are not perfectly clear. Could you more clearly define what a community chapter is supposed to do? I represent an organization that would like to be a chapter. What is our responsibility and how do we qualify to be an official chapter?”
- “As the mayor of a key community, I appreciate the opportunity to have the draft plan presented tonight. It looks good to me, but I would like more time to go through it and get back to you.” (Subsequently, this mayor emailed suggestions and changes that were incorporated into the MP.)
- “Your presentation was interesting and informative. Very good job. I do not have time to read the entire draft, but it appears you are moving in the right direction.”

- “As much as I have seen of the general plan appears to be well-thought-out and should be a great plan well into the future.”
- “Good report. Look forward to its development.”
- “Interpreting the 1890–1950 railroad era from Thistle Junction down to Marysvale is vital. It is a colorful era and needs to be in the plan. The Marysvale end was the docks and corrals for produce all over southern Utah—especially for the Panguitch and Kanab areas. Please consider some railroad interpretive venues, especially emphasizing the twisty old line that ran alongside the Sevier River. A railroad station replica building could double as a community activities building for Monroe through Marysvale and triple as a crafts center for the artisans who live along Highway 89.”
- “You are not giving adequate mention and credit to the early Spanish explorers, and the clergy followers, nor to the cooks, hunters, interpreters, traders, etc. Perhaps you should create a pull-off exhibit with a map of the old Spanish Trail—it might be in conjunction with the north end of the bike trail (Sevier River Canyon has a large parking lot that could host interpretive information before travelers actually follow the Old Spanish Trail (N. East to Salina, West to Cove Fort: Meadow, Utah).”
- “You need to consider a display making use of the parking area of the Fremont Indian State Park (2.5 miles west of Highway 89).”
- “As a business owner along the Mormon Pioneer National Heritage Area, I am pleased with the progress of the plan. I especially like the designation of the districts. The story of the colonization of the area and the interaction with native populations needs to be told.”
- “The geographical order of part of the plan is off. Check the geography.”
- “You have the history of Fruita wrong. Here are the corrections.”
- “Please note the corrections for Pipe Spring.”
- “As a former BLM employee, I have some concerns about some of the plan’s proposals. Give me time to review.” (The changes were emailed to us and incorporated into the plan.)
- “I have been to two public meetings and each time I see reference made to an auditorium project for Kanab. I work with two boards in that area and I do not recall anyone working on this project. Please check this.” (This project came through the Kanab community chapter and was passed through the two board members from Kane County for recommendation. The respondent was advised of this.)

### Radio Broadcasts

Public radio station KUER devoted a one-hour program to discussions, questions, and comments concerning the MPNHA planning process. The program was broadcasted from the Salt Lake City studios.

Several callers were concerned about the loss of local control and identity. Callers gave the examples of Park City, Utah, and Santa Fe, New Mexico, to illustrate the issue of increasing land prices when traditionally rural areas receive a higher profile and people with higher incomes move in the area, forcing locals out of the housing market.

The MP reflects these issues and centers on involvement of community chapters and local elected officials in the planning and implementation process.

### Press Releases and Events

In addition, the Utah Heritage Highway 89 Alliance sent out hundreds of press releases to inform the public about the heritage area and its people, events, and stories. We hosted a booth at the media center in Salt Lake City during the 2002 Winter Olympics. In conjunction with that event, we produced a PBS documentary that told stories about people, places, and events in the MPNHA. We also created a website.

Our ongoing media campaign includes sending out press releases, creating and circulating publications and video presentations, and setting up booths and other information venues at heritage area and statewide events.

### The Launch

The Utah Heritage Highway 89 Alliance started the public process in 2000 by holding a series of facilitation meetings along the corridor. We also produced a kick-off edition publication to introduce the public to the MPNHA.



Figure 23: The MPNHA kick-off celebration

We worked with economic development and travel directors along the corridor and received input regarding events, stories, places, and people that should be highlighted in the MPNHA. We conducted a lecture series focusing on the heritage area's "famous and infamous" to attract attention to our efforts. Finally, MPNHA chapters were formed to encourage and compile input on goals, objectives, and plans.

### Heritage Organizations

We created and involved MPNHA chapters in Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop. We defined a chapter as any entity in a community committed to developing, preserving, interpreting, or marketing an aspect of the heritage of the community in which it resides. These chapters constitute the underpinning of the MPNHA.

## Recommendations

We have organized our recommendations according to the entire heritage area, heritage districts, and revitalization recommendations.

### Entire Heritage Area

The Management Plan (MP) recommends that the boundaries of the Mormon Pioneer National Heritage Area (MPNHA) be extended to include that part of the Hole in the Rock trail that starts in Escalante and ends in Bluff—a distance of approximately 65 miles. We further recommend that the feasibility of including all of San Juan County be explored.

The study recommended that the following functions and operations be undertaken:

- Provide a link between businesses in the corridor
- Interpret and link the benefits of the Community Reinvestment Act to the corridor
- Initiate, plan, and sponsor events in the corridor, including craft events
- Provide craft production and sales information and strategy
- Sponsor educational programs for the craft and tourism sectors

### Heritage Districts

We provide specific recommendations for each of the five distinct heritage districts in this section.

### Little Denmark

Key recommendations in Little Denmark include the following:

- Take advantage of the appeal of the Fairview entrance to the Huntington-Eccles National Scenic Byway. This scenic route is taken by outdoor recreation enthusiasts who camp and fish in breathtaking surroundings. Strategies should be employed to entice visitors to stay longer in Fairview to visit shops, cafés, and the city museum.



Figure 24: The Huntington-Eccles National Scenic Byway in Fairview (Photo courtesy of and copyrighted by National Scenic Byways Program, [www.byways.org](http://www.byways.org))

- Improve Fairview’s Main Street and businesses to appeal to byway visitors. Streetscape improvements have already been made with assistance from the George S. and Dolores Doré Eccles Foundation. Consequently, a well-managed café and gift shops have emerged along the small Main Street. Partnerships need to be formed with the private sector to create more attractions, especially in the area of outdoor recreation. Efforts should also be made to implement the Utah State University trails and streetscape study.
- Encourage more heritage businesses to locate on Mt. Pleasant’s Main Street, which is listed in the National Register of Historic Places, and implement recommendations from the study conducted by Utah State University, which provides for connections between historic downtown, Pleasant Creek, Wasatch Academy, and the town’s parks.
- Expand the Mountain Man Rendezvous event and develop other heritage events.
- Work with the Relic House as a key venue of early pioneer history.
- Tell the story of the Reverend Duncan McMillan and the establishment of Utah’s first schools along the corridor.
- Restore the original Wasatch Academy building on Mt. Pleasant’s historic Main Street.



Figure 25: Original Wasatch Academy schoolhouse

- Preserve resources that tell the story of early mercantile and cooperatives.
- Continue to support the Ephraim Co-op housed in an original ZCMI building.
- Encourage more artisans along the corridor to sell their products through a co-op system, and work toward the development of co-ops throughout the MPNHA.
- Expand and promote the Scandinavian Heritage Festival in Ephraim, which features the works of artisans.



Figure 26: Scandinavian Heritage Festival held in Ephraim, Utah.

- Tell the story of the visit of Chief Walker and the Mormon pioneers to Great Salt Lake. During this visit, they established plans for the settlement of Manti.
- Work closely with Mormon Miracle Pageant officials to make the pageant an even more integral part of the Mormon pioneer story.
- Support the work of the Central Utah Pioneer Center to offer visitors an interactive and vital heritage experience, which features a high-quality interpretive venue.
- Cooperate with the Manti Preserve America Committee in their preservation efforts of Main Street Manti.
- Work with the Moroni heritage chapter on its ongoing functions in the restored opera house. The Traditional Building Skills Institute, a Utah Heritage Highway 89 Alliance chapter, played an integral role in restoring this gem that once featured traveling theatre productions and is now used for dramatic arts and social events.
- Highlight the evolution of the agricultural sector and the importance of the turkey industry in Moroni.
- Encourage the expansion of Lamb Days in Fountain Green. Work with the Utah Department of Agriculture to tell the story of the sheep industry and the role it played during World Wars I and II.
- Coordinate with the Fountain Green chapter in the functioning and interpretive work in the restored social hall.
- Assist the Gunnison chapter in its efforts to restore the Casino Star Theatre to expand the trail system that is a tribute to the heritage area and has been funded by local government, the Utah Department of Transportation, and the Community Impact Board.
- Connect the Little Denmark area and tell the story through trails and paths. Continue to work with Utah State University on interconnections throughout the area on streetscape design that relates to the parks and trails.
- Assist Centerfield in a project to restore the early LDS meetinghouse.
- Assist in restoring Carnegie Libraries.
- Continue the relationship with the George S. and Dolores Doré Eccles Foundation through a creative and appreciative strategy. Throughout Little Denmark, the foundation has played a crucial role in the preservation of historic buildings, including the Moroni Opera House, Fountain Green Social Hall, the historic gymnasium in Mt. Pleasant, the legendary Noyes Building on the campus of Snow College, the old Manti City Hall, and the Carnegie Library in Ephraim. The Traditional Building Skills Institute chapter located on the campus of Snow College should link its work plans with the foundation and continue the restoration, classes, and community outreach it conducts throughout Little Denmark.

- Work with Wasatch Academy, Sanpete County horse raisers, riding clubs, and other groups to promote the horse industry as part of our heritage.
- Engage in partnerships to develop the equestrian center in the county and to develop agritourism.

### Sevier Valley

Key recommendations in the Sevier Valley include the following:

- Connect stories and resources of the pioneers with Native American heritage, and work closely with Paiute Indian leaders. The relationship between the settlers and the Paiutes is one of the strongest potential thematic and contextual linkages in the study area. Mystic Hot Springs has tremendous potential to be developed into a major tourist attraction by telling the story of the Paiutes and the Mormons. Native American beliefs and the legends of the waters carry a compelling message. A partnership between local government, the Paiutes, historians, and private sector developers should be formed to create a major interpretive center.



Figure 27: Mystic Hot Springs

- Take advantage of the state's investment in Fremont State Indian Park, which the Utah State Legislature established in 1985 to preserve Clear Creek Canyon's treasury of rock writing and archaeological sites.
- Establish Fremont State Park as a connecting point to tell the Native American story that ranges from the Walker and Black Hawk wars to the work of the modern-day Paiute tribe. A coordinated plan should be framed to start the Indian story at the Fairview Museum, which contains a computer presentation and pictorial displays about the Ute Native Americans. Markers along Highway 89 tell the story of the Indian wars. More work should be completed to carry the story and the sites all the way south to the Arizona border, with the Fremont site being the central connecting point.



Figure 28: Rock writing at Fremont State Indian Park

- Build a strong relationship with the Richfield Downtown committee and support its efforts to restore historic buildings on Main Street. Richfield is a National Main Street Community and connection should be made with the other two Main Street communities along the Heritage Highway: Mt. Pleasant and Panguitch.



Figure 29: Richfield, Utah



Figure 30: Inside a CCC bunkhouse

- Tell the story of Big Rock Candy Mountain. Establish a pull-out site on the resort property where travelers can obtain information about other pull-out sites along the corridor. The site should also focus on things to see and do in the Sevier Valley area and in the connecting sections of Headwaters. A newly established partnership between the public and private sector supports cooperative efforts to significantly improve the economy in this sector of the highway. The Utah Heritage Highway 89 Alliance should work with its partners—Utah Business Lending Corporation, the Utah Pioneer Communities Program, and Utah Rural Partnership—to enhance the preservation and development projects set forth in the group’s plans, including the development of a box car motel and railroad museum.
- Tell the stories of the Civilian Conservation Corps (CCC) in Sevier County and the role of the Presbyterian Church, including its efforts in education and the cultural interaction that took place because of these two movements.
- Build on the relationship with the Sevier County Special Events Director and develop heritage events and shows for the Black Hawk Arena. Emphasize horse events as part of Mormon heritage and work with the arena in Panguitch and the proposed equestrian center in Sanpete County to provide a network for events that feature horses and other aspects of agritourism.
- Continue coordination efforts with the George S. and Dolores Doré Eccles Foundation, which has been a major contributor to projects in the Sevier Valley section of the MPNHA, especially on the campus of Snow College South.

## Headwaters

Key recommendations in Headwaters include the following:

- Build relationships with the nonprofit and for-profit ventures that reach north to Big Rock Candy Mountain and focus on the Old Town Winkelman project. These efforts will greatly enhance the economy of this small section of the corridor.
- Work with the heritage committee that is developing the Old Town Interpretive Center in Marysvale and with Moore's Old Pine Inn in Marysvale. Existing plans call for refitting and restoring a 1930s glazed-tile building located on a prominent corner in Marysvale.



Figure 31: Moore's Old Pine Inn in Marysvale, Utah

- Assist the committee in interpretive efforts that tell the story of the Bullion Canyon mineral era boom that took place from the mid-1880s through the early 1900s.

- Tell the story of Circleville's most famous—or infamous—son, George LeRoy Parker, better known as Butch Cassidy. Butch was one of the west's most celebrated "bad men" around the turn of the 20th century when he and his gang robbed banks and trains and rustled cattle. Their escapades were made famous by Paul Newman and Robert Redford in the movie, *Butch Cassidy and the Sundance Kid*. In addition, the Utah Heritage Highway 89 Alliance produced a PBS documentary during the 2002 Olympics. The documentary, entitled *Stories Along Heritage Highway 89*, featured the story of Butch and Sundance. Stories about Butch should be an integral part of the heritage in this section of the corridor, and the cabin in which he was born should be restored for use as a visitor center.
- Coordinate with Panguitch's Main Street committee. The entire town has been placed in the National Register of Historic Places. The committee, in conjunction with Panguitch's mayor and city council, obtained an enhancement grant for streetscape improvements. Every effort should be made to help the community maintain its downtown effort and thrive.



Figure 32: Panguitch, Utah (Photo by Tom Berens, [www.go-utah.com](http://www.go-utah.com))

- Coordinate with the Garfield Office of Tourism in locating an interpretive pull-out site at the visitor center on the north end of Panguitch.
- Work with Utah’s Scenic Byway 12 (SR 12) Parkway committee to take advantage of Panguitch Lake and its contribution to outdoor recreation. Provide better connections between heritage and outdoor recreation.
- Tell the story of the Quilt Walk and work with local organizers to expand and promote this annual event.
- Coordinate with the artists, artisans, and crafters in the area. The Utah Heritage Highway 89 Alliance helped fund the establishment of the Apple Hollow Co-op venture. Much more needs to be done to capitalize on the talented people in the Long Valley area. They have the potential to meet the goals and objectives outlined in the Utah State University study for the arts and crafts industry. The area should be developed as a village industry community with expanded interpretive tools. There is a story behind every work of art. These stories need to be told.
- Take advantage of and work with the promoters of the Paiute ATV Trail (a 230-mile loop traversing three mountain ranges).
- Work with Lake Panguitch Resort Motor Home “condo” developers to identify cultural and heritage attractions that would appeal to their market.
- Emphasize the arena in Panguitch as a venue to promote agritourism and the role that horses play in telling the heritage story. Coordinate with activities at the Black Hawk Arena in Salina and the equestrian center that is being planned in Sanpete County.

### **Under the Rim**

Recommendations for Under the Rim include the following:

- Coordinate with Pipe Spring National Monument, located near Kanab, in telling its Mormon pioneer story. Pipe Spring Fort, known formerly as Winsor Castle, was built for the Mormon Church in the early 1870s by Bishop Anson P. Winsor. Its location controlled the most important source of water over a wide area, and the fort was also essential for the protection of travelers, settlers, and the men who tended the great herds of livestock in this district. Pipe Spring was first visited by Anglos in 1776, when Father Escalante and his party named it Jubuin Cariri S. Samuel. The name Pipe Spring was given in 1858 by a party of Mormon missionaries under the direction of Jacob Hamblin. Jacob’s brother, Gunlock Bill Hamblin, annoyed at not being able to shoot a bullet through a silk handkerchief hanging by one edge, wagered that he could knock the bottom out of a pipe at 50 paces. This he did, and the spring has ever afterward been known as Pipe Spring. In 1863, it became the headquarters of a cattle ranching enterprise carried on by Dr. James M. Whitmore and Robert McIntyre, who were later killed by Native Americans. Their holdings were subsequently purchased by the LDS church. In May 1923, the

buildings and a surrounding 40-acre tract were set aside as a national monument.

- Strengthen the relationship and coordinate with attractions near Kanab, including Johnson Canyon, Angel Canyon, Moqui Cave, The Byways and Backways, Hole in the Rock, Ponderosa/Coral Pink Sand Dunes, and the Smoky Mountain Road.



Figure 33: Coral Pink Sand Dunes (Photo by Mel Lewis, courtesy of Utah Office of Tourism)

- Work closely with the Kane County Travel Council and county heritage chapters in telling the story of Little Hollywood. Assist and support the expansion and marketing of the Western Legends Roundup.
- Tell the story of movie making and expand on the PBS production of *Stories from Highway 89*, which featured Charlton Heston narrating the story of filming in the district.



Figure 34: Movie set built near Kanab, known as Little Hollywood

- Build on the relationship with the heritage chapter in Mt. Carmel in expanding and interpreting heritage at the Old Rock Church and Art Gallery.
- Place the interpretive pull-out site at the Kane County Travel Office location and coordinate with the office in highlighting the heritage of the area and connecting travelers with other pull-outs as they travel north through the MPNHA.
- Tell the story of Kanab as the field headquarters for the Powell-Thompson topographic survey of Northern Arizona and Utah, which lasted for six years, starting in 1871.
- Tell the story of Zane Grey who stayed in Kanab in 1912 while writing *Riders of the Purple Sage*.
- Coordinate with the Maynard Dixon and Edith Hamlin house and studio in Mt. Carmel. A recent PBS documentary highlights the major contribution they made to western art.

- Take advantage of the many artists and the landscape that draws them Under the Rim. Add to the Art Familiarization Tour (FAM) conducted with a grant from the National Foundation for the Arts and the U.S. Forest Service.
- Support the development of a historic wood shell amphitheater in Kanab for heritage productions, plays, and events.
- Strengthen private and public efforts to make Orderville a major tourist stop. The story of Orderville is fascinating and compelling. The ancestors of the residents lived for 12 amazingly successful years in an idealistic United Order. Many other Mormon settlements, spurred on by their leaders after the disastrous financial crisis in 1873, also attempted to live the Order for short periods of time, but Orderville outlasted them all. From 1874 to 1876, a little more than 500 people worked cooperative farms, dairies, stockyards and sheep herds, blacksmith and carpenter shops, a bakery, a sawmill, a gristmill, a molasses mill, a bucket factory, a woolen factory, a copper shop, and a tannery. They ate together at a common table and met morning and evening for worship. This is an interpretive story begging to be told through a well-funded, cooperative effort. The MPNHA should make this a priority.
- Use the Amangiri Resort project as an opening to develop high-end cultural and heritage attractions.
- Work closely with the proposed Center for Education, Business, and the Arts (CEBA). The proposal calls for the center to be built in Kanab. The Mormon Pioneer Heritage Center on the campus of Snow College should coordinate its efforts with CEBA since both entities emphasize the use of natural resources, agriculture, business and entrepreneurship education, visual arts, literature, and interdisciplinary efforts in the context of an economic development initiative that includes the components of heritage tourism.

### **Boulder Loop**

Key recommendations in Boulder Loop include the following:

- Coordinate with and support the establishment of the Escalante Heritage Center, which will share the story of the Hole in the Rock trek and preserve Mormon heritage in the Escalante region. This project is a major contributor to the interpretive goals of the MPNHA. In conjunction with the Central Utah Pioneer Heritage Center adjacent to the Manti temple on the north end of the corridor, the Escalante Heritage Center will play a significant role in telling the story of Mormon colonization.

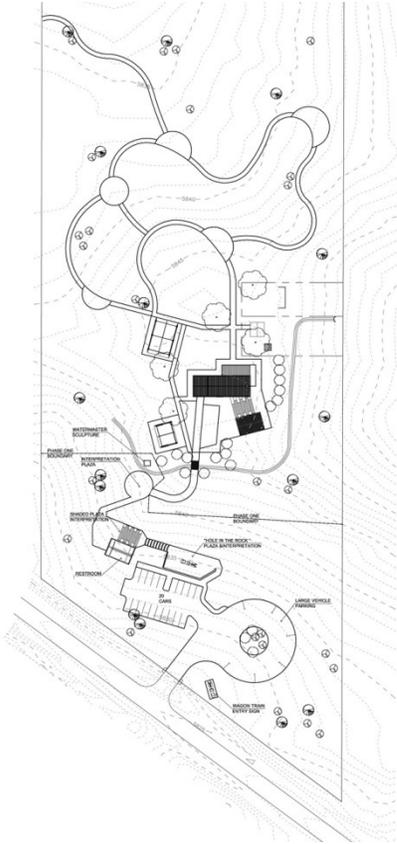


Figure 35: Escalante Heritage Center

- Take advantage of the resources, interpretive capacity, and draw of Capitol Reef National Park and work closely with the park's management team. Help park administrators secure funding for the Fruita interpretive project.
- Support the Entrada Institute, an organization dedicated to the preservation of the area's heritage through arts and education. Attend one of the classes, concerts, readings, workshops, or festivals that it regularly hosts to celebrate both the natural and human history of the region.

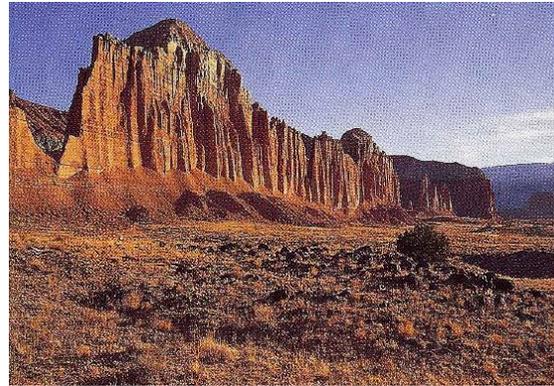


Figure 36: Capitol Reef National Park

- Communicate the role of Native Americans in the district by emphasizing the Anasazi State Park Museum and the connection between the first settlers and the Mormon colonization effort.
- Encourage the revitalization of Escalante's historic Main Street and work closely with the city, the historic preservation chapter, and the private sector in forming partnerships that will lead to the street's success.



Figure 37: Main Street in Escalante, Utah

- Design ways to work effectively with the management team at the Grand Staircase-Escalante National Monument. Help visitors and residents appreciate the impact of the monument and the role it plays in the heritage of the area.

- Tell the story of ranchers and the connection of the land and cattle. Emphasize the cowboy spirit that is legendary in the west.
- Identify and document the amazing stories of the pioneers who settled in this harsh yet spectacular environment. Involve the Redd Center at Brigham Young University, the Utah Division of State History, the Utah Humanities Council, the Sons and Daughters of the Utah Pioneer organizations, and all entities that can help preserve oral and written histories.
- Support the Wayne Theater and other organizations that renovate historic structures and make them accessible to residents and tourists. The Bicknell International Film Festival is a wonderful example of this type of activity.
- Work with KBYU-TV and Sanpitch Productions to expand the PBS documentary *Stories along Highway 89* as it pertains to the Hole in the Rock colonization challenge. This compelling story needs to be told in an expanded format.
- Collaborate with the management team at Bryce Canyon National Park.
- Coordinate with Bluff in emphasizing its outstanding examples of early Mormon architecture, restoration, and heritage interpretation.
- Work with the Hole in the Rock Foundation in telling its courageous account of Mormon colonization.

## Revitalization Recommendations

Revitalization elements of the MP center on enhancing visitor experiences in the five heritage districts and the community chapters. Economic development projects in the communities will focus on the restoration of buildings that can house artists, artisans and crafters, cooperative ventures, heritage dining and lodging experiences, outfitters, and related heritage businesses.



Figure 38: Mom's Café in Salina, Utah (Photo by John Telford)

The Mormon Pioneer Heritage Center, under the auspices of Utah State University, will function in a coordinating capacity and work closely with county extension agents to help develop, mentor, guide, and direct businesses to locate in historic buildings.

In addition, the MPNHA will work closely with the Utah Division of State History to expand the number of Certified Local Governments along the corridor; we will also work with the division's architect and staff members on restoration projects and surveys relating to historic buildings.

The MPNHA will partner with the Recreation and Outdoor Tourism Program at Utah State University, especially in establishing connections between outdoor recreation and tourism and heritage tourism businesses.

In addition to providing connections between the preservation of buildings and their occupancy, county extension agents will assist in all aspects of the enhancement of heritage businesses and the creation of heritage products. They will help convey the heritage of pioneer settlements and their role in agricultural development. The center will also play a key role in empowering communities to conserve, preserve, and enhance their heritage while strengthening future economic opportunities. The center will cooperate with the Traditional Building Skills Institute (TBSI) to achieve authenticity in restoration projects.

In many cases, community chapters have undertaken revitalization efforts by using enhancement grants, a Community Development Block Grant (CDBG), and foundation support to restore buildings and streetscapes and for similar ventures. They have worked with the Associations of Governments and local government in ongoing revitalization planning and implementation.

However, many of these project plans have not taken advantage of Mormon pioneer heritage resources to provide structure and interest. The Utah Heritage Highway 89 Alliance will coordinate with community chapters that make a commitment to seeking new ways of approaching community resources. The Alliance should provide technical and financial assistance to chapters who are committed to connecting revitalization efforts with heritage projects.



Figure 39: Fort Ephraim (the revitalization of a block of downtown Ephraim)

Project examples include the following:

- Revitalization of the Ephraim heritage block
- Restoration of the Old Spring City School



Figure 40: The Old Schoolhouse in Spring City, Utah

- Revitalization projects for Manti’s Main Street
- Revitalization projects for Kanab’s Main Street
- Restoration projects for the Fairview Museum and Fairview’s Main Street
- Revitalization and restoration projects in Orderville and Mt. Carmel
- Revitalization efforts for Escalante’s Main Street
- Restoration projects in Salina
- Revitalization projects in Elsinore
- Revitalization projects in Centerville and Junction
- Restoration projects in Centerfield and Gunnison
- Restoration projects in Marysville
- Restoration projects in Monroe
- Restoration and revitalization projects in Wayne County
- Revitalization projects for the Richfield Main Street program
- Revitalization projects for the Mt. Pleasant City Main Street program and the Relic House
- Revitalization projects for the Panguitch Main Street Program



## Chapter 2: Thematic Framework

The Mormon pioneer experience has directly affected the Mormon Pioneer National Heritage Area's (MPNHA's) natural environment, physical form, and social framework—from the architecture of the buildings and homes to the roads, communities, culture, and open space. This chapter presents observations about the MPNHA's history and setting, organizing themes of the Management Plan (MP), and an inventory of resources available in the MPNHA.

### History of the MPNHA

On the southern end of Under the Rim, Kane County is part of the great Colorado Plateau. While on a visit to Kane County in 1942, Wallace Stegner voiced his response to the area's beauty:

The tiny oases huddle in their pockets in the rock, surrounded on all sides by as terrible and beautiful wasteland as the world can show, colored every color of the spectrum even to blue and green, sculptured by sandblast winds, fretted by meandering lines of cliffs hundreds of miles long and often several thousand feet high, carved and broken and split by canyons so deep and narrow that the rivers run in sunless depths and cannot be approached for miles. Man is an interloper in that country.

Levi Savage, one of the first settlers to visit the area, came to future Kane County in 1860 with a flock of sheep. He found grass knee high stretching across the valley to Kanab Creek and moving like waves from the wind. It seemed that the valley was carpeted with a sea of grass. A small stream of water ran from the canyon north of the future town site of Kanab to the southern side of the valley.

As with most of the areas in the MPNHA, three themes dominate the story of the settlement of Kane County—the *interaction of human beings with the landscape*, the *interaction of human beings with each other*, and the *interaction of greater institutions*.

The land provided continuous deterrents to settlement. The story of settlers who struggled to survive in such a harsh region is often dramatic, but it is always a story of fighters—those unwilling to leave and move to an easier place to survive.

The multicolored striations of the rock forces of the canyon walls provide an apt image of the historic experience of this place, layered with traces of previous generations' lives. It is what might be called the vernacular landscape, formed through the interplay of natural places, cultural geography, and the human-made environment.

It is also a social history, the history of common people interacting with the environment around them. At the intersection of these three elements lies the history of the cultural landscape—the production of spaces for shelter, for business, for recreation—human patterns impressed on the contours of the natural environment.

Therein lies the essence of what this MP proposes for visitors to see, understand, and appreciate—the land and the sense of place, the story of Mormon colonization in the heritage area. This story reflects the story of Mormon colonization at large.

Moving north into Garfield County, which constitutes the Boulder Loop and Headwaters area, the stage for colonization continues.

The first settlers in Panguitch (Headwaters) faced an immediate problem with the land. They had to cut a road through the difficult mountain terrain of Little Creek Canyon before reaching the 25-mile long Panguitch Valley; they finally made that connection on March 16, 1864.

These pioneers found ample water and began to plant crops near Panguitch Creek, which ran from Panguitch Lake located in the mountains to the east. The stalwart settlers divided the land east and south of town into 40-acre fields, with a four-rod lane around each field. At an elevation of almost 7,000 feet, they would be at the mercy of short growing seasons and harsh winters.

The winter of 1864–65 was difficult for the settlers, and it devastated the Native American bands that occupied the land in consort with the pioneers. By 1866, the situation was desperate, reflecting the theme of interaction with other human beings and the landscape.

Brigham Young said this of their plight:

We occupy the land where they used to hunt the rabbit . . . and the antelope were in these valleys in large herds when we first came here. . . . They could catch fish in great abundance in the lake in the season and live upon them pretty much throughout the summer. But now their game is gone and they are left to starve.

The conflict of cultures and the land, coupled with the impossible situation faced by the natives, led to the Black Hawk War.

Visitors to Headwaters in general, and Panguitch in particular, will begin to see and understand this sense of land and place.

While the settlers of Panguitch were settling the land for the second time following the Black Hawk War, John Wesley Powell and his scientific expedition were making an impact on the land and sense of place. Powell was trying to determine if the Colorado River could be navigated, and in the process, he intended to gather as much information as possible about the area's geology, anthropology, and plant and animal life.

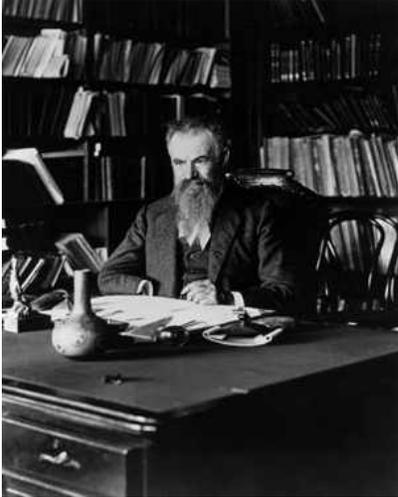


Figure 41: John Wesley Powell

Although Native Americans and early explorers, trappers, and settlers had crossed the Colorado and Green rivers, no one was known to have ventured into the section beyond their confluence and lived to tell about it. Earlier explorers, trappers, and military expeditions in search of practical railroad routes saw no reason to go beyond the confluence. Today visitors and travelers will have the chance to learn about this interaction—this interchange—that manifests a sense of land and place.

Even as Powell's interaction made an imprint on the landscape, so also the heritage of Wayne County, also on the Boulder Loop, was written on the land. The Parker Range and the Awapa Plateau, with elevations of up to 9,000 feet, mark the county's western border. Two other major geographical features help define the western portion of the county: the Aquarius Plateau and Thousand Lake Mountain.

As for the evolution of the small towns in this landscape, the settlement of the land occurred in large part because of Utah's growing population and the need to find new lands for farming, grazing stock, and building family homes. The settlement stories of these towns are remarkably similar. They reflect a story of interaction with the environment. A similar experience greets the visitor of today.

Moving north into the Sevier Valley, the story of land and a sense of place continues. In Sevier, interaction with people and place is tied, in part, to the Old Spanish Trail.

The trail traces its roots back to 1776, when Spanish Catholic fathers Francisco Dominguez and Silvestre Velez de Escalante recorded the first known glimpse of the Sevier River Valley by non-Native Americans. Their assigned mission was to locate a route from Santa Fe, New Mexico to the Pacific Coast of California for the religious, military, and commercial purposes of Spain.

Though their journey was not completed at the time, they made an impact on the corridor, and by the 1820s, the lure of fur, trade, and commerce had brought Mexicans, Americans, and others who were quite familiar with the eastern portion of the Old Spanish Trail and its various branches, to Central Utah and the Sevier Valley.

In 1826, American fur trapper and explorer Jedediah Strong Smith and 15 other trappers traveled south through Sevier Valley, eventually reaching southern California. When Smith came to the junction of the Sevier River and Clear Creek, he veered west following Clear Creek to present Cove Fort. The group reversed this route on its return.

Kit Carson traveled segments of the Old Spanish Trail on several trips, acting as a guide and courier for the federal government. During one trip in 1848, he journeyed on a branch identified as the East Trail (or Fish Lake Trail). The Fish Lake branch separated from the main trail near the confluence of Salina and Niotche creeks; it then followed the latter upstream and continued along the present-day Gooseberry Fremont Road south to Fish Lake.

From Fish Lake, the trail followed Otter Creek down to the East Fork of the Sevier River and on to Kingston, where it rejoined the main trail. Today, travelers and visitors can take the same route and retrace Carson's trip.

Mormon pioneers first experienced the sense of place and the land in December 1849, although it was 1864 before settlement started. The increasingly limited availability of land and water in Sanpete County to the north accounted for the increased interest in the Sevier Valley.

Pioneer leader Parley P. Pratt recommended this pattern of settlement: locate near the source of water and interact with the environment and, of course, the people. The settlers had barely arrived when the Black Hawk War began, and the cultures conflicted.

The background of this confrontation with the Ute Native Americans can be traced to conditions in the Sanpete region and the Sevier River Valley, which bore the brunt of the conflict. As Mormons increasingly colonized the territory, Native Americans became increasingly restricted in their movements and hunting territory.

The winter of 1864–65 was a difficult one for the Ute Native Americans living near Gunnison. The weather was harsh and food scarce. A smallpox epidemic swept through the Indian camps.

Some of the Native American leaders placed the blame on the Mormons, who had taken the land and restricted the natives to marginal lands, making them more dependent upon Mormon and U.S. government handouts.

Soon the hunger led some of the more militant Native Americans to profess that they would “kill Mormons and eat Mormon beef.” Thus began the conflict and the resulting Black Hawk War. Once again, settlement themes emerge—interaction of human beings with the landscape, with each other, and finally, with institutions. This last interaction occurred with the social, political, and economic development of Sevier County that emerged from 1865 to 1896.

To the south in Piute County, or Headwaters, colonization patterns followed the Sevier Valley themes and trends. John C. Fremont made his fifth and last expedition through the area in 1853–54.

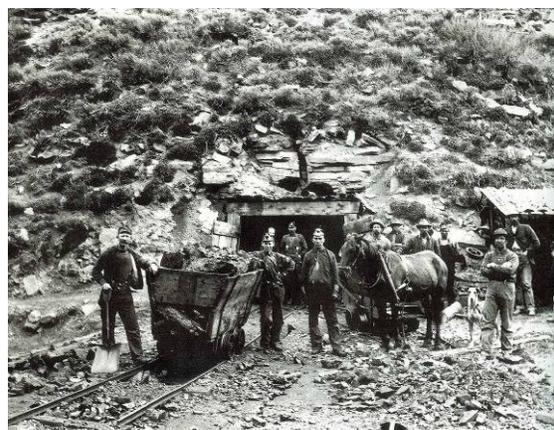


Figure 42: Pioneer miners

A year earlier, in June 1852, the first mineral exploration took place. From the beginning of the Mormon colonization in Utah Territory, rumors of buried Spanish treasure and Spanish mines with rich veins of gold and silver abounded, as did seekers after the hidden wealth. No wealth would emerge from this first exploration, and 16 years would pass before mining would emerge as a settlement factor. In the meantime, the settlers had a county government to create as they interacted with the land.

An act of the territorial legislature formed Piute County in January 1865, with Circleville as the county seat. The sense of community was captured in a *Deseret News* article written by Edward Tolton in February 1865:

The spirit of industry and perseverance in the people is manifest. Their actions are kind and benevolent towards one another, and their determinations . . . demonstrate the will to attend to their own business, honor their mission, and make this place a desirable location for the Saints.

Marysvale was the second settlement to take root in Piute County, with its first settlers arriving on October 24, 1864. Within a year the Piute founders' labors to build towns and till the land would be interrupted as Black Hawk launched his campaign to rid the land of white settlers.

Events in Piute County between 1865 and 1867 illustrate the theme of interaction of human beings with each other even as they cope with the companion theme of interaction with the landscape. Atrocities were committed by both sides during this defining conflict, which wound down when Black Hawk and other Native American leaders signed the peace treaty in 1868. Some raiding and killing by scattered renegade groups continued until 1872.

With peace came renewed interest in Piute County, particularly since rumors had begun to circulate that placer gold had been discovered near the town of Marysvale, which had been abandoned during the war. And thus the third theme of land and sense of place, the interaction of institutions, starts in March 1868, when a few gold seekers begin combing the mountains above Marysvale and found lead instead of gold. The Savage Lead Mine was formed, followed by the Golden Curry Lead Mine claim, and with the discovery of silver, the Silver Dipper Mine emerged. In 1869, the metal all of the prospectors were seeking—gold—was finally discovered in Pine Creek, and the Webster Mine was born.

Meanwhile, to the north in Sanpete County (Little Denmark), the settlers who had first arrived in 1859 were hit hard by the Black Hawk War, the seminal event that illustrates the human interaction theme. Indeed, it is generally accepted that the war started in Manti on April 9, 1865, when John Lowrey had a quarrel with Indian Chief Jake. The Native Americans claimed that this event ignited all of their lingering concerns over land and culture.

In 1870, two events occurred that highlighted an ending and a beginning. The first was when Native Americans came to Manti and made a treaty with Orson Hyde. Treaties would soon be signed throughout Little Denmark, with the final peace treaty being signed in Mt. Pleasant on September 17, 1872. The second 1870 event was the laying of the last rail of the Utah Central Railroad on January 10. Brigham Young drove the last spike on a railroad line that many Sanpete residents had assisted in building. This act would usher in a new era for farmers and businesses, as well as the emergence of the theme of institutions.



Figure 43: Relic house in Mt. Pleasant where the Black Hawk War Treaty was signed

Institutionally, women received the vote when the Women's Suffrage bill passed in the territorial legislature and was signed into law. Coupled with this political event, the fourth estate entered the valley on January 1, when the *Weekly Tribune* was issued in Salt Lake City and circulated in Sanpete. Two years later, on February 19, 1872, a state constitutional convention met in Salt Lake City and framed a constitution.



Figure 44: Original Wasatch Academy schoolhouse

On March 3, 1875, the Reverend D.J. McMillan preached the first non-Mormon sermon in Sanpete, at Mt. Pleasant, and one month later, on April 20, J.S. McMillan opened the first mission school under the Presbyterian Board of Missions, also in Mt. Pleasant.

On April 14, 1879, the cornerstones of the Manti temple were laid, highlighting the Mormon faith even as Presbyterians were making their presence known in the valley. Ten days later, on April 24, the first Utah wheat, including some from Sanpete, was shipped to Liverpool, England, from San Francisco. Thus in two decades, from the founding of Sanpete in 1859 to the manifestation of religious, social, and commercial diversity by 1879, a sense of land and place brought the past, the present, and the future onto the settlement stage.



Figure 45: The Manti temple  
(© Copyright 2007 onlineutah.com, Kathy M. Wiersdorf)

In Little Denmark and the Sevier Valley, the settlers' economic growth would be greatly assisted by inexpensive and reliable transportation that came with the arrival of the Denver and Rio Grande Western Railroad (D&RGW). The railroad entered the Salt Lake Valley in the 1880s, signaling the end of Union Pacific's monopoly over Utah's rail traffic.

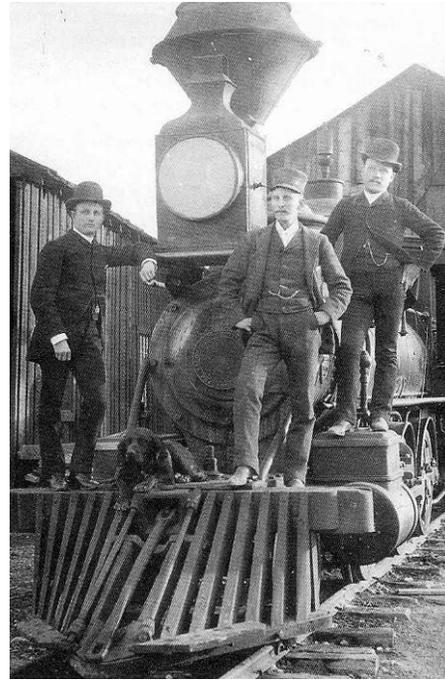


Figure 46: A celebration uniting the railroad occurred at this train station in Manti, Utah

On December 29, 1890, a grand celebration was held in Manti on the completion of the line to that city. Railroad lines in the north sector of Little Denmark were laid in 1879 and 1880 to accommodate the Sanpete Valley Railroad, which was organized to haul coal from Wales.

On October 2, 1884, the first train pulled into Moroni. This was the only railroad in the region, and it conducted a significant amount of business. On May 1, 1886, an excursion train, sponsored by the Moroni Brass Band, began operation.

The settlers wanted to be a part of America's economic expansion. In 1893, the company extended its railroad from Chester to Manti to compete with the Rio Grande line, which, as noted, had pulled into Manti at the end of 1890. The D&RGW line connected to the Valley Line at Thistle Junction via Mt. Pleasant and Manti to Marysville in Headwaters. The Sanpete Valley Railroad merged with them in 1908.

In 1891, D&RGW began serving northern Sevier Valley. That year, townspeople cheered when the railroad reached Salina. Five years later, the line extended to Richfield, and in early June 1896, the first passenger train arrived at the county seat.

The railroad spurred economic growth in Sevier Valley, especially in the livestock industry. However, in the southern parts of the region, remoteness prohibited rail expansion for the shipping of livestock and products.

Rail travel also played an important role in the expansion of tourism. When Zion was named a national park in 1919, excursion interest grew, and Union Pacific and its subsidiary company began heavily promoting both Bryce Canyon and Zion as vacation destinations, especially after Utah Parks Company built a lodge at Zion in 1925.



Figure 47: Rio Grande depot in Mt. Pleasant (Photo by Ray LaFollette)

Rail travelers were transported by tour buses from a town on the railroad line to the company's lodges at Zion and Bryce. The railroad company put a package deal together for tourists, providing the two parks with significant national exposure.

Meanwhile in the 1920s, the D&RGW prepared to put every ounce of energy into the work of properly exploiting attractions like Bryce as well as Fish Lake and scenic Wayne County. Union Pacific built a spur line to Cedar City, which became the railroad company's center for its subsidiary, the Utah Parks Company.

From the Cedar City depot and the El Escalante Hotel (also owned by Union Pacific), tourists would be able to board buses that would take them on a loop through Bryce Canyon, the North Rim of the Grand Canyon, and Zion National Park.

For the Marysvale connection, three automobile touring companies met the mail train as it arrived every day. Tour operators took tourists to Bryce Canyon and the Grand Canyon’s North Rim by way of Bryce Canyon. A Kanab tour operator conducted the tours. The conductor also conducted tours at Bryce and the North Rim. In every case, the Union Pacific Railroad connection was crucial.

As automobile tourism became more popular, the Union Pacific Railroad ended summer season trains on the Lund-Cedar City Connection, and the Utah Parks Company shifted to buses for its tour operations.

In the northern sections of the region in the late 1880s, the Sanpete Valley Railroad was called Polygamist Central because of the commonly held belief that the trains signaled residents if an officer or deputy was aboard the train to search out polygamists under the auspices of the Edmunds-Tucker Act.



Figure 48: Trains transported all types of cargo during the pioneer era

As Sanpete Valley (Little Denmark) became known as “the granary of Utah,” and with the growing importance of the sheep industry, D&RGW played a key role in economic expansion. It is not an exaggeration to state that the period from the coming of the railroad in the late 1880s and early 1890s to the onset of the Great Depression constituted the “golden era” of Little Denmark, and the railroads made it all happen. The development of roads and the improvement of bus service after World War I began to reduce the number of railroad passengers.

By 1947, both passenger and freight revenues were below operating expenditures for the Marysvale line. D&RGW requested permission to drop its passenger service in the region. The request was granted two years later, and the railroad era started moving toward a close. Perhaps the era is best symbolized by the small town of Thistle, located just north of the MPNHA.

Although Thistle is technically not in the MPNHA, its history is closely tied with that of the D&RGW. In 1883, the railroad constructed its line beside the Old Spanish Trail along the Spanish Fork River at the confluence of Thistle and Soldier creeks. The town was named after the thistles growing there.

The town grew into an important little railroad stop, with 600 residents in 1917. With the railroad’s decline, the depot was torn down in 1972, and the post office closed two years later. By 1983, only 50 people remained in the once prosperous little town.



Figure 49: Landslide in Thistle, Utah

In the winter of 1982–83, disaster hit with a flood and slow-creep landslide that inundated the town and was the first Utah disaster declared as such by a president of the United States. Initially, efforts were made to simply haul the creeping dirt away, but those efforts proved futile because of the volume of the slide. The direct costs of the landslide included \$45 million to relocate the railway, \$75 million to relocate the highway, and \$89 million in lost revenue to the railroad.

The region suffered when the already unprofitable Thistle-Marysvale railroad line, which continued to provide freight service for 34 years after passenger service was discontinued, shut down forever.

## Key Themes

The MP proposes three major organizing themes that capture the essence of the Mormon pioneer heritage story and respond to the interpretive goals defined above. Personal histories and stories of real individuals will make these themes come alive.

Key themes should avoid being associated with any chronological time period but should be applicable to past, present, and future relating to the five heritage districts of Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop. Themes should effectively convey the pioneer landscape that illustrated the early Mormon settlement and have a profound personal resonance with visitors and residents of the MPNHA. Effective interpretation requires that the recipient be able to relate the Mormon pioneer experience to his or her own life.



Figure 50: Pioneers in Sanpete County

## Organizing Themes

The three main organizing themes in this Plan are as follows:

- Interaction of people with the landscape
- Interaction of people with each other
- Interaction with the institutions people created

The intent of the organizing themes is to articulate the essence of what the MPNHA is and what it does. The themes have been crafted to fit the criteria presented above. This list of the major themes is expanded in subsequent phases of the MP, and additional subthemes may be added for each major organizing theme. The three themes summarize the heritage area's overall story and significance.

### Interaction of People with the Landscape

This theme focuses on the arrival of the pioneers in the heritage area, their settlement of communities, and the impact they had on the landscape. The History of the MPNHA section at the beginning of this chapter emphasizes the story of Mormon pioneer colonization in the heritage area, the way the stage was set for colonization along the corridor, and the sense of place and the land.



Figure 51: Early Utah settlers worked hard to make the land work for them, whether they were farming or ranching

The colonization story of people interacting with the landscape is unique in each of the districts of Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop. Nevertheless, each district shares the common theme of people interacting with the landscape.

This common thread weaves a tunic that clothes the people of every era—from 1847 to the 21st century. It is a story of people interacting with vast natural resources, struggling with the land and its scarce water, and hammering out the means for economic development.

### Interaction of People with Each Other

The Mormon pioneers did not arrive in a land devoid of people. The Native Americans were here. Their roots traced back through centuries of interacting with the land, and they had strong opinions of its nature and how it should be used.



Figure 52: Early pioneers interacted with each other and those already in the area

Cultural clashes emerged when people interacted with each other as they carved out transportation routes that brought people and their cultures closer together. Unity underpins the interaction of people even as cultural clashes emerge sporadically.

The architecture and town sites bear witness to a cooperative spirit whether in the context of farming, ranching, mining, or town planning. From the Black Hawk War of the 1860s to the creation of Grand Staircase-Escalante National Monument in the 1990s, people with different perceptions interacted, sometimes for ill, but more often for good.

### **Interaction with Institutions People Created**

Institution is defined in its broadest context here. To *institute* means to set up, erect, construct, establish, find, or introduce. The institutions in the heritage area tell a story about people creating entities focusing on social, educational, economic, religious, and recreational purposes and objectives.

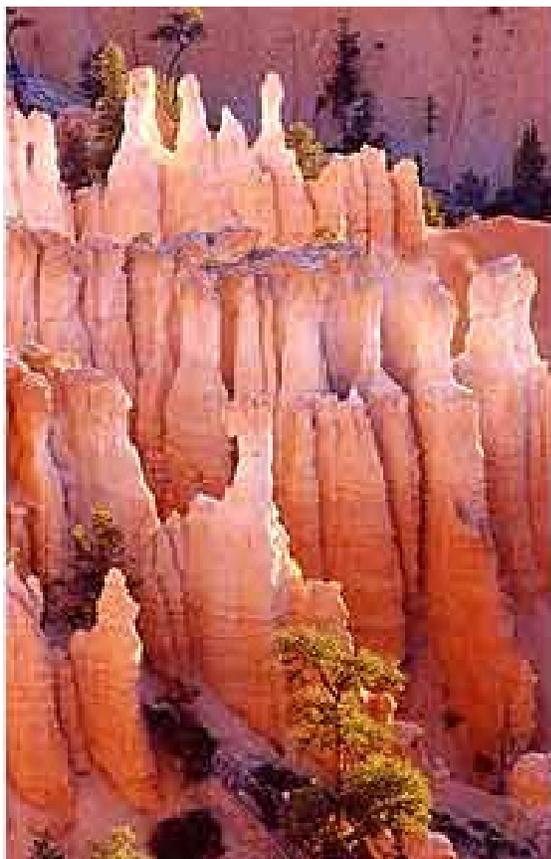


Figure 53: Bryce Canyon (Photo by Charles Wood, [www.go-utah.com](http://www.go-utah.com))

From the establishment of the Zion Cooperative Mercantile venture to the establishment of the railroad and public schools; from social experiments in common living to the creation of a competitive free enterprise system; and finally, to the creation of national parks and monuments, the story of the MPNHA is a story about people creating institutions and then interacting with their own creations.

### **Key Settings**

The Mormon Pioneer National Heritage Area (MPNHA) begins at the Arizona border and winds 400 miles north along Heritage Highway 89 to Fairview. An alternative route takes visitors off Highway 89 and follows the Boulder Loop east (Scenic Byway 12, Utah's first All-American Road, and Capitol Reef Country Scenic Byway, SR 24) an equal distance on a journey through picturesque landscapes left by Mother Nature. Small agricultural communities serve as links to the history of the area.

A trip through the MPNHA offers nature's beauty, historic sites, and most of all, compelling people who operate bed and breakfast inns, serve heritage menus in cafés housed in historic buildings, create works of art, mold their crafts, conduct tours, interpret history, and tell stories about their pioneer ancestors.

One spectacular resource in the MPNHA is the natural landscape: breathtaking wonders that shaped the lives and heritage of the early Native Americans and Mormon pioneers and continue to shape the lives and heritage of modern-day residents. This diverse landscape encompasses everything from the red sandstone canyon country to the beautiful valleys of the high alpine country of the mountains.

Today, this spectacular landscape provides virtually unlimited recreational and educational opportunities for residents and visitors alike as they visit national parks, national monuments, national recreational areas, national forests, national resource lands, state parks, state wildlife management areas, and fish hatcheries; scenic byways and backways; visitor centers, museums, interpretive centers, historic districts, and building sites; and a variety of local festivals and special events.

Activities in this setting include backpacking, hiking, camping, viewing spectacular scenery, bird watching and wildlife viewing, fishing, hunting, and horseback riding, to name only a few. For those who prefer more developed areas, opportunities for vehicle-based camping, picnicking, day hiking, biking, driving for pleasure, and resort lodging abound.

Water-based activities in this setting include swimming, sailing, canoeing, waterskiing, and fishing. Winter sports activities include downhill skiing, snowboarding, cross country and backcountry skiing, snowmobiling, and even ski kiting. Those who prefer pavement can discover miles and miles of scenic byways.

Many educational activities in this setting are available at visitor centers and museums in the area. All of the national parks and monuments host visitor centers where both the natural and cultural history is interpreted for visitors. The USDA Forest Service also has visitor centers for the three national forests in the area. The Anasazi State Park Museum and Fremont Indian State Park interpret the cultural heritage of the early Native Americans who lived in the area.

Visitors can also enjoy a number of museums that interpret the life and times of the early pioneers who settled in the setting. These museums include the Heritage House in Kanab, the Edison Alvey Museum in Escalante, the Fairview Museum of History and Art in Fairview, the Butch Cassidy Home north of Panguitch, the Pioneer Relic House in Mt. Pleasant, and the Daughters of the Utah Pioneers museums in Orderville, Escalante, and Panguitch.

Finally, visitors can also experience a variety of festivals and special events throughout the year, including the Scandinavian Heritage Festival in Ephraim, the Mormon Miracle Pageant in Manti, the Annual Lace Making Day in Fairview, the San Rafael Trapping Party Mountain Man Rendezvous at Fremont Indian State Park, the Black Hawk Mountain Man Rendezvous in Mt. Pleasant, the Panguitch Quilt Walk in Panguitch, the Western Legends Roundup in Kanab, and the Annual Old Time Fiddlers and Bear Festival in Cannonville.

These key settings are best understood in the context of the five distinct heritage districts and the small towns that capture the essence of the MPNHA.

## Little Denmark

The settlement of Scandinavians was a defining factor in this district's pioneer history and a place where we can find compelling stories of immigration, conflict with Native Americans, and town development.

**Fairview**, a site for gathering wild hay, was founded in 1859 as North Bend. The town was later named Fairview because you could see fields of grain for 30 miles. Fairview once had a stone fort with 10-foot walls to protect the settlers from Native Americans.



Figure 54: Fairview, Utah (© Copyright 2007 onlineutah.com, Kathy M. Wiersdorf)

**Mt. Pleasant** was originally settled in 1852 as Hambleton Settlement. Native Americans drove the original settlers from the town and burned the community to the ground. Mt. Pleasant's settlers were primarily Scandinavian and British. The main treaty ending the Black Hawk War was signed here. Mt. Pleasant's Main Street and the adjacent boarding school, Wasatch Academy, are listed on the National Register of Historic Places.



Figure 55: Mt. Pleasant, Utah (Photo by Richard Stum)

**Spring City**, at various times, was known as Allred Settlement, Spring Town, and Little Denmark. Spring City is the second oldest community in Sanpete County. Renowned for its many architecturally significant historic buildings, the entire town is listed on the National Register of Historic Places.

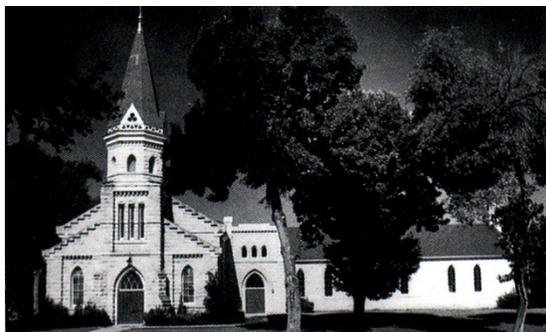


Figure 56: Spring City, Utah

**Fountain Green** was originally a campground of Mormon colonists immigrating to Sanpete Valley. The town was settled in 1859. Big Springs, Silver Creek, and large artesian wells inspired the town's name. Fountain Green has long been a local center of agriculture and historically was famous for its cooperatively owned Spanish Merino sheep herd.



Figure 57: Fountain Green, Utah

**Moroni** originally carried the names Mego and Sanpitch, after local Native Americans. The town was officially established in 1859, and its name was changed to Moroni, a Book of Mormon historic figure. Moroni is home to the Moroni Feed Company, one of the nation's most successful turkey cooperatives.



Figure 58: Moroni Opera House in Moroni, Utah

**Ephraim**, settled in 1854, once housed Sanpete County's most important fort, built for protection from Native Americans during the Black Hawk War. At one time, 90 percent of the town's population was Danish. Ephraim is the home of Snow College and a restored Mormon cooperative mercantile.



Figure 59: Snow College in Ephraim, Utah

**Manti**, established by Brigham Young in 1849 at the invitation of Chief Walker, is the oldest community in Sanpete County. The community is named after a Book of Mormon luminary, Manti, and is the site of the Manti temple, which was built between 1877 and 1888.



Figure 60: Manti temple in Manti, Utah

**Sterling** was settled in 1873 by 15 families from Manti. The town was named for the “sterling” qualities of its citizens. In 1879, Daniel Funk obtained permission from Brigham Young and Ute Chief Arapien to build a resort lake in Arapien Valley. The lake became part of the Utah state park system in 1964 and is now known as Palisade State Park.



Figure 61: Palisade State Park in Utah

**Gunnison** was first called Hog Wallow because the early town sites were so swampy. The name was later changed to Gunnison in memory of Captain John Gunnison, the leader of a U.S. survey team who had been killed by Native Americans in 1853. The town was not abandoned during the Black Hawk War, and families from Sevier and Piute Counties settled there during the 1860s.



Figure 62: Gunnison, Utah (© Copyright 2007 onlineutah.com, Kathy M. Wiersdorf)

**Freedom** is a community west of Highway 89 where Mormon pioneers settled in the foothills. It was established in 1870. The site proved to be excellent for fruit trees. Dairy cows were also numerous in Freedom.

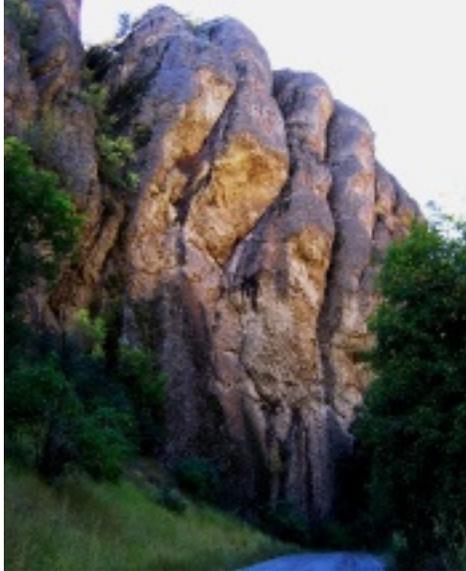


Figure 63: Maple Canyon outside Freedom, Utah

**Wales**, also located in the foothills, was the site of the first coal mine in Utah. In the 1850s, Chief Tabiona showed Mormon leaders the vein of coal. A few years later, when new Welsh settlers arrived in Utah, they were sent to Sanpete County to start extracting coal from the ground. Settled in 1859, the town was originally called Coal Bed. After the mines closed, the settlers stayed, adopting the agrarian and ranching lifestyle common in rural Utah.



Figure 64: Wales, Utah

**Centerfield** was first known as Skin Town. Apparently, in about 1880, a new method for tanning cowhides was discovered and implemented in New York. At the same time, Sanpete suffered a terrible winter with such deep snow that many cattle couldn't find enough forage and died. To keep their operations from being a total loss, ranchers skinned the cows, used the new tanning method on the hides, and hung them out on their fences to dry, leading to the name Skin Town. At various times, the settlement was also called South Gunnison or Twin Town.



Figure 65: Centerfield, Utah (© Copyright 2007 onlineutah.com, Kathy M. Wiersdorf)

When the town was incorporated in 1907, the residents chose the more dignified name of Centerfield because of the community's central location.

**Mayfield** had a rather complicated beginning. After Manti was settled, the land to the south was surveyed and canyons along the mountains were called Six-Mile, Nine-Mile, and Twelve-Mile Canyons, named for their relative distances from the Manti temple. The land at the mouth of Twelve-Mile Canyon had been an Indian farm reservation.



Figure 66: Mayfield, Utah (© Copyright 2007 onlineutah.com, Kathy M. Wiersdorf)

Mads Sorenson, Carl Olsen, and Simon Hansen scouted the site on a logging foray in 1870. The next spring they cut meadow hay, built cabins, and began water division. Other families joined them by 1873 when they formed a United Order Cooperative Society on the north bank of the creek. The settlement was named Mayfield because of the beauty Mother Nature so lavishly displayed in the month of May.

**Fayette** was settled by five families from Springville who arrived by ox team April 8, 1861. After finding Hog Wallow (Gunnison) too crowded, they backtracked five miles to establish Warm Creek. Three families soon left, but the Joseph Bartholomew and James Mellor families stuck it out, and their descendants remain today. One pioneer described the site as a lush meadow paradise abounding in wildlife. LDS Apostle Orson Hyde urged the name change to Fayette for the New York town where the LDS church was organized.



Figure 67: Fayette, Utah (© Copyright 2007 onlineutah.com, Kathy M. Wiersdorf)

**Axtell** was settled in about 1874 by John Bosshardt, who raised the first barley and alfalfa, Lars Fjeldsted, who ran a co-op herd of sheep, and Axel Finarsen, a Danish bachelor. The town spread out on an east-west axis along Willow Creek, which was the area’s name until the arrival of the railroad and post offices in 1891. The place has an expansive open flavor reminiscent of the Midwest, with irrigated grains and alfalfa sweeping eastward to the foothills of the Wasatch Plateau.



Figure 68: Post office in Axtell, Utah (© Copyright 2007 onlineutah.com, Kathy M. Wiersdorf)

Farms and houses are dispersed, as are Axtell’s “central places,” notably the post office and church. Thus it differs from the typical Mormon village settlement plan.

**Milburn** occupies a picturesque cove barely visible from the U.S. 89 scenic overlook near Hilltop. Platted in 1886 on a rocky slope watered by Dry Creek, Milburn already had a number of sawmills built in canyons above it, sparking the choice of name. Families began homesteading of Fairview as early as 1876, so a majority of Milburners never lived in the town itself; rather they loosely clustered around a school, church, and stone store/dance hall whose walls still stand.



Figure 69: Milburn, Utah (© Copyright 2007 onlineutah.com, Kathy M. Wiersdorf)

**Indianola** was organized as a ward and named by LDS Apostle Erastus Snow in 1880. At that time, it numbered more than 100 members, with half Native Americans and half whites. North Sanpeters had herded livestock in the valley and even homesteaded there before Brigham Young decided to set up a model Indian farm for Utes who had not already removed to the Uintah Basin. Eventually, the church had to pay \$12,000 to induce pioneers to vacate the valley. Eventually, most of the Ute Indians moved away, died, or simply failed to multiply, and original settlers returned to the valley. Most of them lived on their farms rather than locate close to the brick meetinghouse (now a granary) built on the town site.



Figure 70: Indianola, Utah (© Copyright 2007 onlineutah.com, Kathy M. Wiersdorf)

**Chester** was settled soon after the homesteading fever hit Sanpete in 1870. Polygamists and other farmers from Mt. Pleasant, Moroni, and Spring City spread out onto the meadows along the bottomlands of Oak and Canal Creeks below Spring City. Despite their dispersion they formed a ward (1877) named Chester, shortened by the Post Office from the “Chesterfield” proposed by David Candland, who had immigrated from Chesterfield, England. We must forgive his lack of originality; he was only trying to improve the image of the hamlet from its original name: The Bottoms. A meetinghouse, a school, a store, and a few houses soon sprang up close to the crossroads at the center of town.

### Sevier Valley

In this district, heritage is centered on the rich landscape, as well as the pioneers who settled the land and the Native Americans with whom they interacted.

The area is thematically cohesive based on this agricultural heritage and, over time, government services, including divisions of the U.S. Department of Agriculture, Snow College South, and the Applied Technology Center, have played an increasingly important role in the economy.

Tourism is also a growing sector of the economy, and the Black Hawk Arena and an aggressive marketing program for special events have spurred growth in this sector. One of the challenges in the Sevier Valley is to balance the enhancement of tourism and the interpretation of the cultural resources with agriculture, mining, and railroading demands.

One aspect of this challenge will be to alert visitors and residents to the strong relationship between agriculture, power, mining, and shipping interests on the one hand, and the rural setting and natural landscapes associated with tourism on the other hand. Especially noteworthy is the growing interest in the magnificent ATV trails in the area and the visitors who come to use them.



Figure 71: Riding ATVs near Big Rock Candy Mountain

**Redmond** was settled in 1875 when the Black Hawk War ended. It is Sevier County’s northern-most town, situated about 23 miles north of Richfield. The village was named for three red knolls to the west of the town. The land around Red Butte Springs (now Redmond Lake) was surveyed, and by the spring of 1876, grain was planted and a canal was dug, incorporated as the Spring Ditch Irrigation Company.



Figure 72: Redmond, Utah (© Copyright 2007, onlineutah.com, Kathy M. Wiersdorf)

**Salina** was settled in 1864 and named for nearby salt deposits. As with many communities in the area, the town was abandoned during the Black Hawk War. The town was resettled in 1871, and coal, which has become important to the economy, was discovered in a nearby canyon.

**Aurora** was named for the Roman goddess of dawn because of the colors in the surrounding hills. The town was settled in 1875 by pioneers who had moved south from Provo. The town was originally known as Willow Bend because of its location on a bend of the Sevier River overgrown with willows.



Figure 73: Aurora, Utah

**Sigurd** was settled in 1874 and named by the U.S. Post Office in recognition of the many Danish people who lived in the community. It was first called Neversweat for the heat and humidity; later, it was named Vermillion. Before anyone settled the area, two well-known Indian battles took place near the town site. One was the Cedar Ridge battle in 1868. Settlers who had abandoned settlements in Sevier County were ambushed by 30 Native Americans. The second battle was an attack on Charles and George Wilson, who were crossing the Sevier River at Rocky Ford. Charles was killed and scalped, but George escaped by burrowing under the riverbank.

**Venice**, a small farming village, was initially settled by Francis G. Wall in 1875. On his first glimpse of the area, Wall thought it “must be very rich, as the brush and weeds grew so high.” A visionary, he foresaw fields filled with rich, green alfalfa, golden grains, and many comfortable homes. The Wall family and others settled on the east side of the Sevier River.



Figure 74: Venice, Utah

**Glenwood** was established in 1863 and named after a pioneer, Robert Wilson Glen. It was also known as Glenco and Glen Cove. The town’s original cooperative mercantile still stands as a reminder of its Mormon roots.



Figure 75: The cooperative mercantile in Glenwood, Utah

**Central Valley** was settled in the fall of 1873 when pioneer families settled along the Sevier River. The first homes were small shacks or dugouts. In 1875, William Morrison, a probate judge from Richfield, was called to lay out the town site. He called it Inverury, which was the name of the town he came from in Scotland. In 1940, the name of the town was changed to Central.

**Richfield** originally carried the name of Big Springs, or Warm Springs, because the 1864 settlers discovered a large spring in the area. The name was changed to Omni, after a Book of Mormon figure, before finally changing to Richfield in recognition of the area's rich soil.



Figure 76: Richfield, Utah

**Koosharem** was settled in August 1873 when Brigham Young called George W. Bean and Albert K. Thurber to settle in Grass Valley to teach the Native Americans “the arts of cultivating crops, industry, and peace.” The valley town site became known by its Indian name, Koosharem, meaning “clover blossom.”

**JEMs (Joseph, Elsinore, and Monroe)** is along Highway 89 and includes the three towns and the surrounding areas. The acronym JEMS was framed by the area's heritage council to highlight Scandinavian, British, and Native American heritage. Joseph, settled in 1877, was named for Joseph Young, first president of the Mormon Church's Sevier Stake. Elsinore was named by early Danish settlers after the site of Hamlet's castle in Denmark. Monroe is a picturesque town nestled in a cove at the base of the Sevier Valley's highest peaks.

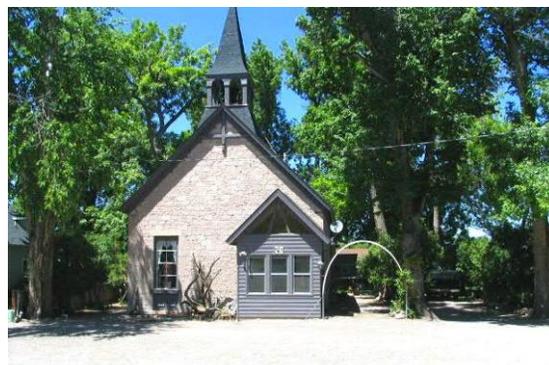


Figure 77: Monroe, Utah

**Antimony** was first settled in 1873 when twenty-two men came on a peacekeeping mission with the Fish Lake Indians. The area was first named Coyote, after several coyote pups were caught and earmarked. It became a mining town in 1880 when the metal antimony was discovered in Coyote Canyon. The town was named Antimony in recognition of the mining activities.

**Annabella** is located south of Richfield and was settled in 1871. The name is derived from Ann S. Roberts and Isabella Dalton who were two of the first women to settle in the area.

### Headwaters

Communities along the Headwaters are as diverse as their individual traditions, but tied together by the common rivers and tributaries which make the land blossom.

**Marysvale** was originally settled in 1863. One colorful story regarding the town's name involves Brigham Young. As the story is told, Young stopped at the village during a trip south and enjoyed an evening of "stag" dancing, a common form of entertainment where men danced together because of the lack of women. It is said that he enjoyed himself so much that he named the town Merry Vale.

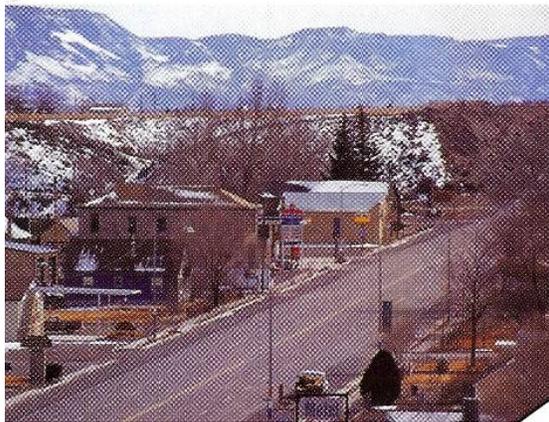


Figure 78: Marysvale, Utah

**Junction**, settled in 1880, was originally known as City Creek. It is located at the junction of the East Fork and Sevier Rivers.



Figure 79: Junction, Utah

**Circleville** was established in 1864 when Brigham Young sent 50 families to this farming community under the direction of Mormon Apostle Orson Hyde. The town was named by a local settler and was once the county seat of Piute County.



Figure 80: Butch Cassidy's childhood home near Circleville, Utah (Photo by Max Bertola)

**Panguitch** was settled in 1864 by pioneers who crossed the mountains from neighboring Parowan. The town was first called Fairview but renamed Panguitch, an Indian word meaning big fish, in recognition of a nearby lake. A well-known local account tells of the first settlers surviving the initial winter by walking on quilts laid in the snow as they crossed the mountains to get supplies from Parowan.



Figure 81: Panguitch, Utah (Photo by Richard Caldwell, [www.go-utah.com](http://www.go-utah.com))

**Hatch** began when the villages of Proctor, Hatchtown, Castle, and Johnson formed the single community of Hatch, named after one of the first settlers, Meltior Hatch, and his two wives.

### Under the Rim

Under the Rim is named for its location beneath the red rock rims of the Colorado Plateau.

**Alton** came into being in 1907 when Jonathon Heaton and other settlers established the community. They surveyed the land and laid out nine 10-acre blocks, dividing each into four lots, with a center block reserved for a town square. Ranches and agricultural opportunities provided the magnet that pulled settlers from Upper Kanab, which became a ghost town. Alton survived. Cattle, horses, and men working the land graphically convey the heritage of Alton.

**Glendale's** history dates from 1864, when the town was founded as Berryville by Mormon brothers named Berry. The area was also called Windsor at one point. It was fortified as a stockade and used for protection by Long Valley residents during the Indian skirmishes of 1865–66. These battles led to the abandonment of the village. The area was resettled in 1871 by groups from the “Muddy Mission,” and two cities (Glendale and Mt. Carmel) emerged from the previous settlements. The name Glendale came from Glendale, Scotland, the former home of Bishop James Leithead.

When the original settlers to the area returned, a conflict between the two groups emerged because many of the new settlers wanted to live the United Order. To resolve the conflict, the families interested in living the order moved three miles to the east and established Orderville.



Figure 82: Glendale, Utah

**Orderville** was one of the most successful American experiences in cooperative living. From 1874 to 1886, its people pooled their wealth and turned over their proceeds to a common storehouse, sharing equally with everyone according to need. They operated sawmills and dairies, raised sheep and cattle, and engaged in farming, including dry farms. They also developed a woolen cloth factory, worked in basket making and silk farming, and maintained a variety of home industries. Although the United Order practice was discontinued, the town's records provide a fascinating study of human nature and practical economics.

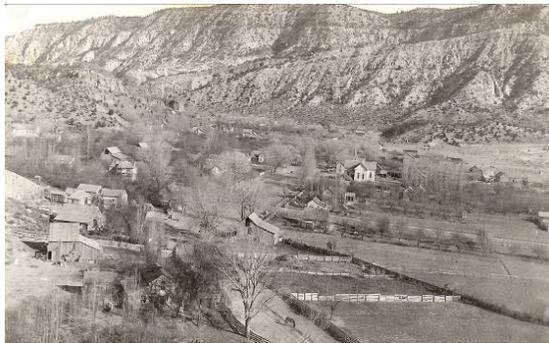


Figure 83: Orderville, Utah (circa 1907)

**Mt. Carmel** was settled by Dr. Priddy Meeks in 1864 and was originally called Winsor. As with many towns along the corridor, Native American challenges led to the town's abandonment in 1866. The town was resettled in 1871 by people from the Muddy River towns and renamed Mt. Carmel after an area in Palestine. The name means "a park of garden land." Many families from Mt. Carmel moved to Orderville to participate in the United Order.

**Kanab** was first settled in 1858, but was resettled several times because of conflicts with the Native Americans. The name Kanab is derived from an Indian word for a basket carried on a mother's back for transporting her baby. In 1911, a group of politically prominent men in this community thought it would be humorous to ask the townspeople to vote for an all-female town council. The joke was on the men, though, when no one would run against the women. They became the first all-female town council in the United States. The council rid the town of pigsties, liquor, gambling, stray dogs, and Sabbath breaking. Many said the five women accomplished more than any Kanab city council had done before them.

The Kanab area is known as Little Hollywood for the 200-plus western movies filmed in the area. The town gained renown as a site for making movies following the Tom Mix movie, *Deadwood Coach*, filmed in 1922. Today, the only place to experience the movie sets from that classic era is at Frontier Movie Town, at the end of Center Street.

Frontier Movie Town invites you to walk in the footsteps of the western legends of the silver screen by touring original sets from movies such as *The Outlaw Josey Wales*, *Desperate Hours*, and *One Little Indian*. Sit on the bench from *F Troop*, gaze through the gun port used by Frank Sinatra, Dean Martin, and Sammy Davis Jr. in *Sergeants 3*, or sit on the porch of the “Tack & Feed” set from *Black Bart*, plus much more.



Figure 84: Kanab's all-woman city council

Kanab will soon boast the Center for Education, Business, and the Arts (CEBA), an economic development model that builds on tourism in Kane County. This innovative facility will enable education of the workforce, provide business and entrepreneurship training, and attract conferences, seminars, and corporate retreats to Kane County.

**Paria** is located where Highway 89A splits from Highway 89 and heads south into Arizona toward the north rim of the Grand Canyon. The town was named for the Paria River. Located on the banks of Paria and Cottonwood creeks, Paria was first settled in the 1860s, was abandoned because of Native American conflicts, and was then resettled in 1870. Because of its isolation, the town served as a hideout for polygamous wives for a number of years.



Figure 85: Paria Canyon, Utah (© Copyright 2007 onlineutah.com, Kathy M. Wiersdorf)

**Big Water** was originally called Glen Canyon City. The town became the home for workers who built the Glen Canyon Dam in the 1950s. In 1976, non-Mormon Alex Joseph and his extended polygamous family settled in Glen Canyon City after being forced off Bureau of Land Management (BLM) land they had attempted to homestead. Joseph's group petitioned for incorporation, and on December 29, 1983, the town was incorporated as Big Water, with Alex Joseph as the first mayor.

## Boulder Loop

The Boulder Loop begins and ends on Highway 89. This awe-inspiring heritage byway includes Highway 12, the All-American Road.

**Fremont** is named after the Fremont River and was settled in 1876.



Figure 86: Fremont, Utah

**Loa** was established in 1878 by farmers and ranchers who had been living on separate farms. They consolidated under the direction of the LDS church. The town became the county seat. Loa's name is derived from the Hawaiian mountain Mauna Loa, which means high, large, and powerful.



Figure 87: Loa, Utah

**Lyman**, located west of Loa, is a smaller version of its neighbor. In 1876, families settled the side of the river across from Loa. When LDS Apostle Francis S. Lyman visited the town in 1893, he helped the settlers select a better town site on higher ground. The town was named after him.



Figure 88: Lyman, Utah

**Bicknell**, settled in 1879, was originally named Thurber after a local church leader, explorer, and Indian interpreter. The name became Bicknell when the town agreed to change its name in exchange for a gift of books for its public library. The donor was Thomas Bicknell from the state of Rhode Island.



Figure 89: Bicknell, Utah

**Teasdale** was founded in 1870 and named after LDS Apostle George Teasdale.



Figure 90: Teasdale, Utah

**Torrey** was known by several names: Popular, Bonita, Central, Youngstown, and Poverty Flat. It was finally named after Colonel Jay Lynn Torrey, a veteran of the Spanish American War.



Figure 91: Torrey, Utah (© Copyright 2007 onlineutah.com, Kathy M. Wiersdorf)

**Fruita** was settled by Neils Johnson around 1876. The town was originally called Junction because of its location at the confluence of the Fremont River and Sulphur Creek. The village was renamed Fruita in 1903 in keeping with the wonderful fruit grown in the Fruita Valley. The National Park Service (NPS) preserves and manages these historic orchards today as part of the Fruita Rural Historic District. Capitol Reef National Monument was established in 1937, and when it was changed to a national park on December 18, 1971, the town of Fruita became part of the newly designated Capitol Reef National Park.



Figure 92: Historic homestead in the Fruita, Utah, area

**Cainville's** settlers first arrived in 1882–83. The little town flourished until a series of flash floods washed it away. Most of the people sold or abandoned their property and moved away. Today, much of the area around Cainville is cultivated.



Figure 93: Cainville, Utah

**Hanksville** was settled by Ebenezer Hanks, his family, and a group of people from Iron County who had been attracted by the lush green grasses along the Fremont River. In 1892, gold was discovered in the Henry Mountains, but it gave out after three years. At one time, Hanksville was a trading spot for Butch Cassidy and other outlaws. No roads from Hanksville led to the infamous “Robbers Roost,” but the outlaws could reach it from the north and south.



Figure 94: Hanksville, Utah

**Grover**, settled in 1880 and originally known as Carcass Creek, was later named in honor of President Grover Cleveland.

**Boulder** sits at the base of Boulder Mountain. Also known as the Aquarius Plateau, the mountain was once a great obstacle between Garfield County and the northern settlements. Now it is viewed as a recreational asset. Boulder was established by ranchers attracted by the lush grasses. They brought their herds in about 1879 and made a permanent settlement in 1889. Boulder was the last town in the continental United States to receive its mail by mule. It was called the “last frontier” until 1942, when the first vehicle arrived with the mail.



Figure 95: Boulder, Utah (Photo by Sam Camp)

**Escalante** is located where the traveler descends from the Escalante Rim into the basin occupied by the town. Just before you reach Escalante, a sign directs the way to the Hole in the Rock Trail. This is the point where members of the San Juan Mission departed to claim and settle in the San Juan Valley in 1879.



Figure 96: Calf Creek Falls near Escalante, Utah (Photo by Charles Wood, [www.go-utah.com](http://www.go-utah.com))

The area was originally called the Potato Valley because of the wild potatoes growing there. This area was first discovered in 1866 by Mormons in pursuit of Native Americans during the Black Hawk War. The first families moved into the area from Panguitch in 1876, and the name Escalante was suggested by members of the Powell Colorado River Expedition. Father Escalante never actually passed through what became the town, though he did explore much of southern Utah.

**Henrieville** is in a spectacular setting, surrounded by buff-colored bluffs, with views of the red cliffs of Bryce Canyon to the west. The town was named after James Henrie, the first president of the Panguitch Stake, when the first settlers arrived from Cannonville in 1878.



Figure 97: Outside of Henrieville, Utah

**Cannonville** was first settled in the 1870s by ranchers who sought the grasses to feed their livestock. The first residents called the area Clifton because of the beautifully colored cliffs nearby. The name was later changed to Cannonville, after LDS Apostle George Q. Cannon, but some of the residents thought the town was too small to have the name of such a large weapon, so they nicknamed it “Gun Shot.”



Figure 98: Cannonville, Utah

**Bluff**, which is located 65 miles southeast of Escalante and beyond the boundaries of the Boulder Loop, must be included in the MPNHA because it is integrally tied to the Mormon pioneer heritage story. As Senator Robert F. Bennett said in his statement upon introduction of the Mormon Pioneer National Heritage Area Act, “At times in order to survive, the pioneers had to overcome major natural obstacles. One such obstacle was the Hole in the Rock. In 1880, a group of 250 people, 80 wagons, and 1,000 head of cattle came upon the Colorado River Gorge. After looking for some time to find an acceptable path to the river, the pioneers found a narrow crevice leading to the bottom of the gorge. Because the crevice was too narrow to accommodate their wagons, the pioneers spent six weeks enlarging the crevice by hand—using hammers, chisels, and blasting powder—so wagons could pass. Today the Hole in the Rock stands as a monument to the resourcefulness of the Mormon pioneers.”



Figure 99: The Lemuel Redd House in Bluff, Utah ([www.bluffutah.org](http://www.bluffutah.org))

On April 6, 1880, these pioneers reached a sandy bottom land along the banks of the San Juan River where they established Bluff City.

**Tropic** was formed in 1892, and the people from Panguitch who settled there felt the climate was downright tropical compared to their own. Surrounding the little town are brightly colored buttes and mountains, topped with deep green conifer forests.



Figure 100: Tropic, Utah

**Bryce Canyon City**, Utah’s newest town, was incorporated in September 2007, with a population of 138. This fledgling community encompasses 2,300 acres at the entrance of Bryce Canyon National Park. Reuben “Ruby” Syrett homesteaded 160 acres in the early 1900s and soon discovered the magnet of tourism. This led to the establishment of Ruby’s Inn, a major resort in the MPNHA.

Collectively, Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop convey a heritage that combines local themes to create the heritage area identity. Together, these themes tell an amazing story of courage, vision, and tenacity.

## Resources

The essence of the Mormon Pioneer National Heritage Area (MPNHA) is its unique and rich cultural, historic, and natural resources. By providing a resource inventory, the MPNHA is fulfilling its legislative mandate to identify and document the resources associated with the local, state, and nationally significant history of the Mormon colonization experience in the area. The resource inventory serves the following three purposes:

- Documents heritage area resources
- Supports information in the MP to ascertain appropriate boundary delineation and related recommendations
- Initiates a database that can assist future products of the MPNHA and provide public access to Mormon pioneer heritage information

Inventory began in July 2000 with support from a cadre of volunteers; Utah State University; the Utah Division of State History; the Utah Pioneer Communities and the Main Street Program; and travel directors in Sanpete, Sevier, Wayne, Garfield, Piute, and Kane counties. In addition, a grant from the Utah Department of Community and Economic Development (now the Governor's Office of Economic Development and the Department of Community and Culture) provided financial support. The effort was further assisted by a grant from the Economic Development Administration. This grant enabled Utah State University Extension Services to complete two studies:

- A report for the Utah Heritage Highway 89 Alliance that analyzed the resources available for the proposed MPNHA.
- A supportive report for the Alliance that focused on guidelines for developing and coordinating the craft industry with the MPNHA.

These studies, in coordination with other inventory work, enabled the Alliance to amass and document more than 1,000 resources associated with Mormon pioneer heritage. Entries for each resource include detailed information such as location, ownership, hours of operation, historic designation, cultural landscape category, priority for preservation, and theme and subthemes. A summary inventory, along with a complete inventory, is located in the Supporting Reference Materials.

## Historical and Cultural Resources

A cultural landscape is an area with both cultural and natural resources that is associated with historic events, activities, or people. Cultural landscapes are the result of the interactions between natural forces or events (such as climate, geologic processes, and water courses) and cultural factors (such as the ways cities form and businesses start or the ethnic background of an area's residents).

Transportation corridors and the orientation and the types of buildings and plantings, as well as the uses and industries within areas, are all important elements of cultural landscapes. Cultural landscapes exist throughout the MPNHA.

Understanding the cultural landscapes that define the MPNHA is important for appreciating what the area was like before pioneer colonization and how it grew and changed in response to the development of communities.

Identifying and grasping the landscape is essential in developing the MP. These settings are the uniquely characteristic results of the heritage area's pioneer history. The MP establishes a program and series of actions designed to preserve and enhance the existing resources, as well as improve interpretation and awareness of these resources. As a result, tourism will increase and the heritage area will enjoy appreciable economic development.

Equally important, the settings associated with key events and periods in history, such as the Black Hawk War, need to be preserved and interpreted for future generations. The MP suggests how the MPNHA can protect and enhance the cultural landscapes. The cultural landscape analysis contributes to defining what is important in the MPNHA and developing ways to communicate the story of the Mormon pioneer experience and its influence so residents and visitors alike will have the information they need to understand its impact on the heritage area, state, and nation. Using this framework, the MP guides the creation of an interpretive program that combines existing resources and new initiatives into a coherent story.

The Utah Humanities Council and the Utah Arts Council, including the Folk Arts division, have provided grants to help conserve these cultural traditions. The basic strategy for the MPNHA in identifying and preserving these cultural traditions and resources is to partner with the various councils and with the thriving artists and artisans in the community chapters. We will also work with our university and museum affiliates outside of the heritage area.

The Utah Heritage Highway 89 Alliance has established a precedent for producing PBS documentaries. This effort should be continued by working with KBYU-TV, KJZZ-TV, and other organizations that have formed partnerships to take the Mormon pioneer cultural story to the nation.

Eight types of cultural landscapes have been identified in the MPNHA. Each type is characterized by a particular pattern of development and form that communicates the forces that shaped it. Each of these types of culture landscape is summarized below and described in detail in the following pages:

- Cooperative experiments, including the United Order, an early Mormon lifestyle based on sharing all personal resources with the entire community
- Artisan and craft industries, where skills have been preserved to the present day
- Native American contributions and conflicts between the Native American and Mormon cultures
- Transportation corridor
- The architecture of buildings and the relationship of town sites and the natural environment
- Natural resources, parks, and monuments associated with or affected by Mormon communities
- Cultural and educational institutions associated with the Mormon pioneer experience
- Ranching, farming, logging, and mining influences

### Cooperative Experiments

Cooperative ventures such as the United Order and Zion's Cooperative, while no longer practiced in the heritage area, must be understood, communicated, and interpreted in order to understand Mormon pioneer heritage. Early Mormons who chose to participate in this system donated all their resources to the entire community, and the community leader, often the bishop, would then determine how those resources were distributed.

The only United Order remnants available for interpretation are located in Orderville. Bishops' storehouses in communities such as Fountain Green, Ephraim, and Spring City have been restored and are being used as art centers, museums, and offices. A co-op effort for heritage products is being coordinated by Utah State University Extension Services in keeping with the heritage products study included in the Supporting Reference Materials.



Figure 101: Orderville co-op building

The underpinnings of the cooperative movement can still be observed today in the small towns along the MPNHA corridor. The descendants of the pioneers, while not engaged in United Order pursuits, still adhere to its overarching concepts of unity and cooperation.

Kanab’s local branch of the Zions Cooperative Mercantile Institution (ZCMI) was organized in 1870 and a United Order established in 1874. This system did not last for many years, although many of its objectives were incorporated into the local bishop’s storehouse, which served as a cooperative means for distributing goods. Similar co-ops were founded in all of the counties along the corridor.

The Zion’s Cooperative in Ephraim has been restored and houses heritage products created by artisans and crafters in the area.



Figure 102: Ephraim Cooperative Mercantile

The town of Orderville’s heritage chapter is undertaking key restoration projects to preserve and interpret the United Order experiment.

Many bishops’ storehouses located throughout the heritage district have been converted to offices and shops.

### Artist and Craft Industries

A thriving artisan and crafts community exists along the corridor. These skills are representative of the pioneers who built homes and commercial buildings in the heritage area.



Figure 103: MPNHA artisan

The Traditional Building Skills Institute (TBSI), located on the campus of Snow College, offers workshops, classes, and even a degree to help perpetuate these skills. In addition, artisans and crafters participate in workshops. Travelers can visit TBSI and sites where products are created.

In March 2002, almost five years before designation of the heritage area was achieved, Utah State University in coordination with its Extension Service, prepared a report funded by the Economic Development Administration and the Utah Department of Community and Economic Development. The full report is contained in the Supporting Reference Materials to the MP.

In 2003, the artisans and crafters along Highway 89 won the Best of State Award. Much can be done to promote the unique appeal these talented individuals bring to the MPNHA.



Figure 104: Don Walker operates a custom boot-making shop in Spring City, Utah (Photo by John Telford)

### **Native American Culture**

Native Americans play a significant role in the history of the area and in defining its current culture. The Highway 89 Alliance has worked with Native Americans during the past ten years to ensure that their contributions would be adequately recognized in the heritage area.

We consulted with Emery Polelonema, who works with the Six County Association of Governments. He is a Hopi Indian who works with all of the tribes along the corridor. His major emphasis centers on the Paiutes since they are engaged in economic development projects that are located in the MPNHA.

Emery read all of the sections of the MP that relate to Native Americans and made constructive comments that were incorporated into the MP. For example, where we referred to "rock art", he suggested that we change the wording to read "rock writing", which more accurately conveys the nature of what is depicted on the rocks. Emery first read the MP in February, 2008. On January 13, 2009, he made another review to ensure accuracy. In addition, he agreed to serve as the MPNHA's Native American ombudsman, and in that capacity, to work with the tribes on projects and programs that interpret Native American heritage and culture.

Native American contributions to the history of the area include the following:

- Fremont State Park (includes some 80 residential structures and pit houses as well as storage granaries)
- Anasazi State Park Museum
- Sevier County's Gooseberry Creek on the northern slope of the Fishlake Plateau, east of present Salina (some 39 recorded Fremont sites have been uncovered there)
- The Sudden Shelter site, located along Ivie Creek in Sevier County
- Clear Creek Canyon in Sevier County (a fruitful area for studying Fremont culture, including Five Fingers Ridge Fremont Village)
- Pictographs near the mouth of Dry Creek as it empties into the Sevier River southeast of Marysvale
- Sites in Piute County featuring archaic and Fremont cultures

- Hisatsinom ruins in Kane County among other places in the Four Corners Area (numerous sites are found on the Kaiparowits Plateau and in Cottonwood Canyon)
- Forgotten Canyon in the Glen Canyon region, where elaborate cliff dwellings have been found
- Defiance House site, named after a pictograph of three warriors carrying shields
- Art panels in the Glen Canyon area and 11 separate structures, a retaining wall, storage structures for food, and a ceremonial room

Today, these Native American cultures continue to influence the area's character:

- Present-day southern Paiutes of Sevier County
- The Koosharem band of Sevier County, which represents a variation of the Ute and Paiute cultures

### **Cultures in Conflict**

The Black Hawk War was a pivotal event in the history of the area, in Mormon colonization, and in both Native American and pioneer cultures. This war was fought along the corridor that ultimately became U.S. Highway 89.

By 1865, Mormons had lived in the Utah Territory for 18 years. At first, the Native Americans welcomed the Mormons as trading partners, but soon large numbers of Mormon families filled the more desirable valleys, pushing Utes and Paiutes from their traditional hunting, gathering, and farming grounds. The Native Americans faced slow starvation. Relations between the settlers and native groups reached their low point during the Black Hawk War of 1865–72.

In an effort to drive white settlers out, Ute subchief Black Hawk declared war. He was joined by angry warriors from the Paiute and Navajo tribes. The warriors raided cattle and horses and harassed settlers along the corridor. Sanpete, Sevier, and Piute counties were hit the hardest, though all of Utah felt the effects of the Black Hawk War. Small white settlements banded together in forts. Travelers took extra precautions, staying in large groups and camping only in established communities.

To the white settlers, losses during the war were devastating. Thousands of head of cattle were stolen in raids.

Though his comrades continued their raids sporadically through 1872, Black Hawk declared a truce in 1867. He signed a peace treaty and even traveled to congregations along the corridor asking for forgiveness and imploring the settlers to understand the plight of his people. Black Hawk died in 1870 of tuberculosis.

Black Hawk War information available throughout the MPNHA includes the following:

- Displays and computer interpretive materials at the Fairview Museum
- Plaques placed at battle sites along the corridor
- DVDs of the PBS documentary *Utah's Black Hawk War: Cultures in Conflict* available at interpretive pull-out sites along the corridor
- Books on the Black Hawk War available at museums and co-ops along the corridor

The Blackhawk War project demonstrates the Alliance's commitment to Native American culture. When we were filming the public television documentary *Utah's Blackhawk War: Cultures in Conflict*, we worked closely with Ute tribe members who are descendants of Chief Blackhawk. In keeping with the respect that Native Americans have for their ancestors, we reburied Blackhawk near a lake on the land where he was born. Tribal Council members guided us throughout this process in coordination with Forest Cuch, the Director of Indian Affairs for the State of Utah. We will follow this example as we involve Native Americans in the implementation of the MP.

### **Transportation Corridor**

Mormon pioneer settlements depended on transportation routes, which often followed Native American trails. As noted, the Black Hawk War was fought along a corridor that ultimately evolved into Highway 89.

The corridor played a key role as a route for settlers to follow. The first settlers traveled up Salt Creek Canyon, a connecting route (now SR-116) from what was then a north-south route from Salt Lake City to the Pacific Ocean (now I-15). Once the settlers had traveled through Salt Creek Canyon, they connected to the trail that took them south along the corridor. This was the route used by Sanpete settlers to take their cattle south to the Sevier Valley for the winter. In 1862, oats were delivered to Ruby Valley by wagon and oxen teams, and the road soon became the main route for mail delivery.

In July 1861, a decision was made to shorten the travel required to traverse through Salt Creek Canyon. Brigham Young authorized spending \$4,000 from tithing funds to complete what ultimately became U.S. 89, which opened to public travel in 1882.

The corridor was a source of strength for the territory. Within 20 years of the settlement of Manti in 1849, settlements dotted the present-day course of U.S. 89 much of the way to Arizona. Later, the route carried trains for the Denver-Rio Grande Railroad. The corridor contains these sites:

- A restored Denver-Rio Grande depot in Mt. Pleasant that serves as a visitor center
- Visitor information centers in the communities along the corridor as noted on the official Utah state map

### Town Sites and Architecture

The Mormon landscape is a reflection of religion and culture, consisting of uniquely related elements. The elements of the landscape can be placed into two general categories:

- Town plan and major structures
- Rural flavor and outbuildings

English and Scandinavian settlers combined vernacular styles with natural settings and elements of rural flavor to create a harmonious cultural region. Architectural styles range from simple pioneer federal to strongly Gothic and Romanesque buildings.

Buildings are classified in different ways, but general patterns are widely accepted, which help people understand structures and the people who designed and built them. A sampling of styles along the corridor includes vernacular, federal, Greek revival, Gothic revival, Victorian revival, Victorian Gothic, Romanesque revival, Victorian eclectic, Queen Anne, bungalow, prairie, Beaux Arts, and neoclassical.

Town plans in the heritage area were based in varying degrees on the plat of the City of Zion. The plat contains one mile square, and the blocks are ten acres, each being forty rods square. The lots are laid out alternately in the squares, setting up predominantly garden views from the houses. Houses are to be set 25 feet from the street, leaving a small yard in front to be planted in a grove according to the taste of the builder, the rest of the lot for gardens, etc.

Early changes from the City of Zion plat came about from the nature of the terrain and irrigation needs. The City of Zion plat had been formulated in the east, and the location of water sources and ease of distribution were more critical in the arid west than they had been in the humid east. Nevertheless, the impact of the plat can still be seen in the small towns along the corridor, including the following:

- Spring City (the entire town is on the National Register)
- Panguitch (the town is on the National Register)
- Mt. Pleasant's Main Street and Wasatch Academy
- Historic main streets, residences, barns, and outbuildings all along the corridor
- The Preserve America towns of Mt. Pleasant, Manti, and Kanab

*Getting Together with Yesterday*, a Sanpete County publication, provides the visitor with an outstanding overview of the architecture of Sanpete County, along with the book, *Sanpete Scenes*.

### Natural Parks, Monuments, and Forests

Settlers were often called upon to create communities in a harsh environment. While visitors today enjoy scenic beauty and the wonder of national forests, parks, and monuments, the Mormon pioneers saw the natural landscape as a challenge to be met and an obstacle to overcome. They did not stand in awe. There was too much work to be done.

And work they did, carving out towns and meeting the natural environment head on. The discoverer of Bryce Canyon, Ebenezer Bryce, noted of today's national park that "it was a heck of a place to lose a cow."

The national parks and monuments in the MPNHA draw national and international visitors to the picturesque, yet challenging, terrain, where the Mormon pioneers built their communities. The national parks in the MPNHA are Bryce Canyon, Capitol Reef, Zion National Park, and Glen Canyon National Recreation Area. Grand Staircase-Escalante National Monument is also in the MPNHA.

National forests in the MPNHA are Dixie, Fishlake, and Manti-LaSal National Forests. Richa Wilson, an Architectural Historian for the USDA Forest Service, who believes that national parks and forests are places "where history meets nature," writes about Utah's national forests:

In Fishlake National Forest, there are historic cabins that were originally used as a ranger station and now provide easy access to large aspen groves as well as Gooseberry and Sheep Creeks. You can also find evidence of the old mining industry in this forest. You can hike or horseback ride your way past old mining cabins as well as a historic sawmill.

The Skyline Drive Scenic Byway is another area that offers history and scenery. You can see old ranger stations as you take this scenic drive.

### **Cultural and Educational Institutions**

The MPNHA has many educational and cultural partners who help record and communicate its Mormon pioneer heritage:

- The Mormon Pioneer Heritage Center, established by the Utah State Legislature in 2004 (under the auspices of Utah State University and located on the campus of Snow College)
- Redd Center, located on the campus of Brigham Young University
- Mormon History Association
- Utah Humanities Council
- Fairview Museum
- Institute of Outdoor Recreation and Tourism at Utah State University
- Traditional Building Skills Institute
- Sons of the Utah Pioneers
- Daughters of the Utah Pioneers
- Utah Arts Council
- Utah Heritage Foundation
- Department of Landscape Architecture and Environmental Planning, Utah State University
- Department of Architecture, University of Utah
- Division of Mormon Studies and Culture, Utah State University

### **Ranching, Farming, Mining, and Logging Influences**

The impact of cattle, farming, and mining can be seen all along the corridor. Within the boundaries of Capitol Reef National Park, for example, are traces of Junction, a small town established in 1878. The climate was ideal for growing all types of fruit and vegetables. Because of this, and because of the abundance of Utah towns already called Junction, when the town got its post office between 1900 and 1903, it changed its name to Fruita. It became part of Capitol Reef National Monument in 1937 (which became Capitol Reef National Park in 1971).

Many of the outlying communities in the heritage area were settled by ranchers attracted by lush grasslands. Boulder is an excellent example of ranching heritage, where the first herds were brought in about 1879.

Water is a common resource that affected the settlement of farmers in the heritage area. The lack of water often led to the decline of a community.

In Torrey, for example, settlers were attracted to the waters of Sand Creek, but water was never plentiful enough to sustain a large population. In 1894, some people from Thurber (later re-named Bicknell) purchased water rights to Sand Creek so that more settlers could farm. To supplement the water supply, they dug a canal from the Fremont River, enabling farmers to the west of Torrey to have water.

Later, after many struggles and failures, a pipe was installed across the river that sent water to Torrey. This story of determination and fortitude could be repeated and applied to all of the towns along the corridor. The story of the Mormon pioneers and their relationship to water—how to get, channel, and use this precious resource—is one of the overarching themes running across the cultural landscape of the MPNHA.

Cainville is another ideal example. Though traversing the natural landscape to get to Cainsville was tough, conditions for farming there were excellent. Farmers grew a wide variety of crops. The town flourished until a series of flash floods washed it away. The first flood occurred in 1896, and they continued coming every few years, until the worst one took out the town in 1909. Thus, along the corridor, often the most difficult challenges involved water—when and how it came.

In Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop, the story of the cultural landscape is told by ranchers and farmers who struggled to carve out towns in a harsh, yet nurturing environment.

Mining also played a role along the corridor. The town of Wales, for example, was settled by Mormon pioneers who came when coal was discovered nearby. A railroad spur was built to serve the mine.

In the 1890s, gold was discovered in Clear Creek Canyon on a spot that then became the Kimberly mine. A boom started in the area, and a small town grew up around the Sevier train station. When the gold boom died out in about 1904, the railroad siding was moved and the area reverted to farm land.

In 1868, miners discovered gold and lead in nearby Marysvale. A railroad was built to the town to transport the minerals. The town prospered until well into the 20th century, when the mineral boom ended.

Just west of Marysvale, in the Tushar Mountains, gold was discovered in 1888. In the 1890s, Peter Kimberly and a group of ministers from Chicago purchased property and vastly expanded production. The town of Kimberly emerged and boomed from 1901 to 1908 with more than 500 inhabitants. Nearly \$3 million in gold and silver was produced in the mines of the Tushar Mountains.

Of necessity, Kimberly had a strong jail to house the rough characters who flocked to the saloons and brothels. Butch Cassidy was not among those jailed because he had friends who lived in Kimberly, and he never bothered the company payroll.

By 1938, the mines played out and the miners abandoned the town, which soon died away.

Lumbering played a major role in the economy of Kane County in the pre- and post-World War II period. Kane County men were employed by the Kaibab Lumber Company mill located just below Fredonia, Arizona, and operated in the 1940s by A. Milton and Jay Whiting of Holbrook, Arizona.

In 1943, J.L. Bybee set up a sawmill at the north end of Kanab. Owners of this mill included Jack Mognett and Glenn Johnson. In 1947, the Rowley brothers took over the mill and moved the machinery to the north fork of the Virgin River.

The history of lumbering in the Kane County area has been closely tied to changing policies of the U.S. Forest Service toward timber cutting. The Kaibab National Forest is located in Arizona, but forested areas of the Kaibab Plateau spill over into Kane County.

In the 20th century, the Forest Service developed programs to induce lumber manufacturers to establish modern mills to cut timber logged in the Kaibab. It developed access roads to transport the Kaibab timber to the Fredonia mill. Lumbering was big business during this era and is part of the heritage throughout the MPNHA.

In Garfield County, for example, the development of the first large mill in the Escalante area began in 1943 along Pine Creek near Posey Lake. The Alvey family kept the mill going until it burned down in 1962.

Another lumbering entrepreneur was Paul Steed, who went into the milling business in Upper Valley. From the early- to mid-1960s, Steed's Skyline Lumber Company prospered under a Forest Service Policy that allowed for the increasing sales of mature timber for the stated improvement of forest conditions.

Hillsdale and Hatch also have a heritage of lumbering. Jess Wilson developed the Mammoth Lumber Company in Hatch in 1936, and Panguitch had sawmills from the time of the second settlement. Sawmilling in Panguitch greatly increased following World War II. The Croft Pearson sawmill played a key role in Panguitch lumbering and at one time occupied 106 acres on the west side of Panguitch.

A logging heritage also can be vividly seen in Wayne County. In 1900, the small town of Fremont (population 300) had three operating sawmills, including one that Isaac Riddle and his sons set up in Teasdale in 1885.

Upper Wayne County had large stands of timber and streams to power mills, and lumbering emerged as an industry as early as 1877. By the late 1970s, most of the area timber was coming from Boulder Mountain and was sawed in Lyman by the Chappell Lumber Company and in Bicknell by the Torgerson Sawmill. The preservation of Wayne County's historic timber industry has been a goal for the county.

Other wonderful examples of farming, ranching, and mining experiences can be found:

- Windwalker Guest Ranch
- Farming and ranching landscapes all along the corridor
- The old grist mill between Bicknell and Torrey
- Rangeland in the Escalante area
- Sheep ranches in Sanpete County
- Turkey farms in Sanpete County
- Sevier Valley farms
- Marysvale mining sites
- Bullion Canyon and Kimberly mining sites
- Stationary baler in Grasse Canyon
- Livestock ranching in Long Valley

- Old apple orchards, started with seeds brought from Nauvoo, Illinois, in Long Valley
- Coal mining heritage in Alton, Glendale, and Orderville
- Heaton's Livestock Company Cattle Drive from Long Valley to the Arizona Strip every fall

## Natural Resources

The natural setting of the heritage area is striking and significant. From rivers and streams to open spaces surrounded by mountain ranges, natural resources constitute the recurring theme of the MPNHA.



Figure 105: Three Lakes near Kanab, Utah (Photo by John Telford)

The role of the national parks and forests in the heritage area has been emphasized throughout the Plan. The strategy for the MPNHA in the natural resource realm is to work with professionals at both the state and federal level who manage and plan to achieve balance in a multiuse matrix. The MPNHA will serve as a link between the community chapters and the directors of the parks and forests.

Natural resources are especially relevant in the MPNHA, because most of the land in the MPNHA is publicly owned.

Consequently, there must be an ongoing dialogue at the local level, one that involves private property owners and that enables grassroots entities to interact with natural resource professionals at the state and federal level so governmental units that are closest to the people have a voice in how natural resources are used.

This rationale applies to natural resources ranging from water use to national parks and forest use. The MPNHA's role should be to serve in a liaison capacity on natural resource issues and to partner in securing grants and other funding.

The stature of the area's natural history can be seen in Fishlake and Manti-LaSal National Forests; Zion, Capitol Reef, and Bryce Canyon National Parks; Grand Staircase-Escalante National Monument; and Glen Canyon National Recreation Area.

## Chapter 3: Interpretive Framework

The Utah Heritage Highway 89 Alliance, the primary managing entity of the Mormon Pioneer National Heritage Area (MPNHA), has defined several goals that express the organization's priorities and aspirations. This section outlines those fundamental goals and proposes a more detailed set of subgoals related to the mission goals for interpretation and education.

**Interpretative Goal #1:** Support efforts to make the communities in the heritage area appreciate the MPNHA story and how it has affected their lives and the lives of their ancestors as follows:

- Communicate an overview of the heritage area and its key resources, providing visitors with an understanding of the breadth and scope of the MPNHA
- Communicate stories and convey information about human experiences with which visitors and residents can identify and thereby appreciate the sacrifices and struggles faced by the Mormon pioneers as they carved out communities in a harsh, yet spectacular natural environment
- Tell great stories that captivate people of all ages

**Interpretative Goal #2:** Assist existing attractions and institutions in communicating the breadth of the MPNHA story to the public and in placing resources in a heritage-area-wide context as follows:

- Effectively use the messages and media already available in the national parks and other venues throughout the heritage area
- Develop new content, interpretive materials, and mechanisms that fill voids and build connections between existing venues and institutions

**Interpretive Goal #3:** Provide mechanisms for individuals to share their Mormon pioneer heritage stories as follows:

- Recognize the personal histories of individuals and families across the heritage area
- Identify how the MPNHA can assist people as they interpret their experiences and the experiences of their ancestors
- Create lively and memorable learning experiences that touch people's emotions
- Underscore the shared values that give the MPNHA its cohesiveness while also giving voice to conflicts and tensions over values, interests, and other issues, especially as they relate to the use of the land and natural resources

**Interpretive Goal #4:** Highlight the importance of the MPNHA story as it relates to Native Americans and other non-Mormon people, ethnic groups, and institutions that played a role in the settlement of communities and the development of schools and organizations as follows:

- Incorporate Native American organizations into the network of interpretive venues throughout the heritage area
- Define targeted activities, events, and other opportunities where ethnic and minority groups, churches, and other institutions can communicate their stories and make them an integral part of MPNHA's interpretation

## Organizing Themes

In addition to these goals, as mentioned earlier in this plan, the Heritage Highway 89 Alliance has developed three main organizing themes:

- Interaction of people with the landscape
- Interaction of people with each other
- Interaction with the institutions people created

These three themes summarize the heritage area's overall story and significance. In this section, we'll describe subthemes and how the rich history of the MPNHA fits into these themes. In the next chapter, you will see that the demonstration projects we have planned build upon the stories of the heritage area and the themes we've outlined here.

**MPNHA Themes, Subthemes, and Supporting Stories**

Interaction of People with the Landscape	Interaction of People with Each Other	Interaction with the Institutions People Created
<p><b>Natural Landscape: Challenges and Opportunities for Pioneer Settlement</b></p> <p><b>Supporting Stories and Topics:</b></p> <ul style="list-style-type: none"> <li> <p><b>• The Hole in the Rock Expedition</b> This amazing feat of expanding a stone crevice and cascading horses, wagons, and people down a steep incline to cross the Colorado River and settle in what became Bluff, Utah is a striking example of pioneer grit and ingenuity.</p> </li> <li> <p><b>• Winter, Spring, and Rattlesnakes in Sanpete</b> The first pioneers who settled in Manti faced tremendous obstacles during the first winter. The landscape was harsh, the weather severe. They built dugouts and persevered until spring only to find that they had been inundated by rattlesnakes. Next, their challenge was to plant and irrigate crops in an arid climate and build from native materials—oolitic limestone and pine.</p> </li> <li> <p><b>• Red Rock, Horses, and Cattle in Under the Rim</b> Ranches and agricultural opportunities drew early settlers to Under the Rim. To this day, cattle, horses, and men working the land graphically convey the theme of people interacting with the landscape in this district.</p> </li> </ul>	<p><b>People and Cultures in Conflict</b></p> <p><b>Supporting Stories and Topics:</b></p> <ul style="list-style-type: none"> <li> <p><b>• Native Americans and Mormon Pioneers</b> As large numbers of Mormon families began to fill the more desirable valleys, they pushed Utes and Paiutes from their traditional hunting, gathering, and farming grounds. The Native Americans faced slow starvation.</p> </li> <li> <p><b>• The Black Hawk War</b> Relations between the settlers and native groups reached their low point during the Black Hawk War of 1865–72.</p> </li> <li> <p><b>• Miners and Mormons</b> The Mormons struggled with the issue of mining. Colonizers who found their way to the California gold mines were encouraged to come back to Zion where “get rich quick” ventures were discouraged. The miners of Marysvale were sometimes caught in this cultural war of values and lifestyle choices.</p> </li> </ul>	<p><b>Social, Economic, Educational, Religious, and Recreational Institutions</b></p> <p><b>Supporting Stories and Topics:</b></p> <ul style="list-style-type: none"> <li> <p><b>• Zion’s Cooperative Mercantile Institution (ZCMI)</b> Early experiments in economic cooperative ventures are a distinguishing characteristic of Mormon pioneers. While many historians recognize ZCMI as “America’s first department store,” branches of ZCMI in the heritage area were often more purely cooperative than the parent company. The philosophy behind such ventures—that individual profit is less important than the good of the community—symbolizes the attitude of many of the early settlers in the heritage area.</p> </li> <li> <p><b>• The United Order</b> The United Order was more purely cooperative than the mercantile cooperatives. Early Mormons who chose to participate in this system donated all their resources to the entire community, and the community leader, often the bishop, would distribute these resources. The town of Orderville was named for this economic system. This town and bishop’s storehouses in the region provide physical reminders of this fascinating economic institution.</p> </li> </ul>

Interaction of People with the Landscape	Interaction of People with Each Other	Interaction with the Institutions People Created
<ul style="list-style-type: none"> <li>• <b>Bryce Canyon, A Heck of a Place to Lose a Cow</b> The discoverer of Bryce Canyon, Ebenezer Bryce, noted of today’s national park that “it was a heck of a place to lose a cow.” While visitors today enjoy its scenic beauty and wonder, the Mormon pioneers saw the natural landscape as a challenge to be met and an obstacle to overcome.</li> <li>• <b>Minerals in Marysvale</b> When miners discovered gold and lead in Marysvale, it became a prosperous town and a railroad was built to the town to transport these minerals.</li> <li>• <b>Headwaters: Too Little or Too Much</b> From the rich mineral finds in Marysvale to the harsh winters in Panguitch, the Headwaters district reflects how interaction with the landscape affected pioneer settlers in both the best and worst of circumstances.</li> <li>• <b>Sheep in Kane: How the Mountains Brought Prosperity through Grazing</b> The red rock, while striking in beauty to today’s tourists, presented the settlers with a backdrop of valley grass and mountain streams that opened up possibilities for grazing sheep and cattle. The pioneers adapted economic, social, and cultural goals to the harsh, yet nurturing terrain.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Farmers and Railroaders</b> While there was not a direct conflict between farmers and railroaders—indeed Mormon leaders encouraged railroad development as a way to move crops to market and people into towns—the railroads were the means of cracking the Mormon wall in that they brought non-Mormons into the settlements. Perhaps more importantly, some colonizers feared the “worldly” influences that ran concurrent with the rails.</li> <li>• <b>The Powell Expedition</b> While navigating the Green and Colorado rivers, John Wesley Powell and his scientific expedition interacted with Native American tribes along the route and discovered many artifacts of ancient peoples.</li> <li>• <b>The Panguitch Quilt Walk: An Epic Story of Winter Survival</b> The first settlers in Panguitch traversed the mountain by laying quilts down on the snow to get to Parowan to trade. Their story represents the cooperation required to survive in early communities.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Presbyterian Schools</b> The school system in Utah, and the oldest boarding school in the west, were founded by a Presbyterian minister. The Wasatch Academy in Mt. Pleasant is on the National Register of Historic Places and provides an outstanding example of the valuable influence and contributions of non-Mormon early pioneers.</li> <li>• <b>Free Enterprise</b> From mining to farming and ranching, the endeavors of free enterprise contribute a great deal to the character and story of the heritage area. The railroad was of invaluable assistance to economic growth, and the railroad has a rich history that projects outlined in this plan will preserve and tell.</li> <li>• <b>The Creation of National Parks and Monuments, State Parks, and National Forests</b> The heritage area is home to six national parks or monuments, three national forests, and eight state parks. These national and state designations honor the varied and beautiful landscape of the heritage area.</li> </ul>

All of the demonstration projects in this plan interpret the three organizing themes in various ways. A full description of each of these projects is in the following chapter, but this section briefly describes how each demonstration project interprets the themes of the heritage area:

- The **Central Utah Pioneer Center** will interpret every aspect of the thematic framework. It will show how the pioneers interacted with the land and the Native Americans, and how the pioneers built economic and social institutions. It will contain oral histories and interactive links to genealogical resources.
- The **Mormon Pioneer Heritage Center and Traditional Building Skills Institute** provide hands-on experiences of how the pioneers built their homes, buildings, chapels, and temple. There will be venues to show how the settlers interacted with the landscape, each other, and the institutions they created.
- The **Carnegie Libraries** demonstrate the role that institutions of learning played in the colonization experience. They also serve as examples of the importance of preserving historical building along the heritage corridors, especially those buildings that still house their original usage purposes.
- The **Wasatch Academy** also demonstrates the importance of education to early pioneers. In addition, it highlights the contributions of religious institutions outside the Mormon majority, illustrating both the influence of religious institutions and the interaction of people with other cultures.
- **Gunnison Casino Star Theatre** is an excellent example of a historic preservation project and a manifestation of a social and recreational institution.
- The **Equestrian Park and Arena** project shows how important horses and agriculture were to the early pioneers as they adapted to their landscape and built their economy.
- **Big Rock Candy Mountain and Lemonade Springs** primarily show the impact of the railroad as an economic institution. Also, the box car motel and other venues to be located there provide an interpretive and heritage tourism role.
- The **Old Winkelman Town and Marysvale Mining Museum** show the interaction of people with both the landscape and the institutions created for economic development.
- **Little Hollywood** represents an institution and interprets ranching and cowboys as a way that people interacted with the land and each other while concurrently building an economic base. Its outdoor theater provides a means for telling this story.
- The **Old Rock Canyon Church** tells the story of the United Order. It demonstrates two important themes—how the pioneers interacted with the land and how they interacted with each other. It also captures the third theme—the creation of institutions.
- The **Center for Education, Business, and the Arts** emphasizes how the landscape inspires art and affects the institutions of business and education in Kane County.

- The **Tropic Heritage Center**'s natural history museum preserves knowledge of the landscape and geological history of the area, while the historic pioneer cabin and post office will interpret how people lived with that landscape and each other, while creating institutions to build an economic base and a community.
- The **Escalante Pioneer Heritage Center**, like the **Central Pioneer Heritage Center**, will interpret every aspect of the thematic framework. It will be the southern anchor for interpretation in the heritage area.

## Telling the Story

The interpretive strategy for the MP offers the best opportunity to convey the Mormon Pioneer National Heritage Area (MPNHA) story by taking a broad approach to the following aspects of interpretation:

- The MPNHA audience is broadly defined as residents and outside visitors who will experience the story and themes through various interpretive tools.
- The MPNHA story, themes, and resources, including physical, historic, natural, and cultural resources, will be interpreted using tools. These interpretive tools will shape the experience and reveal the story and themes to the heritage area's audience through various techniques, including media, artifacts, exhibits, signage, co-ops, artists, artisans, outfitters, crafters, websites, educational programs, tours, resources, sites, and landscapes.

## Heritage Area Interpretation

The interpretation in the MPNHA might include but would not be limited to the following:

- Web-based and other innovative programs to disseminate the MPNHA family history program across the heritage area
- A broad range of interpretive and educational initiatives such as living history and programs developed for local schools and libraries
- Restoration, preservation, and economic development initiatives within the heritage area
- Joint efforts undertaken with public schools, universities, and libraries in the heritage area to tell the Mormon pioneer story

Interpretation within the heritage areas will reinforce the revitalization efforts of key MPNHA resources carried out by communities in the heritage districts. The MPNHA's managing partnership would offer assistance in securing grants and other efforts to support interpretation.

Interpretive strategy might include the following:

- Experiences shaped by interpretive tours and itineraries that would be developed in the districts of Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop (These experiences would include bus tours and individual driving experiences within and among the heritage areas. Visitors would work with self-guided tours in the community chapters in the five districts.)
- Media-based interpretation that relies on presentations in and among the heritage areas, including prospectus, guides, maps, and broadcast media to be developed in partnership with the Utah Broadcasters Association and TV and radio personalities.
- Interpretive signage, markers, and related materials at key resources selected in partnership with the Utah Heritage Highway 89 Alliance and community chapters
- Cooperative thematic partnerships between heritage district venues and community chapters with connections to the heritage area in working with grant programs and technical assistance



Figure 106: Sample signage for MPNHA sites; U.S. Highway 89 is an artery that runs through the MPNHA. The actual signs will incorporate the MPNHA logo.

### Community Chapters Interpretation

The community chapters are the primary focus of interpretation and visitor experience. Chapters will work with the heritage area and heritage districts on interpretation that will develop civic pride and community understanding of the importance of heritage resources. The Utah Heritage Highway 89 Alliance will focus on the following types of activities:

- Take an active role in enhancing the visitor's experience in the community
- Distribute materials that explain the interpretive themes
- Incorporate a standardized MPNHA signage and identity program
- Support joint marketing and promotional opportunities for the MPNHA including linking websites, event participation, publications, and related activities

- Accommodate staging of diverse themed itineraries, tours, and other connections developed in the five heritage districts
- Work with partners on training to ensure consistent and knowledgeable interpretation of the MPNHA story and information of tour opportunities and other resources within the heritage districts and community chapters
- Enter into agreements to sell MPNHA products created by artists, artisans, and crafters

### Identity and Brand Development

The MPNHA needs to build its identity and brand by carefully managing the information and content provided to the public. The Utah Heritage Highway 89 Alliance will do this by orchestrating its public relations and building a clear and consistent image.

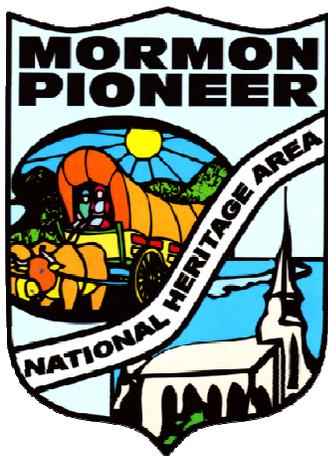


Figure 107: The MPNHA logo

MPNHA public relations, websites, publications, media outreach, and interactions with communities and institutions across the heritage area should use the logo in a consistent way and should have a common look and feel to reinforce the brand identity of the MPNHA.

The logo depicts the pioneers and their institutional base. It does so in the context of a common highway sign configuration and with a “heritage area” wave that denotes a highway winding through the heritage area.



Figure 108: Scenic Byway 12

It is important to emphasize that Utah Heritage Highway 89 and Utah’s first All-American Road (Scenic Byway 12) are the arteries that run through the heritage area. The connection between the arteries and the heritage area is crucial in helping visitors move along the corridor.

The MP defines interpretive themes for the entirety of the heritage area to make its history understandable and accessible to residents and visitors. The MPNHA works closely with its partners to effectively communicate these themes and their relationship to important resources.

## Consistent Interpretive Signage

As visitors travel through the area, they will recognize they are in a special place and will feel a sense of continuity, recurring themes, and a consistent message all reinforced by brochures, kiosks, and signage throughout the heritage area. Visitors will also recognize connections between current residents and the heritage environment where they produce their products, conduct their tours, provide accommodations, and offer food and events germane to the heritage area.



Figure 109: Sample signage for MPNHA sites; U.S. Highway 89 is an artery that runs through the MPNHA. The actual signs will incorporate the MPNHA logo.

Information at sites within the heritage area will provide visitors with maps and directions that encourage traveling the entire 400-mile corridor. At the same time, this information will emphasize the uniqueness of each community within the heritage area's broader context.

Artisans and craft producers, innkeepers, shopkeepers, outfitters, restaurateurs, and tour operators will partner with public and private entities to define a quality environment and a visual panorama that will set this national heritage area apart.

Environmental art and graphics, a well-defined media campaign, a website, interpretive visitor centers, historic buildings, homes, schools, travel planners, documentaries, and marketing will create a "brand identity" for the heritage area that will enrich the cultural, social, and economic value of the heritage area and its people.



Figure 110: Artists share their talents throughout the MPNHA

## Marketing

The Utah Heritage Highway 89 Alliance's activities encompass a range of marketing endeavors and develop a strong marketing perspective. By building a market for the MPNHA, the Alliance will expand public consciousness of the importance of Mormon pioneer heritage. The Alliance will develop products, including tours, publications, media, merchandise, and special events, in conjunction with community chapters.

Marketing components would include the following:

- **Product Development:** Production of publications, school curriculum packages, and audiovisual packages. These products would be prepared in coordination with affiliates.
- **Production and packaging of tours and other visitor experiences intended for various segments of the MPNHA audience:** Families with children, young people, adults, seniors, special interest groups and organizations, and church groups. The emphasis will be on marketing high quality Mormon pioneer heritage tours and other visitor services and working with convention and visitor bureaus and entities involved in the promotion of tourism.

The MPNHA should market the recommendations of the MP to the public. Newspapers, CD versions of the MP, and other materials that outline the theme structure, tour proposals, and other products should be used to communicate the MP's goals and partnerships.

Emphasis should be placed on the heritage districts and the capabilities of the community chapters, as well as the relationships developed with local, state, regional, and national organizations.

The MPNHA, as a partnership organization, must work closely with the travel boards and directors in each of the six counties in promoting tour packages and assisting tour operators. These efforts should be coordinated with the Utah Office of Tourism and with affiliate visitor and convention bureaus.



Figure 111: Current MPNHA merchandise

Another marketing aspect should be the development of a line of branded products, such as DVDs, travel tour discs, hats, T-shirts, key chains, cups, and other items, to be placed in museums, visitor and interpretive centers, co-ops, bed and breakfast inns, cafés, and other outlets.

### Merchandising

The MPNHA could develop its own line of merchandise that would augment the products provided by the heritage products partners. Since the emphasis is on authenticity, quality, and the absence of “tourist trap” products, it is imperative that, if undertaken, this effort be carried out in conjunction with the artists, artisans, and crafters in the MPNHA.

### Website Development and Maintenance

Websites are the face an organization presents to the world. The MPNHA website must be user-friendly, full of fascinating information, easy to navigate, and linked to deeper information sources and visitor services that help website users plan trips ranging from a day or weekend to an extended vacation.

The website should contain a heritage store where partners from the art and artisan community can sell their products. The site should also foster expanded dialogue and communication on shared Mormon pioneer interests and issues ranging from interpretation, education, revitalization, heritage tourism, family histories, and legislative activities. Utah State University Extension Services and the Mormon Pioneer Heritage Center should take the lead on website functions.

### **Web Links**

As part of its communication and interpretive efforts, the MPNHA should provide, via its website, broad information (including press releases) about its story, sites, attractions, features, events, national parks and forests, and natural and cultural resources.

### **Direction and Information System**

It is important to develop and support a direction and information system that will lead visitors to key sites and locations where Mormon heritage is interpreted. The signage program should be developed in full cooperation with the Utah Department of Transportation and should include at a minimum the following components:

- Signs with the MPNHA logo on I-15 and I-70 exits that connect with the heritage area
- Signs on U.S. 6 as it connects with Highway 89
- Signs at the Utah/Arizona border on U.S. 89
- Guide and route signs to lead visitors to Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop
- Other directional signs along tour and heritage routes

### **Regional Programs**

Several regional programs may be useful in influencing the public perceptions of the MPNHA goals, programs, and purposes. The MPNHA's managing partnership should work with all of the organizations that are stakeholders and partners in Mormon pioneer heritage. The managing partnership will play an important role in increasing understanding and support for the heritage area's projects and programs.

The distribution of information through the partners' networks and communication lists, as well as the inclusion of inserts in their newsletters and other communication tools, would provide an essential awareness component. School programs and a speakers' bureau would add another dimension.

### **Visitor Orientation**

In addition, the MPNHA will work with the Utah Office of Tourism to orient visitors when they arrive at the airport. A cooperative plan with Temple Square and the convention and visitor centers associated with affiliates should be used to tell the Mormon pioneer story on a wide canvas.

## Identity

The identity component of the environmental communication system should be used to welcome people into the MPNHA and identify venues and locations. Identity elements should be reflective of the spirit of the MPNHA—highly visible and universally recognizable. Consistency will be essential for making MPNHA venues and areas clearly identifiable.

The following conceptual elements are proposed to create and reinforce the MPNHA identity:

- Communities would announce their special contribution to the MPNHA. Markers and signage would be used along with the MPNHA logo to advertise those contributions.
- Signage would be used in community chapter businesses that promote, sell, create, or serve some aspect of the heritage of the community in which they reside.

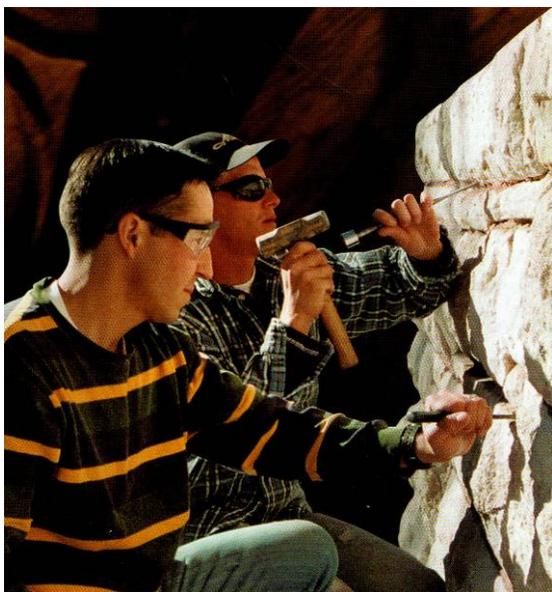


Figure 112: MPNHA artisans

## Directional Component

The directional, or way finding, component of the environmental communication system is imperative for leading the audience to the heritage attractions and businesses. Directional signs should include directional information, the MPNHA identity, and other relevant, brief information. Consistency will be essential.

Suggestions for directional and gateway signage include the following:

- Highway identity signs on Heritage Highway 89, Utah's first All-American Road (Scenic Byway 12), and Capitol Reef Country Scenic Byway (SR 24)
- Interstate identity signs on I-15 and I-70
- Highway trailblazer signs that help raise awareness of the MPNHA and reinforce the heritage area

Utah State University's Department of Landscape Architecture and Environmental Planning should be retained to assist in gateway signage.



Figure 113: Sample trailblazer sign for MPNHA sites; U.S. Highway 89 is an artery that runs through the MPNHA. When the actual signs are done, the signs will incorporate the MPNHA logo.

### Informational Component

The informational component of the environmental communication system provides information and helps identify locations for MPNHA venues, events, and exhibits. This information would also be available at locations where tours are conducted and stops are made at the shops of artisans, artists, crafters, cafés, bed and breakfast inns, and other heritage partners. Visitors in cars will also be guided by informational tools.

The following types of information components could be incorporated into this communication effort:

- A venue information sign would provide specific information about a particular interpretive center, museum, exhibit, or tour. This sign would be consistent in its message, format, and graphic layout.
- Pedestrian maps, directories, and local heritage information would be provided to people visiting the MPNHA.

### Heritage Educational Programs

Educational programs are intended to achieve the MPNHA goal of telling the story of Mormon colonization in the heritage area and the impact the Mormon pioneers had on the west. The material should be meaningful, accessible, and exciting to residents and visitors. Emphasis will be placed on working closely with the chairman of Mormon History and Culture at Utah State University.

The following programs are recommended as part of the MP, with the understanding that additions and adjustments will be made within an organic framework.

#### Personal History Outreach

The Central Utah Interpretive Center and the Escalante Interpretive Center will have personal history components. In addition, MPNHA affiliates, especially the Daughters of the Utah Pioneers and the Sons of the Utah Pioneers, have vast collections of personal histories that have been compiled for decades. The Redd Center of Western History is also an excellent source for oral histories.

In working with affiliates, the goal should be to obtain oral histories from the descendants of the pioneers and prepare video recordings that can be purchased by families and friends. The model to follow would be the travel video produced in Little Denmark spotlighting the Black Hawk War. This production won an award for creative family stories that made a specific cultural conflict striking.

The George S. and Dolores Doré Eccles Foundation provided a grant to provide copies of the video to all of the fourth- and eighth-grade classes in Utah—the classes that have a Utah History component. This approach should be expanded as an outreach effort to tell the Mormon pioneer heritage story. School field trips should be emphasized to augment this program.

## The Visitor Experience

The Management Plan (MP) recommends an approach aimed at making the most of one of Utah’s largest industries: tourism. It does so by centering on a highly identified Utah entity—the Mormon pioneer.



Figure 114: Tourists flock to Utah for its exciting recreational opportunities and its rich heritage

The state of Utah welcomes more than 20 million out-of-state visitors annually. The primary goal of the heritage area is to entice a larger percentage of these visitors to make the Mormon Pioneer National Heritage Area (MPNHA) a part of their Utah experience.

The MP calls for connections between Zion, Bryce Canyon, and Capitol Reef National Parks; a Grand Staircase-Escalante National Monument; and Dixie, Fishlake, and Manti-La Sal National Forests. It also proposes to work with and strengthen national historic sites and districts and coordinate with the National Main Street Center, Preserve America, and the Utah Pioneer Communities/Main Street Program.

Many local residents are aware of the rich legacy of the MPNHA. At the same time, much more needs to be done to use the travel planner and other marketing tools to encourage Utah’s Wasatch Front families to experience their pioneer heritage in Little Denmark, Sevier Valley, Headwaters, Under the Rim, and the Boulder Loop. The MP is designed to attract in-state visitors while concurrently reaching out to the greater U.S. and international markets.

The MPNHA venture is clearly developed and coordinated in the MP. It is prepared for national and international visitors, many of whom already plan to visit the national parks, monuments, and forests. These visitors will be enticed to visit the small Mormon towns that constitute the heritage area. The MP focuses on the heritage tourism markets, whose participants stay longer, spend more, and appreciate heritage culture and sites.

The percentage of out-of-state tourism varies in the heritage area, with the counties contiguous or in close proximity to national parks, monuments, and forests enjoying the largest number of visitors. One of the MP's objectives centers on broadening the perspective of the traveler by demonstrating that the shops, cafés, historic buildings, museums, and interpretive centers enrich the overall Utah experience.

In conjunction with its affiliates, the MPNHA should develop tour and visitor experiences as outlined in the travel planner. These experiences would offer clear choices to those interested in having Mormon heritage play a role in their visit to Utah. The experiences would also assist visitors who have already experienced one key venue of the Mormon pioneer heritage area and may wish to explore further.



Figure 115: The MPNHA offers visitors numerous tourist experiences

These packages could vary greatly in length, breadth, and depth, and might comprise a range of itineraries, including the following:

- Different points of origin, including home or place of accommodation, with intercept points at rest areas or entries into Utah
- Trips of varying length or time, including multiday activities
- Topics of interest to visitors, including architecture, natural resources (such as parks and forests), byways, gateway communities, Mormon pioneer heritage shopping experiences, artists, artisans, and heritage dining and lodging experiences

### Tourism Programs

The MPNHA should sponsor an annual event or conference to rally support for its programs, participants, and supporters. This type of event should be themed, engage the public, and increase publicity and awareness about the MPNHA.

The conference could be wide-ranging and include workshops for existing Mormon heritage businesses and for those interested in starting one.

The conference would have a two-pronged purpose:

- To engage participants who want to be involved in interpretation, heritage tourism development, and preservation
- To educate, inform, and inspire those who are interested in visiting the MPNHA to learn more about Mormon pioneer heritage

### Living History and Performance

The Mormon Miracle Pageant in Little Denmark, the Quilt Walk event in Headwaters, and the Western Legends Roundup in Under the Rim are excellent examples of events in the MPNHA that tell the pioneer story. Using these examples, segments of these performances should be taken to schools and other venues as an outreach program.



Figure 116: Western Legends Roundup

### Broadcast Media

Programs should be used to expand the outreach and visibility of the MPNHA. Every effort should be used to work with the Carlisle Exchange and the Utah Broadcaster's Association. A partnership between the media and sponsors would be an effective way to present voices and music that reflect the MPNHA, as well as radio and television spots about local activities, events, and attractions.

### Public Art

The Utah Heritage Highway 89 Alliance conducted a tour focusing on artists along the corridor. A grant was obtained from the National Endowment of the Arts and the U.S. Forest Service to emphasize the role of art in the heritage area.



Figure 117: A local artist shares her skills

In addition, the PBS documentary *Stories from Highway 89* contains a segment on artists, with special attention given to two internationally famous artists, Maynard Dixon and Avard Fairbanks. The rich resource of artists, studios, and galleries provides a base for engaging in public art programs.

The MPNHA should engage the creative minds of the arts community in communicating the Mormon pioneer heritage story in nontraditional ways.

The MPNHA would also support existing endeavors, such as the Thunderbird Foundation for the Arts, located in Mt. Carmel. The foundation is a nonprofit organization furthering the legacy of American artist Maynard Dixon by preserving his estate and educating the public about his contributions to American art. The foundation sponsors educational tours of Dixon's Mt. Carmel house and studio, internships for working artists, workshops and artist retreats, and full-day art workshops for people with special needs. In addition, the foundation hosts Maynard Dixon Country, an annual art show, every August.

By working closely with the Utah Arts Council, we can use an artist-in-residence program, along with other efforts to attract sponsorships for artists who could have a high impact on identity and visibility for the MPNHA.

## **Agritourism**

Agritourism offers diversification options for farmers and ranchers. Desmond Jolley, director of the Small Farms Program at the University of California, Davis, has noted the importance of diversification in such opportunities as agritourism and educational tours. If farmers and ranchers are too tardy in their responses to this emerging opportunity, theme park operators will develop simulated farms and operate them as agritourism attractions.

The MPNHA should take the lead in working with Utah State Extension Service and the Utah Department of Agriculture and Food in helping farmers and ranchers develop agritourism opportunities.

Experts indicate that the development and expansion of the agritourism industry in the United States offers exciting opportunities for farmers and ranchers, and we want to make the most of the potential of this emerging industry.

## **Flexible Guidelines**

This Management Plan (MP) provides a guide for future interpretive initiatives. The MP forms the framework for the Mormon Pioneer National Heritage Area (MPNHA) and its interpretation in appropriate venues. It does not, however, provide the substantive detail needed for specific interpretive activities.

The intent of the MP is not to apply a strict guideline of only one period or theme per venue and certainly not one venue per theme. The guidelines are not meant to suppress local creativity or inhibit flexibility. Rather, they are most relevant to decisions and planning, funding, and implementation of permanent exhibits. As new resources and stories come to light, the thematic structure can serve as a flexible framework for organizing the expanding knowledge about the heritage area. Above all, interpretation cannot remain static, but must be kept fresh, engaging, and updated.

As federal money is appropriated and locally matched, further review by appropriate agencies and experts will be pursued during the design of and prior to the installation of interpretive exhibits. The assistance and technical review of the National Park Service (NPS) and other appropriate experts and agencies, at the appropriate time, will ensure that the most accurate interpretation of the MPNHA will be provided.



# Chapter 4: Demonstration and Early Action Projects

This chapter highlights the Management Plan (MP) and the concept from which it derived and defines the demonstration project, key venues, and options for funding.

## The Plan

Our Plan focuses on two types of projects: early-action projects and demonstration projects.

### Early-Action Projects

As part of the community involvement process, participants offered a range of ideas and suggestions for projects that could be pursued in the early phases of the MP. The early-action projects came from the heritage areas of Little Denmark, Sevier Valley, Headwaters, Under the Rim, and the Boulder Loop. In this section, we highlight the goals determined for each area.

#### Entire Heritage Area

- Initiate, plan, and sponsor events throughout the heritage area, including craft events
- Provide craft production and sales information strategies
- Sponsor educational programs for the craft and tourism sectors
- Highlight the agricultural sector including the turkey industry
- Connect stories and resources of the pioneers with Native American heritage

- Install the seven Preserve America funded interpretive sites
- Coordinate with Pipe Spring (our affiliate) in telling the Mormon pioneer story



Figure 118: Winsor Castle at Pipe Spring

- Focus heritage area artists and link them to the art heritage of Avard Fairbanks and Maynard Dixon
- Identify and document the written and oral stories of the pioneers

#### Heritage Districts

We provide specific plans for each of the five distinct heritage districts in the following sections.

##### *Little Denmark*

- Work with the Fairview Museum on interpretive materials and expand the Black Hawk War interactive site
- Develop materials about early co-op mercantile experiments and help the Ephraim co-op establish partners throughout the heritage area

- Tell the story of the visit of Chief Walker to Brigham Young that led to the settlement of Sanpete Valley
- Work closely with Mormon Miracle Pageant officials to make the pageant an integral part of the heritage area's story
- Tell the story of the Reverend Duncan McMillan and the establishment of Wasatch Academy
- Help expand the film festival in Gunnison in conjunction with the Casino Star Theatre
- Coordinate with the Fountain Green Social Hall chapter in interpreting early social and cultural efforts in Little Denmark
- Enhance the Scandinavian Heritage Festival
- Participate in funding and supporting the Relic House in Mount Pleasant
- Build on the relationship with the Sevier County Special Events director and develop heritage events and shows for the Black Hawk Arena
- Help develop a railroad museum and interpretive center along the old Denver Rio Grand railroad line

### *Headwaters*

- Expand the Butch Cassidy section of the *Stories from Heritage Highway 89* DVD to communicate the Wild Bunch story
- Coordinate with the Panguitch Main Street committee on events, especially the Quilt Walk

### *Under the Rim*

### *Sevier Valley*

- Take advantage of the state's investment in the Fremont State Indian Park by entering into a cooperative interpretation program
- Develop stories and print a brochure about Big Rock Candy Mountain
- Tell the stories of the Civilian Conservation Corps in Sevier Valley
- Strengthen the relationship and coordinate with heritage attractions in the Kanab area
- Strengthen private and public efforts to make Orderville a historic site
- Work closely with the Kane County Travel Council in telling the story of Little Hollywood and Zane Grey
- Expand the interpretive efforts at the Old Rock Canyon Church in Mt. Carmel
- Support the Western Legends Roundup

**Boulder Loop**

- Cooperate with Capitol Reef National Park and Bryce Canyon National Park to enhance interpretive capacity
- Work with Envision Escalante in fostering the arts, culture, folklore, humanities, history, agriculture, and the natural environment

**Demonstration Projects**

The demonstration projects provide the interpretive framework and foundation of the Mormon Pioneer National Heritage Area (MPNHA) MP.

**Entire Heritage Area**

Three demonstration projects will serve more than one heritage district: the Central Utah Pioneer Heritage Center, the Mormon Pioneer Heritage Center Housed in the Karen H. Huntsman Library, and the Traditional Building Skills Institute (TBSI).

**Central Utah Pioneer Heritage Center**

The Central Utah Pioneer Heritage Center will serve as the major interpretive site for the north end of the MPNHA. A nonprofit organization has guided this project for many years and efforts have been successful in securing matching funds. The center will fulfill the goals for interpretation and construction plans are in place.

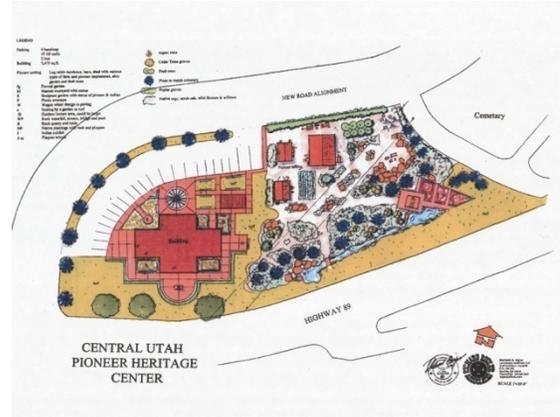


Figure 119: Central Utah Pioneer Heritage Center

The Central Utah Pioneer Heritage Center’s counterpart to the south—the Escalante Center—will play the same role in its geographic area. The two centers will be the MPNHA anchors. The Central Utah Pioneer Heritage Center has raised a significant amount of money and has outlined a phased program for construction. The budget is \$4 million. The MPNHA plans to contribute \$500,000 and is projecting a community chapter match of \$3.5 million.

**Mormon Pioneer Heritage Center, Housed in the Karen H. Huntsman Library**

In 2004, the Utah State Legislature authorized creating a center to encourage research and studies that enhance Mormon pioneer heritage. This center, called the Mormon Pioneer Heritage Center, will be located in the Karen H. Huntsman Library on the campus of Snow College. The library will stand on a heritage plaza that will feature a bronze statue of two Mormon pioneers, Lorenzo and Erastus Snow. The legislation for the Mormon Pioneer Heritage Center is included in the Supporting Reference Materials.



Figure 120: The Karen H. Huntsman Library on Heritage Plaza

The combined budget for the plaza, library, and Mormon Pioneer Heritage Center is \$13.9 million. The MPNHA will contribute \$200,000 and the remaining \$13.7 million will be raised by community chapters.

### *Traditional Building Skills Institute*

The Traditional Building Skills Institute (TBSI), also housed on Snow College campus, plays an important role in teaching traditional building skills ranging from masonry to woodcarving. These skills are a heritage of the pioneers who built homes and commercial buildings in this area. The college offers a two-year degree and engages students in restoration work in the MPNHA. Travelers will be able to visit TBSI and sites where products are created.



Figure 121: TBSI

TBSI is currently located in a building on the west campus of Snow College where TBSI personnel share space with Utah State University Extension Service and University outreach programs. They are proposing the construction of a new building, estimated to cost \$6 million. The MPNHA plans to contribute \$150,000 and is projecting a community chapter match of \$5.85 million.

### **Heritage Districts**

In addition, community chapters, in conjunction with the MPNHA have identified demonstration projects and have raised matching funds to develop them in each of the heritage districts.

### *Little Denmark*

#### **Wasatch Academy**

Started in 1875 by the Reverend Duncan McMillan, the founder of public education in Utah, Wasatch Academy is the oldest private boarding school west of the Mississippi. The Wasatch Academy campus is listed in the National Register for Historic Places, and the original Wasatch Academy is located on Mt. Pleasant's Main Street, which is also listed on the National Register. Wasatch Academy, and the original school building in particular, has great significance for the MPNHA. It manifests the interaction of Presbyterians with the Mormon majority and demonstrates how people interacted with each other as well as with the landscape. Matching funds have been raised to restore the building, which will also house a museum.

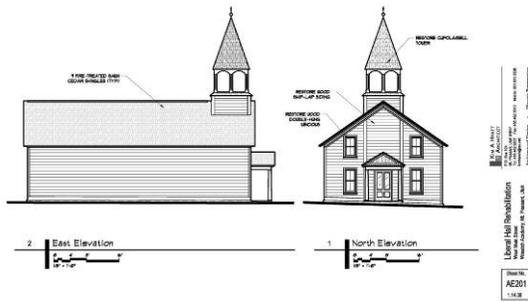


Figure 122: Liberal Hall at Wasatch Academy

Wasatch Academy has fundraising efforts underway to help revitalize Mt. Pleasant’s historic district by restoring the original Wasatch Academy building. This project is budgeted for \$275,000. Wasatch Academy is seeking a \$50,000 grant from the MPNHA and will raise \$225,000 from Wasatch Academy alumni, foundations, and other sources.

**Gunnison Casino Star Theatre**

The Casino Star Theatre project, located in Gunnison, demonstrates the role the arts have played, and continue to play, in the heritage area. The nonprofit corporation that is restoring the theater hosts film festivals and live performances along with showing first-run movies. The theater has a rich history that preceded the silent movie era. Silent movies and the “talkies” followed in this architecturally significant building that is in the National Register of Historic Places.



Figure 123: Casino Star Theatre

Casino Star Theatre principals are restoring a historic building that will help revitalize Gunnison’s Main Street. This project is well designed and planned. The budget is \$1.6 million. Gunnison City will help with in-kind matching, and the Casino Star Theatre community chapter is seeking funds from the state and foundations. The MPNHA plans to contribute \$100,000 and is projecting a community chapter match of \$1.5 million.

**Equestrian Park and Arena**

This project will emphasize the role that horses played, and continue to play, in the economy of the MPNHA. With two million horse owners in the United States, many visitors to the MPNHA have an interest in horses and horse events.



Figure 124: Equestrian Park and Arena project

Agritourism will also be emphasized at the park and arena. This project will involve partners at local, state, and national levels and serve as a boarding facility that offers excellent access to riding trails. Local cowboys will also be involved to interpret this important aspect of Mormon heritage. In addition, a partnership has been established with Wasatch Academy, which offers an equine program at its boarding school.

The Equestrian Park and Arena project has a budget of \$2.02 million and is being funded in part by an endowment established by Sam and Diane Stewart. A grant/loan funding proposal for \$1.565 million is being sought from the Utah Community Impact Board and will be serviced with a revenue bond. The MPNHA plans to contribute \$75,000 and is projecting a community chapter match of \$1.945 million to fund the \$2.02 million project.

### **Historic Fairview Social Hall**

Since the late 1800's the Fairview Dance Hall has been the entertainment hub for Fairview residents and other surrounding communities. The Dance Hall building is listed on the Register of Historical Buildings by the National Trust for Historic Preservation.

We will completely renovate the existing space in compliance with State Historic Preservation Office guidelines and build a 3600-square-foot addition on the east side of the building. The addition will accommodate a new stage area, green room, dressing rooms, restrooms, storage area, and mechanical room.

The budget for this project is \$2.075 million. Community chapters have raised \$1.975 million and the MPNHA proposes to provide the remaining \$100,000.

### **Carnegie Libraries**

Little Denmark is home to three of Utah's remaining 17 Carnegie Libraries, which are in Mt. Pleasant, Ephraim, and Manti. All of the libraries were constructed early in the 20th Century as part of a nationwide and even worldwide effort by philanthropist Andrew Carnegie to establish public libraries. The Ephraim Library, which was built in 1917, is the first restoration project for the libraries.



Figure 125: The Ephraim Carnegie Library

The MPNHA proposes to restore the Mt. Pleasant, Manti, and Ephraim Carnegie Libraries. The MPNHA plans to contribute \$150,000 and is projecting a community chapter match of \$1.85 million for a total budget of \$2 million.

### *Sevier Valley*

#### **Big Rock Candy Mountain and Lemonade Springs**

Big Rock Candy Mountain, made famous by the Burl Ives song, is an ideal setting to interpret the role the railroad played in Sevier Valley. The focus of this project will be on mining and railroading from the late 1800s through the Great Depression. A nonprofit organization is guiding a plan that involves partners from the private, public, and foundation sectors. Architects and planners have been working on design and footprints for the past two years.



Figure 126: Lemonade Springs

The local chapter has a three-year plan for securing \$175,000, and the MPNHA plans to contribute \$150,000 to reach the total budget of \$325,000.

### *Headwaters*

#### **Old Winkelman Town and Marysvale Mining Museum**

Mining demonstrates pioneer interaction with the natural resources of the heritage area. The Winkelman project will tell the story of the miner and provide an interactive experience where visitors can pan for minerals and ride the mining trails. This is also an identified economic development project that is receiving technical assistance from the Governor's Office of Economic Development.

This Marysvale Mining Museum will bolster the interpretive efforts of Old Winkelman. Its partners will tell the story of mining, provide for an interactive experience, and conduct tours to the old mining sites.



Figure 127: Cabins in Old Winkelman Town

The Old Winkelman Town project is being directed by a community chapter that is working on the formation of an economic development district. The cooperation of the Governor's Office of Economic Development is crucial since this is a revitalization project in a small area. The Marysvale Mining Museum will also be developed in conjunction with this project. The completion of this project could make a significant impact. It needs \$200,000 in funding. The local chapter has commitments for \$100,000 and the MPNHA plans to contribute \$100,000.

### *Under the Rim*

#### **Little Hollywood**

Kanab is located in Under the Rim. Hollywood came here to film westerns when that genre was popular in movie theaters across America and abroad. The Western Legends Roundup highlights this era in an annual festival, which goes beyond filmmaking and captures the essence of the cowboy spirit of the west.

A demonstration project in Kanab calls for the construction of an outdoor theater where the story of the rancher/cowboy can be told nightly to visitors who come to Kanab on their way to the north rim of the Grand Canyon. Cattle ranchers and their interaction with the land is an ongoing story in this heritage area. The descendants of the Mormon pioneers who brought cattle and horses to the natural environment continue to struggle today.



Figure 128: Western Legends Roundup in Kanab, Utah

Little Hollywood Amphitheater community chapter planners estimate a total budget of \$300,000, of which the MPNHA plans to contribute \$100,000. The community chapter will raise the remaining \$200,000.

#### **Old Rock Canyon Church**

The Old Rock Canyon Church project is located in Mt. Carmel. It tells the story of the United Order and how the Mormon pioneers entered into a social experiment where all things were held in common. The story has tremendous social significance because it demonstrates two important themes—how the pioneers interacted with the land and how they interacted with each other. It also captures the third theme—the creation of institutions. The restoration of this building will provide an important venue for telling this chapter of the Mormon heritage saga.



Figure 129: Old Rock Canyon Church and School

The Old Rock Church project, like the Old Winkelman Town effort, has the opportunity to make a significant impact in a small town. This interpretive project has a total budget of \$150,000. The MPNHA plans to contribute \$75,000 and is projecting a community chapter match of \$75,000.

### Center for Education, Business, and the Arts

This innovative center will be built in Kanab and is designed to increase tourism in Kane County. It will also enable education of the workforce, provide business and entrepreneurship training, and attract conferences, seminars, and corporate retreats to Kane County. The center will emphasize the use of natural resources, agriculture, visual arts, literature, and interdisciplinary efforts to strengthen heritage tourism.

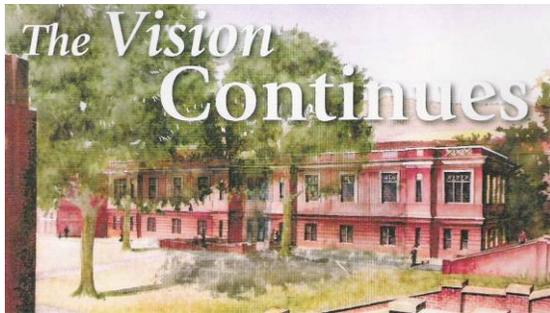


Figure 130: Center for Education, Business, and the Arts

The MPNHA plans to contribute \$150,000 and is projecting a community chapter match of \$3.35 million to reach the total budget of \$3.5 million.

### Boulder Loop

#### Tropic Heritage Center

The Tropic Heritage Center project has two phases: the Community Center, which is currently underway and has funding, and the development of the Heritage Park. The Community Center building will house town offices, a natural history museum, the town library, and convention facilities.



Figure 131: The Tropic Heritage Community Center (rendering)

The town of Tropic is currently seeking funding for the Heritage Park, which will consist of the Ebenezer Bryce Museum, a pioneer cabin, Tropic's old post office, a Daughters of the Utah Pioneers museum, and other buildings to reflect our pioneer heritage. The total budget is \$1.6 million. The MPNHA plans to contribute \$100,000 and is projecting a community chapter match of \$1.5 million.

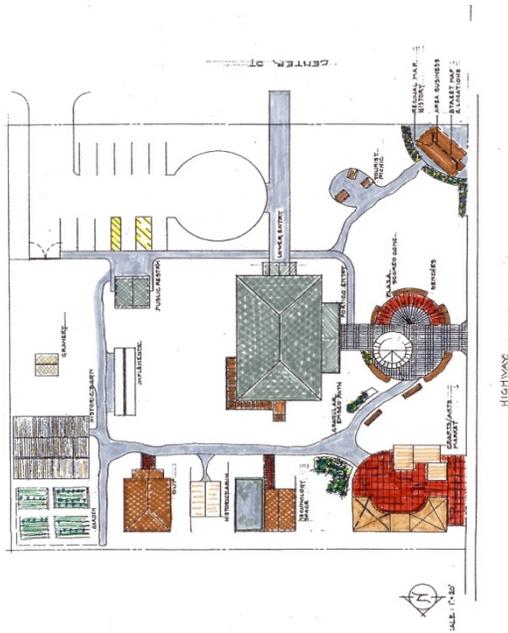


Figure 132: Tropic Heritage Center site plan

### Escalante Pioneer Heritage Center

The Escalante center will serve as an interpretive southern anchor for the MPNHA. Its completion will enable the heritage area to have two major centers for interpretation and visitor interaction. Matching funds are in place, an architect is assigned to the project, and a construction timeline has been established.

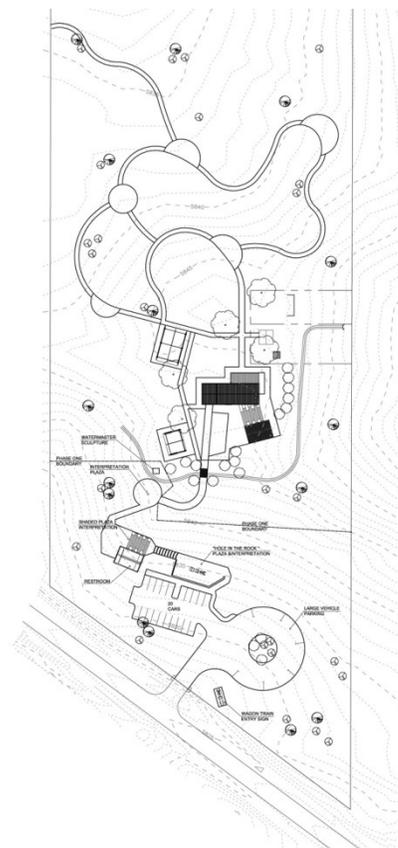


Figure 133: Escalante Pioneer Heritage Center

The Escalante Pioneer Heritage Center is an ambitious and important project that has been underway for several years. At one time, the community chapter had federal commitments to complete the center. Unfortunately, the funding fell through, and the community chapter is subsequently engaged in fundraising efforts that include a Transportation Equity Act for the 21st Century (TEA\_21) grant. This is a \$1 million project. The MPNHA is planning to contribute \$500,000 and anticipates a community chapter match of \$500,000.

## Looking Forward

The demonstration projects clearly convey the nature of the MPNHA. It is a decentralized entity where the action takes place at the local chapter level. The partners have budgeted \$38.945 million for all the demonstration projects combined, of which the MPNHA proposes to contribute \$2.5 million of its funds. The remaining \$36.445 million will be provided by the local chapters.

## Heritage Access

Another major part of the plan for the MPNHA is access and travel throughout the heritage area. Since the MPNHA constitutes a vast geographical area, connections within and between the five heritage districts and community chapters are critical in providing continuity for visitors and residents.

Creating connections within the MP allows community chapters throughout the heritage area to focus on similar agendas and plan across multi-jurisdictional levels.

The key connecting elements are existing highway and scenic byway linkages, bicycle and horseback riding connections, ATV trail connections, national parks and forest and state park connections, and heritage routes/driving tours. To facilitate these connections, the MPNHA will provide the interpretive framework that links these connecting elements and areas by connecting the roads and trails to the MPNHA.

This section describes the numerous ways that people can access the areas of the MPNHA and the plans for increasing access and providing a consistent experience throughout the MPNHA.

## The Plan for Access

The MP calls for developing and strengthening the connections between natural resource attractions and the adjacent communities that are rich in Mormon heritage. There must be tie-ins between the natural resource attractions and the community chapter offerings. Connections between communities and parks are essential in telling the Mormon pioneer heritage story.

Likewise, the natural resource attractions can connect with each other in telling the story of the land, the people who settled it, and those who interact with it today.

The MPNHA includes a wealth of existing ways to access the area. Visitors and residents alike enjoy numerous scenic byways, bicycle and horseback-riding trails, ATV trails, national and state parks and forests, and heritage routes.

### Scenic Byways

National Scenic Byways provide a way for travelers to discover America's past. The MPNHA includes these National Scenic Byways:

- Scenic Byway 12, Utah's first All-American Road
- The Huntington-Eccles National Scenic Byway
- The Nebo Loop National Adjacent Byway

In addition, there are several state scenic byways. Driving tours and bus tours of the byways offer opportunities to learn about the MPNHA and to attract byway visitors to the small historic towns in close proximity to the scenic routes.

The Utah Office of Tourism has a scenic byways coordinator who serves in the MPNHA Advisory Group. Cooperation, coordination, and connections with this program are essential.

Byways can provide connections between striking examples of the scenic and natural resources in the MPNHA. With their gateway communities, these byways serve an important recreation, interpretation, and resource function.

A coordinated system of environmental communication is recommended to reinforce the identity of the MPNHA and its key venues.

### **Bicycle and Horseback Riding**

Community chapters in the heritage districts have bicycle and horseback riding venues. As visitors travel throughout the heritage area, these opportunities need to be connected so that a bicycling experience in Little Denmark can be linked to one in Sevier Valley, Headwaters, Under the Rim, and Boulder Loop.



Figure 134: Bicyclists enjoy all that this area has to offer

Cycling enthusiasts can move along the entire corridor and experience differing terrains and levels of experience. The same rationale applies to horseback riding. From a riding experience at a guest ranch in Little Denmark to riding through rugged red rocks in Under the Rim, tremendous opportunities exist for people to interact with the land the Mormon pioneers colonized.



Figure 135: Horseback riding is a popular pastime for locals and tourists

There are a large number of undeveloped horse and bicycle trails throughout the MPNHA, particularly around Red Canyon and Bryce Canyon, and the potential for even more trails abounds. Licensed outfitters offer a variety of guided and supported rides. These rides are a marvelous way for today's visitors to relive experiences associated with the Mormon settlement of the MPNHA.

### **ATV Trails**



Figure 136: ATV trails abound throughout the MPNHA

The Piute ATV Trail in the Sevier Valley and Headwaters heritage districts can connect with the ATV experience in Little Denmark. The same idea of connecting applies to the ATV experience in Under the Rim and the Boulder Loop. In each of these areas, riders can appreciate a wide range of scenery and terrain. Interaction is the key. Community chapters can offer a wide array of activities to augment and enrich visitor stays in the areas.



Figure 137: ATV riders explore the area's many trails

The ATV trails provide connections to the natural resources of the heritage area and graphically convey the story of the land with which the Mormon pioneers interacted.

### **National and State Parks and Forests**

The overarching theme of interaction with the land is graphically represented in the parks and forests of the heritage area. Each entity offers a different yet coordinating experience.



Figure 138: National forests offer tourists year-round pleasure

### **Heritage Routes/Driving Tour**

The official Utah state map plots the official driving tour route along Heritage Highway 89 and the MPNHA. A travel planner is being prepared for travelers and tour operators with experiences that range from one day to two weeks. Emphasis is placed on offering tours in each of the five heritage districts, while at the same time illustrating connections along the entire corridor.

The uniqueness of each area is highlighted while concurrently showing the traveler the connections that naturally flow from the map that designates the heritage area. Each of the community chapters can use the travel planner as a tool to guide them in offering heritage connections and attractions.



# Chapter 5: Implementation Agenda

This section of the Management Plan (MP) presents a management proposal for implementation and administration of heritage programs.

Five heritage districts constitute the key aspects of the MP. For management purposes, the Mormon Pioneer National Heritage Area (MPNHA) functions within the following framework:

- The *heritage area* defines the overall external boundary of the heritage area and is the entirety of the MPNHA.
- *Heritage districts* are geographical settings where heritage is defined in a distinct way. The heritage districts include Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop.
- *Community chapters* are the local wheels of the five heritage districts and comprise entities located in the five heritage districts.

## Managing Partnership

The success of the Mormon Pioneer National Heritage Area (MPNHA) requires an organizational culture and style that is enterprising, entrepreneurial, and results-oriented. Partnerships for success must match the ambitious programs ahead. The managing partnership for the MPNHA will include the following entities:

- Utah Heritage Highway 89 Alliance
- Community Chapters

- MPNHA Advisory Group

- Affiliates

## Utah Heritage Highway 89 Alliance

The Utah Heritage Highway 89 Alliance, which is the primary managing entity of the MPNHA, shall have a board of directors consisting of two members from each of the six counties with the State Historic Preservation Officer serving as an at-large member. This committee has grassroots connections to the heritage businesses and provides for connections to elected local officials. The board will meet at least every other month.

## Community Chapters

*Community chapters* are local entities that preserve, promote, develop, or interpret an aspect of the heritage of the communities in which they reside. To be officially identified as an MPNHA community chapter, an organization must be located in one of the five heritage districts and have the capacity to serve an aspect of the heritage tourism visitor's interests and needs.

Coordination with the community chapters rests with the heritage districts, which in turn work with county and local officials where the community chapters are located. The local government partners constitute the local land-use jurisdictions responsible for planning, zoning, and community development within these communities.

The managing partnership will focus on helping community chapters offer an enjoyable and educational visitor experience. We will also assist community chapters in preserving, promoting, developing, or interpreting some aspect of the heritage of the community in which they reside.

### MPNHA Advisory Group

The MPNHA Advisory group is made up of representatives from organizations in the public, private, and nonprofit sectors that are committed to the success of the heritage area. These include federal and state agencies with large landholdings within the heritage area. These organizations have made significant contributions to developing this plan and selecting the projects for the heritage area. All of them received copies of the management plan and commented. Changes were made or projects chosen in coordination with this group's input.

In future, the MPNHA Advisory Group may expand to include others who are committed to the success of the heritage area and whose contributions are deemed appropriate.

Members of the advisory group will meet annually at a conference and provide perspective and insight for the executive board in preparing the annual plan.

### National Parks and Monuments

Representatives from the national parks and monuments in the heritage area, as well as the Utah State Coordinator of the National Park Service are members of the MPNHA advisory group and have a coordinating relationship with the Heritage Highway 89 Alliance. These national parks and monuments are in the heritage area:

- Grand Staircase-Escalante National Monument
- Capitol Reef National Park
- Bryce Canyon National Park
- Glen Canyon National Recreation Area
- Canyonlands National Park
- Zion National Park

Managers or superintendents of these parks and monuments all received disc copies of the management plan and an opportunity to provide feedback. All commented to an extent, and in particular, Al Hendrix, the Superintendent of Capitol Reef National Monument, suggested changes that were incorporated into this management plan.

The National Park Service has provided funds and has a continuing commitment to the heritage area.

### **National Forests**

As with the national parks, representatives from each of the national forests in the heritage area are in the MPNHA Advisory Group and are committed to supporting this plan. Supervisors for these National Forests are in the group:

- Fishlake National Forest
- Dixie National Forest
- Manti-LaSal National Forest

The Regional Architectural Historian of the Intermountain Region of the USDA Forest Service, Richa Wilson, is also in the MPNHA Advisory Group. She has an ongoing relationship with the Heritage Highway 89 Alliance and helps coordinate with the National Forests in and surrounding the heritage area. Richa Wilson is cited in the bibliography for this plan.

In addition, the Alliance has copies of the management plans for the National Forest Service and coordinates carefully with those plans.

### **Bureau of Land Management**

The Director of the Utah State Office of the Bureau of Land Management, Selma Sierra, is also in the MPNHA Advisory Group. She has a coordinating relationship with the alliance.

### **Resource Conservation and Development Coordinators**

Two Resource Conservation and Development (RC&D) areas, Panoramaland and Color Country, are located in or overlap the heritage area. Coordinators from these areas also serve in the MPNHA Advisory Group.

### **Utah State Officials**

The Heritage Highway 89 works closely with many offices of the Utah government who are on the MPNHA Advisory Group. The following state offices have contributed to this plan and have an ongoing commitment to the success of the heritage area:

- Utah Department of Agriculture
- Utah Museum Services
- Utah Department of Community and Culture
- Utah Division of State History
- Governor's Office of Economic Development
- Scenic Byways Division of the Utah Travel Office
- Utah Arts Council
- Utah Department of Community and Culture
- Utah Department of Transportation
- Utah Department of Natural Resources

- Utah Division of Parks and Recreation
- Utah Office of Travel
- Utah Division of Indian Affairs

The alliance works with individuals in each of these offices on a continual basis and has a close working relationship with them. They commit time and resources to the success of the heritage area and will continue to do so in the future. We are able to tap into their resources wherever relevant. For example, Leonard Blackham at the Utah Department of Agriculture works to ensure that the Heritage Highway 89 Alliance continues to meet the needs of individuals and organizations in the agricultural sector and in agritourism.

In addition to committing time and resources, many of these offices have committed funds or in-kind donations to the heritage area:

- Governor’s Office of Economic Development
- Utah Division of State History
- Utah Department of Community and Culture
- Utah Travel Office
- Utah Arts Council
- Utah Department of Transportation

The Utah Department of Community and Culture also provided copies of their management plans to the Heritage Highway 89 Alliance, and we coordinate with those plans, especially those that concern the department’s Division of State History.

### **Utah State Park Superintendents**

The MPNHA Advisory Group includes representatives from each of the Utah state parks in the heritage area who coordinate with the Heritage Highway 89 Alliance:

- Kodachrome Basin
- Escalante
- Coral Pink Sand Dunes
- Fremont Indian
- Anasazi State Park Museum
- Palisade
- Piute
- Otter Creek

### **Educational Institutions**

Educational institutions in the MPNHA Advisory Group are instrumental in research and in the plans for several projects and programs in the plan. The following university departments and colleges have representatives in the group:

- Arrington Chair of Mormon History and Culture, Utah State University
- Utah State University Extension Service
- Department of History Brigham Young University
- Snow College

The Utah State University Extension Service and the alliance have a contractual agreement to develop Mormon Pioneer Heritage Center and will be working closely together on that project.

### **Foundations and Nonprofit Organizations**

The following foundations and nonprofit organizations have representatives in the advisory group:

- Utah Humanities Council
- National Trust for Historic Preservation
- George S. and Dolores Doré Eccles Foundation
- Family and Church History Department, The Church of Jesus Christ of Latter-day Saints

The heritage area has received grants and in-kind donations from the first three organizations. Each of these organizations is committed to the ongoing success of the heritage area.

### **Regions**

Regions in the heritage area play an active role in the advisory group and success of the heritage area. The alliance works especially closely with economic development and travel directors in these regions:

- Sevier County
- Sanpete County
- Six Counties Association of Governments
- Five Counties Association of Governments

- Garfield County
- Kane County
- Scenic Byway 12
- Wayne County
- Piute County
- Utah Heritage Foundation

### **Affiliates**

The managing partnership recognizes that other communities and organizations outside of the boundaries of the MPNHA have stories to tell about the Mormon pioneer heritage experience. At the same time, we believe that the resources and areas within the heritage area share common characteristics and history that make this area a cohesive and definable unit whose parts relate strongly to one another by connection of people, events, natural resources, national parks and forests, state parks and venues, and historic continuity.

To reach out to those areas beyond the heritage area, the managing partnership has defined affiliates as resources, districts, communities, and organizations beyond the heritage area boundary. Nevertheless, they share aspects of Mormon pioneer heritage and may collaborate with the MPNHA on projects, programs, marketing, and related activities.

Examples would include the Daughters of the Utah Pioneers; the Sons of the Utah Pioneers; the Mormon History Association; the Utah Heritage Foundation; the LDS Foundation; the Redd Center for Western History; the Mormon Heritage Sites Association; the Salt Lake Visitors and Convention Bureau; the Mormon Cultural Center; the Mormon Trails Association; the Utah Valley Convention and Visitors Bureau; the Bridal Veil Falls/Provo Canyon Highway 189, Scenic Canyons Preservation Society; the Canyon Region Development Alliance; the Hole in the Rock Foundation, Pipe Spring National Monument; and Clawson Shields Heritage Tours.

## Authorities and Duties

### Utah Heritage Highway 89 Alliance

The 13-member Utah Heritage Highway 89 Alliance will meet at least every other month. The types of activities pursued by the Utah Heritage Highway 89 Alliance in cooperation with the heritage districts may include but will not necessarily be limited to the following:

- Programs and projects to identify, evaluate, recognize, interpret, and preserve Mormon pioneer heritage resources of local, state, and national significance while increasing tourism
- Participation in initiatives to create heritage-area-wide connections, including Utah's first All-American Road, the Huntington-Eccles National Scenic Byway, the Nebo Loop National Scenic Byway, Utah scenic byways, and others (other areas of involvement could include tours, tour packages, and related efforts that build on and connect Mormon heritage resources, including interpretive and other programmatic connections between community chapters and heritage areas.)
- Technical assistance to encourage revitalization, preservation, and related investment by others as well as to nurture practices for community planning and preservation (such efforts may include working with the Utah Department of Community and Culture and the Utah Division of State History, as well as other entities, to develop guidelines, models, and other tools.)

- Participation training programs sponsored by the Utah Heritage Highway 89 Alliance to deal with revitalization and related activities
- Encouragement of others with whom MPNHA has relationships to participate in matching or other grant programs dealing with the above topics and others that may emerge
- Support consistent and reinforcing interpretation, information, and visitor services, including collateral materials, environmental information, and orientation that reinforce the MPNHA's identity and impact for visitors (these may include assistance with walk-drive tour materials, interpretive signage, and other aspects of the MPNHA communication package.)

### Community Chapters

Within the community chapters, the managing partnership should engage in the following types of activities in collaboration with public and private entities:

- Provide assistance to interpretive venues within each community chapter to implement development projects and interpretive programs that will enhance the visitor experience and tell the Mormon pioneer heritage story (this may include the development of interpretive heritage centers, the preservation of historic buildings, or the cooperative production of interpretative media and/or materials. In these efforts, the managing partnership will be committed to support the mission, independence, and integrity of community chapter partners.)
- Enhance the setting and appeal of community chapter efforts that evoke MPNHA themes (such activities may include providing assistance and support for preservation and development projects as well as complementary new development and use within the communities that enhance the visitor experience and understanding of Mormon pioneer heritage.)

### MPNHA Advisory Group

The chief role of the MPNHA Advisory Group will include overall strategic and policy advice. A committee system will be employed for setting priorities and raising funds to enable the managing partnership to accomplish our mission goals. As noted, the MPNHA Advisory Group will meet annually in conjunction with a conference sponsored by Senator Robert F. Bennett, who led the effort for national designation. They will assist in raising funds to enable the MPNHA to accomplish its mission goals.

During the annual meeting, the Utah Heritage Highway 89 Alliance will report on the progress of the MPNHA and present the plan for the coming year.

The MPNHA Advisory Group will advise the Heritage Highway 89 Alliance regarding the following:

- **Grants**—The managing partnership will solicit and administer grants to enable heritage districts and community chapters to enhance their interpretive efforts, to preserve or revitalize heritage resources, and to enhance visitor experience. The grants made by the managing partnership will require a 50 percent match to be provided by the applicant organization. Matching contributions will require fundraising from diverse public and philanthropic sources.
- **Technical Assistance**—The MPNHA will work with its partners, especially with Utah State University and the Utah Division of State History, to provide technical assistance to heritage districts and community chapters. It will also work with the National Park Service (NPS) and other state agencies that can assist in preservation, restoration, interpretation, and the enhancement of heritage businesses.
- **Training**—The MPNHA works through the center to provide training opportunities on a variety of topics for its partners. It will do so by working with the Utah Office of Tourism and other organizations with expertise in enhancing the tourism experience for visitors.

### Affiliates

Based on the quality of resources, community or regional interest, and cooperative interaction, the Utah Heritage Highway 89 Alliance may periodically designate organizations that have the following qualities as affiliates:

- Contain resources associated with the Mormon pioneer heritage story
- Demonstrate the capacity for collaboration with the managing partnership
- Have interest in participating in joint marketing and other programs that offer mutual benefit

## Management Objectives

### Mission

The Mormon Pioneer National Heritage Area preserves, interprets, promotes, and enhances its pioneer heritage. We work to increase tourism, encourage economic development, revitalize communities, provide heritage educational opportunities, and improve the quality of life in Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop.

## Objectives

The objectives of the Heritage Area are as follows:

- Foster a close working relationship with all levels of government, the private sector, residents, business interests, and local communities
- Empower communities in the state to conserve, preserve, and enhance the heritage of the communities while strengthening future economic opportunities
- Conserve, interpret, and develop the historical, cultural, natural, and recreational resources within the heritage area
- Expand, foster, and develop heritage businesses and products relating to the cultural heritage of the Mormon Pioneer National Heritage Area (MPNHA)

## Corporate Principles and Philosophy

The MPNHA serves as a catalyst for action by advocating the use of the heritage area's shared Mormon heritage as a unifying force for managed growth, development, and improved quality of life.

The MP inspires ongoing action on a heritage-area-wide scale.

The MPNHA's managing partnership, including the Utah Heritage Highway 89 Alliance and partners from the public, nonprofit, and private sectors, is an inclusive and grassroots-driven organization. It has been designated by Congress and given the responsibility of preparing and implementing this plan through a cooperative agreement with the National Park Service (NPS). The Utah Heritage Highway 89 Alliance has engaged in an in-depth planning process during the past seven years with a focus on regionalism.

In fact, the National Association of Development Organizations gave the Alliance an innovation award for its creative approach to regional planning and organization. The Alliance will continue this collaborative approach and will leverage and enhance the benefits of our national and state scenic byway partners, who include the following:

- Scenic Byway 12, Utah's first All-American Road
- Capitol Reef Country Scenic Byway (SR 24)
- The Huntington Eccles National Scenic Byway
- The Nebo Loop
- Fishlake Scenic Byway
- Beaver Canyon Scenic Byway
- Capitol Reef Scenic Byway
- Markagunt Scenic Byway
- Mt. Carmel Scenic Byway

- Patchwork Parkway
- Kolob Finger Canyons Road Scenic Byway
- Zion Park Scenic Byway

The Utah Heritage Highway 89 Alliance has produced two public television documentaries: *Utah's Black Hawk War: Cultures in Conflict* and *Stories Along Heritage Highway 89*. These productions articulate heritage area themes that constitute the essence of the MP. These themes focus on shared values, heritage, and history that have joined the communities and people of the heritage area in the past and will do so into the future.

Through implementation of the MP, the Utah Heritage Highway 89 Alliance will use the MPNHA as a unifying force that can assist in creating public-private partnerships to achieve its mission goals.

### Intergovernmental, University, and Foundation Partnerships

In addition, key leaders in the academic community, foundation presidents, and representatives from civic and government sectors will have to be engaged. This does not mean a departure from the grass roots, locally driven process that has been pursued to date. It simply means that we need to expand in the spirit of Utah's slogan: Life Elevated.

Connecting themes between the various responsibilities and resources of the MPNHA is a major focus.

One of the major themes of the MPNHA is the interaction of people with the land. Three national parks and three national forests, along with two national monuments and numerous state parks, manifest the overarching impact that land has in the heritage area.



Figure 139: Fishlake National Forest

The MPNHA will not thrive unless the connection between the management of these resources by federal and state partners and the management of community efforts by MPNHA's managing partnership are linked. The story cannot be told—the resources cannot be preserved and interpreted—without making this connection. It must be made soon and carried out effectively as the MP is implemented.

The MP emphasizes the importance of Utah's cultural and natural resources as catalysts for revitalization. The managing partnership participates in and encourages programs designed to help communities develop the resources needed for success in heritage tourism.

The partnership includes the following:

- National Park Service (NPS)
- National Main Street Program
- Preserve America Initiative

- U.S. Forest Service
- Bureau of Land Management
- Economic Development Administration
- Utah Office of Tourism
- Utah Pioneer Communities Program
- Utah Division of Parks and Recreation
- Utah Department of Community and Culture
- Utah Division of State History
- Utah Department of Agriculture
- Utah Department of Transportation
- Utah Governor’s Office of Economic Development
- Utah Department of Natural Resources
- Utah State University
- Community Impact Board
- Scenic Byway 12 Committee
- Five-County and Six-County Associations of Governments
- Panoramaland Resource Conservation and Development
- Color Country Resource Conservation and Development
- National Trust for Historic Preservation
- Utah Heritage Foundation

- George S. and Dolores Doré Eccles Foundation
- Many other government, foundation, and corporate partners, including numerous state parks

Numerous projects and plans, organized and implemented by local residents, exist to develop and preserve natural and scenic features of this distinctive area. Many scenic area, byway, and back way designations have been granted. National and state parks, forests, and recreation areas have received substantial investments and have been set aside by appropriate authorities because of the quality and diversity of the scenic landscapes.

In support of the natural environment, funds have been granted to local communities to help them enhance heritage tourism. Numerous historic sites and districts have been included in the National Register of Historic Places, and local governments have invested in streetscape and preservation projects to revitalize their communities.

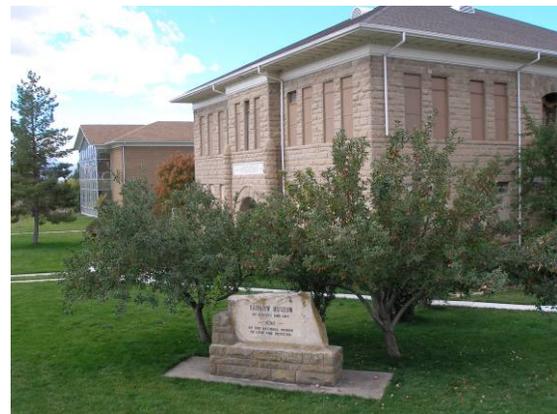


Figure 140: The Fairview Museum of History and Art

The MP seeks to encourage creative community involvement that builds on the success of the Mormon Miracle Pageant, the Fairview Museum of History and Art, and the scores of other cultural outlets that help revitalize towns, while providing a deep and rich cultural experience.

Main Street historic business districts and individual historic buildings have been brought to life with new compatible functions and retail outlets, such as Zions Cooperative Mercantile and related retail businesses that feature heritage products.

The MPNHA will be a catalyst organization that encourages current and potential partners to take the lead in capital- and management-intensive revitalization efforts.

The MPNHA values the partnerships we have with numerous government, university, and foundation organizations.

### **The National Park Service**

The NPS is at the forefront as an intergovernmental partner. Zion, Bryce, and Capitol Reef National Parks, Glen Canyon National Recreation Area, and the State Coordinator for the NPS are major partners. The heritage connections among the gateway communities and the interaction with the land can be demonstrated by using the NPS logo. By working closely with the NPS, the MPNHA can build public recognition for the heritage resources that are in towns near the parks and monuments. The advice and technical assistance received from the NPS has been invaluable, and the assistance provided by the NPS in funding for the Plan has brought it to fruition.

### **The U.S. Forest Service**

The Dixie, Fishlake, and Manti-LaSal National Forests are major attractions in

the MPNHA. Natural resources have played a significant role in Mormon pioneer history, and a close working relationship to convey the past and work for the future is crucial for the MPNHA's success.



Figure 141: Manti-LaSal National Forest

### **Other Organizations**

In addition to the NPS and U.S. Forest Service, other federal agencies are significant forces in implementing and enhancing the MP. The enabling legislation sets forth duties and authorities of federal agencies and their connections to other levels of government. A marble cake analogy, rather than a layer cake one, best illustrates the legislative intent:

In general, the Secretary may provide technical assistance and, subject to the availability of appropriations, grant to units of government, nonprofit organizations, and other persons, all the requests of the Utah Heritage Highway 89 Alliance; . . . for use in developing and implementing the Management Plan. The Secretary may not, as a condition of award of technical assistance or grants . . . require any recipient of the technical assistance or grant to enact or modify any land use restriction. (The National Heritage Act of 2006, Public L. No.109-338, 120 Stat. 1738)

The enabling legislation further notes the MP must take into consideration federal, state, county, and local plans in effect on the date of enactment. The MP must also “involve residents, public agencies, and private organizations in the heritage area [and] include a description of actions that units of government and private organizations are recommended to take to protect the resources of the heritage area.”

Examples of entities that have projects relevant to the MPNHA’s goals and objectives include the following:

- **U.S. Department of Housing and Urban Development (HUD)**—Many of our community chapters support their economic development initiatives with Community Development Block grants. In addition, HUD programs for adaptive use of historic structures could be very helpful in revitalizing main streets and historic districts in the MPNHA. Targeted reinvestment can be pivotal in attracting funds for restoration of buildings of significance.
- **U.S. Department of Transportation (DOT)**—In conjunction with the Utah Department of Transportation (UDOT), the DOT has provided enhancement grants to many communities in the heritage area. From the restoration of a railroad depot to streetscape projects, the enhancement grant program has been a dynamic source of revitalization. More effective use should be made of a heritage route program to augment the three national scenic byways in the MPNHA. Developing and implementing signage on Highways 89, 6, 12, and 24, as well as I-15 and I-70, is an essential course of action. Streetscape features, signage, and interpretive venues in conjunction with DOT and UDOT should be aggressively pursued along with supporting the implementation of more enhancement grants. This is especially important in the construction of the Escalante Pioneer Heritage Center.
- **The National Endowment for the Humanities and the National Endowment for the Arts**—In partnership with the Utah Humanities Council and the Utah Arts Council, these two entities provide grants for a broad range of programs and projects that align with the MPNHA Plan. The National Endowment for the Arts and the U.S. Forest Service have provided funding for a tour featuring the art and artists along the heritage corridor. The Utah Humanities Council has been a tremendous supporter for PBS documentaries produced by the Alliance, and the council has also sponsored a lecture series on the “Famous and Infamous Along Heritage Highway 89.” Additionally, the council has supported numerous projects in libraries and other outlets throughout the heritage area. At the federal and state level, these organizations are helpful sources for initiating art and humanities projects, exhibits, and projects that deal with Mormon pioneer heritage.
- **The Utah Division of State History and the Division of Museum Services**—These organizations have much to offer the MPNHA in terms of resources, technical support, and coordination. The State Historic Preservation Office has been and will continue to be a major source of assistance for historic research, preservation, and revitalization of historic resources through technical assistance and especially through its

Certified Local Government (CLG) program. Many CLG communities exist in the MPNHA, and all of them should become participants in this valuable program. Likewise, all of the museums in the heritage area should work closely with the State Director of Museum Services to enhance their interpretive capacities.

- **The Utah Office of Tourism**—This well-managed organization plays a vital leadership role in tourism. The office offers cooperative grants that should be used in coordinating out-of-state advertising for the heritage area. As the MPNHA achieves higher prominence and visitor appeal, the Utah Office of Tourism will be of great assistance in designing and implementing an advertising campaign that pulls visitors from the parks and forests and brings them into the gateway towns where Mormon heritage is preserved and interpreted.
- **Utah Department of Natural Resources, including the Division of Parks and Recreation**—The MPNHA needs to be more engaged in understanding natural resource projects and programs being conducted by the department. Collaboration between the MPNHA and the Department of Natural Resources can provide appropriate interpretive content in the state parks while working on trails projects.
- **Mormon Pioneer Heritage Center**—This entity has been established by statute. It functions under the auspices of Utah State University and works closely with the managing partnership in developing and enhancing heritage tourism businesses in the MPNHA. This relationship needs to be strengthened, and the center should establish offices on the campus of Snow College. In addition, the marketing division of Utah State University Extension Service needs to collaborate with the MPNHA in website creation and management.
- **George S. and Dolores Doré Eccles Foundation**—The contribution of the Eccles Foundation in funding projects in the MPNHA has been crucial along Heritage Highway 89. From performance and special event centers to the restoration of historic buildings, the foundation has been the leader in making the area now designated as the MPNHA a viable heritage area. With great appreciation for all the foundation has done, the MPNHA needs to continue to work with the foundation on future projects it may be interested in funding. Special efforts will focus on finishing the Central Utah Pioneer Heritage Center, which the foundation has significantly funded, and the Escalante Pioneer Heritage Center.
- **The J. Willard and Alice S. Marriott Foundation**—This foundation has specific interests in heritage tourism. Its geographical focus is Washington, D.C., and Utah. Special emphasis should be placed on developing a relationship with the foundation and identifying projects of mutual interest.

- **The Redd Center for American History at Brigham Young University**—The Redd Center is an outstanding resource, and the MPNHA should partner with the center on programs and projects, especially in the area of resource management of oral histories.
- **Utah Humanities Council**
- **Utah Arts Council**

The MPNHA’s approach to resource preservation and revitalization includes the following:

- Developing a database of heritage resources by partnering with the State Historic Preservation Office
- Defining resource preservation criteria and identifying the highest priority resources
- Creating awareness of resources by telling the heritage story and bringing community chapters and partners together
- Linking resources to the themes of the MPNHA
- Working with the Utah State University Extension Service to develop policies for land and water management techniques
- Executing a memorandum of agreement between the Utah Department of Community and Culture and the Pioneer Communities Program to help manage the historic and cultural resources in a framework that emphasizes the economic viability of buildings and cultural outlets

- Entering into a cooperative relationship with the Utah Department of Natural Resources and the Division of Parks and Recreation to enhance recreational opportunities in the MPNHA
- Encouraging partnerships with the private sector to assure that economic development is an overarching factor in the MPNHA

### **Utah State University**

From the outset of our efforts seven years ago, the Utah Heritage Highway 89 Alliance developed a relationship with the state of Utah. Working with the Utah State University Extension Service to develop policies on land and water management techniques is critical to our success.

This relationship is crucial since there is no basis for a heritage area if the rural flavor of the corridor is lost. Land and water management issues and the policies and techniques pertaining to them constitute an important plank in the MPNHA platform.

### **Federal Counterparts**

Utah State University Extension Service employees must interact with their federal counterparts in the regional offices of the U.S. Department of Agriculture (particularly the U.S. Forest Service and National Resource and Conservation Service) and U.S. Department of Interior (particularly the Bureau of Land Management and the NPS) and convey MPNHA plans to these valuable partners. Joint efforts to acquire grants and interact in the implementation of projects will be essential to connect the heritage of the past with the issues of the future.

### Cooperative Relationships

Entering into a cooperative relationship with the Utah Department of Natural Resources and the Division of Parks and Recreation will enhance recreational opportunities in the MPNHA.

From its inception, the Utah Heritage Highway 89 Alliance, as the managing entity of the MPNHA, has emphasized decentralization and has operated on the theory that programs and projects should be undertaken at the community chapter and heritage area level. The Alliance also decided to partner with other organizations for staff and technical support. One example is our partnership with the Utah State University Extension Service, which provides a county agent to work on the development and enhancement of heritage businesses for the MPNHA. The Extension Service has also provided the agent with a car, expense budget, and secretarial help to support the managing partnership's efforts.

Mt. Pleasant City, by resolution and memorandum of agreement, serves as the chair community and the fiscal agent for the Utah Heritage Highway 89 Alliance. Checks and balances emerge from this relationship, but more importantly, money is saved on administration, which enables the MPNHA to focus funds on projects and programs at the grassroots level.

The recreational opportunities in the MPNHA should be centered in the state parks that operate in the heritage area. The role of the MPNHA should be to work in a cooperative relationship to identify and connect heritage to the area offerings. The same rationale applies to the national parks in the heritage area.

### Encouraging Partnerships

In addition, the MPNHA works to create and strengthen relationships with the private sector to assure that economic development is an overarching factor in the MPNHA.

When an area-wide effort for heritage tourism along Highway 89 commenced in 1998, it centered on heritage products. The initial plan was to have a 400-mile corridor of shops that sold the works of artists, artisans, and crafters. That effort is still in place even as the mission has expanded to include all aspects of heritage tourism, conservation, preservation, and interpretation. We have not lost sight of the heritage entrepreneur as we have expanded.



Figure 142: Fisher Rock Shop in Orderville, Utah (Photo by John Telford)

The MPNHA must continue to emphasize the small businesspeople who create works of art, work as outfitters, operate cafés and bed and breakfast inns, and are involved in a wide array of endeavors that build on heritage tourism. It is imperative that partnerships be formed, technical assistance be given, and financial packages be arranged to spur business growth and economic development.

Many components of the MP are of significant interest to universities, especially heritage area partners Utah State University and Snow College. Other university affiliates with design and environmental interests associated with heritage tourism, cultural resources and local traditions, the arts, rural revitalization and economic development, and architecture offer valuable expertise in implementing the MP as well.

The University of Utah, Brigham Young University, Southern Utah University, and Utah Valley University have programs and resources that would greatly assist the MPNHA. Universities could work with the Mormon Pioneer Heritage Center in sponsoring symposia on heritage issues ranging from landscapes to land use. The chairman of Mormon History and Culture at Utah State University should coordinate all Mormon history and culture studies and programs.

Frequently, in support of cooperative ventures with academic institutions, the Utah Heritage Highway 89 Alliance should engage corporate, nonprofit, and foundation partners in its activities. Funding assistance and networking to secure the resources needed to develop two major interpretive centers, restore buildings, and revitalize communities represent the most important components of a viable revitalization effort.

### **Key Activities**

As the group that launched the MPNHA endeavor, the Utah Heritage Highway 89 Alliance feels a tremendous responsibility to create awareness of resources by telling the heritage story and bringing community chapters and partners together.

During the past seven years, the Utah Heritage Highway 89 Alliance has told the Mormon pioneer heritage story by printing brochures, producing documentaries, and developing interactive interpretive programs. The Utah Humanities Council, the Division of State History, the Eccles Foundation, and other entities have worked with community chapters, bringing them together with their state partners to show that heritage has economic value.



Figure 143: Bed and breakfast in Marysville, Utah

The message has been sent that heritage is an economic development engine and old buildings should not be torn down. Rather, they should be restored and put to good economic use.

Alliance members have attended the National Main Street Conference to learn about tax credits, streetscape planning, and adaptive use. The Traditional Building Skills Institute (TBSI), under the guidance of the Utah Division of State History, has been created to preserve traditional building skills. A two-year degree program is now offered at Snow College where TBSI is located.

At the state level, the Department of Community and Culture has written the following:

Culture is good business, especially for local communities. Nationally, heritage tourism is the number one reason Americans travel. . . . To further the development of Utah's cultural heritage tourism, the Cultural Heritage Council (CHC) is focused on two major objectives: 1) Identifying and recruiting strategic partners, 2) Seeking to obtain and leverage additional funding for pass-through grants to better enable local organizations to achieve strategic goals. Culture is indeed good business, and with the right tools and resources, local communities can capture their part of the economic benefit of their cultural and heritage resources. Through financial and technical assistance, the CHC and its participants can play a key role in assisting your community. (*Culture Is Good Business*, Department of Community and Culture)

This statement illustrates that the Heritage Highway 89 Alliance has the role and responsibility to raise public awareness about the value of heritage resources. Resource stories must be told in a way that is compelling and meaningful. It must be shown that heritage resources are important engines for achieving redevelopment and revitalization.

### **Project Development**

Project development will be the primary responsibility of the Heritage Highway 89 Alliance and staff in order to manage initial development projects and coordinate the development of projects that arise out of public and private partnerships. The project management will include duties such as development programming, contracting and coordinating design and construction services, and construction management.

### **Operations and Maintenance**

Because the primary activity of the MPNHA is project development, the primary day-to-day operation and maintenance of venues and programs appropriately reside with the Heritage Highway 89 Alliance.

### **Programming**

Programming is another major activity of the MPNHA. The Heritage Highway 89 Alliance will develop programs and manage special projects.

## **Resource Management**

### **Natural Resources**

The following national forests and national parks in the MPNHA have extensive management plans that guide their activities. Dixie, Fishlake, Manti-LaSal, Zion, Capitol Reef, and Bryce Canyon.

In addition, plans are in operation at the Grand Staircase-Escalante National Monument and Glen Canyon National Recreation Area.

The Utah Division of Parks and Recreation has engaged in substantial long-range planning, including management plans for Kodachrome Basin, Escalante, Coral Pink Sand Dunes, Fremont Indian, Asazi Museum, Palisade, Piute and Otter Creek state parks.

Other examples of entities involved in resource management include:

- Utah Quality Growth Commission
- Land Trust Alliance
- Watershed Land Trust
- USDA Natural Resource Conservation Service
- Utah Grazing Land Conservation Initiative
- Soil Conservation Districts
- Utah Natural Resources Conservation Service
- Utah Open Lands
- Nature Conservancy in Utah
- Critical Lands Conservation Fund
- Water Conservation Districts
- Utah Center for Water Resources Research
- Utah Preservation Plan

## Cultural and Historical Resources

The Utah Division of State History in conjunction with its historic preservation office assists communities, businesses, private citizens, and non-profit organizations in surveying, indentifying, preserving and enhancing historic properties throughout the state. The Certified Local Government program functions in the five heritage districts that constitute the MPNHA, and all preservation projects are coordinated with the State Historic Preservation officer.

Numerous management plans, white papers, and studies have been conducted by the Division of State History, and their work has played, and will continue to play, an important role in the preservation of historic resources in the heritage area. The Division’s publication “History Looks to the Future: Planning for Utah’s Future” sets forth Five Action Goals:

- Heritage Resource Stewardship
- Heritage Education
- Partnerships and Networking
- Public Communication and Outreach
- Public Policy Proposals

The State Division of Museum Services serves in a parallel capacity. The state’s role is augmented by the work of the Utah Heritage Foundation, which provides invaluable assistance in the protection and preservation of historic properties.

The Utah Arts Council and the Utah Humanities Council promote the arts and humanities with grants and technical assistance. Cities, counties and non-profit organizations throughout the state are assisted by their programs, which are undertaken in coordination with their management plans, goals, and objectives. Community Chapters throughout the MPNHA are active participants through their museums, arts councils, and heritage organizations.

### Native American Heritage

The Koosharem Band of the Paiute Tribe is engaged in many activities to preserve important elements of their heritage. They work closely with other Paiute bands on economic development, interpretive, and preservation projects. Their board chairman works very closely with an elected council, the Six County Association of Government, and the Native American Ombudsman for the MPNHA to preserve and enhance their rich history, traditions, culture, language, arts and crafts. In so doing, they work closely with Utah State Extension Service, which provides technical assistance in establishing heritage businesses.

### Agriculture

Initiatives in farm land preservation and the promotion of agriculture constitute the essence of the MPNHA. A partnership with Utah State Extension Service serves as a major component in the management plan. A partnership with the Utah Department and Food provides information and program access as follows:

- Rocky Mountain Agriculture Landowners Guide to Conservation and Sustainability
- LeRay McAllister Critical Land Conservation Fund
- Utah Critical Agriculture Land Conservation Fund
- Agriculture Affiliates
- Agriculture Land Preservation
- Century Farm Registration
- Conservation Easements
- Assistance in the categories of crops, livestock, marketing, pesticides, exporting, well testing, grazing improvement, organic farm certification, rural rehabilitation, animal health, education and outreach, aquaculture water quality testing

As noted, the partnership with Utah State University and its Extension Service provides the framework for agricultural issues, programs, and projects in the MPNHA.

The underlying premise centers on the fact that if the region’s agricultural heritage is lost, the rationale for a national heritage will not exist. Thus, close relationships with agencies at all levels of government must be maintained, including cooperation in developing agritourism. Legislation passed during the 2008 Session of the Utah State Legislature defines agritourism and provides actions for its encouragement. Other helpful state actions include the Utah Right to Farm Enabling Statutes and the Utah Agricultural Districts Enabling Statutes.

### **Promotion of Tourism and Economic Development**

As set forth in its vision and mission statements, the MPNHA is committed to the promotion of tourism and economic development. A close relationship has been established with the economic development and travel directors in the counties of Sanpete, Sevier, Piute, Wayne Garfield and Kane.

In addition, there is a solid partnership in place with the Governor’s Office of Economic Development, the Utah Office of Tourism, the Economic Development Corporation of Utah, the Utah Department of Community and Culture and Film development. Each of these entities has management plans that guide their activities, which include marketing, research, community development, heritage tourism and advertising.

Projects and programs range from cooperative advertising grants to community development block grants, matching funds for development, enhancement projects, and technical assistance. Rural development support through Enterprise Zones and related initiatives are especially helpful. Utah Business Lending Corporation, a non-profit organization offers loans to small businesses in rural Utah, especially along the MPNHA corridor.

Coordinated access to all of these resources is available at [utah.gov](http://utah.gov).

A variety of economic development and promotional activities are undertaken by counties, cities, community chapters and corporations in the MPNHA. They include:

- Chambers of Commerce, Main Street Programs and Business Alliances promote business development and tourism.
- Associations of Government and county economic development committees promote projects in the heritage area.
- Panoramaland and Color Country RC&Ds engage in planning, technical and resource assistance.
- Utah State University, Snow College, Utah State Extension Service and the Small Business Development Center provide research and technical assistance.

- State Scenic Byway Committees and three National Scenic Byways have management plans, active marketing, and interpretive programs.
- Private lodges, outfitters, crafters, artists, artisans and heritage businesses promote and market heritage tourism.
- Land use plans prepared in coordination with associations of governments and planning commissions
- Recreational and open space plans, especially those prepared in conjunction with Utah State University

The activities of the MPNHA operate within the broader context of these activities. The MPNHA Advisory Group represents all of these interests.

### Environmental and Infrastructure Planning

Many national, state, and local agencies function within the boundaries of the MPNHA. All of them have management plans in place that guide their efforts in demographics, infrastructure, and environmental areas. These entities are noted in the management plan and supporting reference materials. A summary of the types of activities in which they are engaged follows:

- State agency environmental regulations and initiatives, including water quality, erosion, and related control programs
- Natural resource management initiatives at the state and local level as outlined in the supporting reference materials
- Environmental regulatory programs at the state and regional level where planning centers on water management and erosion control

- Water resource and wastewater planning at city, county, and regional levels of government, usually coordinated through rural development offices

These initiatives have an impact on the MPNHA in a variety of ways, reaching across the spectrum of water quality and quantity to protecting critical resources. The MPNHA's emphasis on local control and coordination provides an effective framework for working with local governments in protecting key resources in the context of county and city economic development and recreational activities that have an impact on natural and heritage resources. This grassroots organizational approach provides the basis for cultural resource management and protection.

Some examples of organizations, programs, and plans that assist in this effort follow:

- **Preservation Commissions.** Local organizations working in concert with the Utah Division of State History provide protection of cultural and historic resources through community ordinances and planning that manifest commitments to preserve and protect valuable heritage and cultural resources.
- **Architectural Surveys.** The Certified Local Government Program implemented by the Division of State History in concert with local preservation commissions provides matching grants and technical assistance to conduct surveys for important historic and agricultural resources. An ongoing program is underway to assist property owners in their efforts to secure listings in the National Register of Historic Places.
- **Local land use plans.** Planning commissions in the counties and cities of the MPNHA provide the framework for managing and protecting cultural resources and landscapes. Experts at Utah State University serve in a consulting capacity to develop and implement these plans.
- **Park/Open Space Plans.** Outstanding work by Utah State University Department of Landscape Architecture and Environmental Planning is illustrated in the supporting reference materials. The Sanpete County Charrette serves as a model for similar work that should be conducted throughout the region.

The Environmental Assessment included in the Supporting Reference Materials documents and inventories a wide range of resources to be protected in the MPNHNA. An organizational structure is in place for management and protection.

## Budget Planning

Budget planning centers on phase I (years one through five) and phase II (years six through ten). Phase I includes demonstration, early-action, and revitalization projects and outlines the funding plan, which totals \$44.25 million. Phase II of the MP focuses on projects and programs in the five heritage districts of Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop, with a projected budget of \$10.305 million.

Federal funding for the MPNHA is based on Section 259: Authorization of Appropriation in the National Heritage Areas Act of 2006, which states:

(a) In General—There is authorized to be appropriated to carry out this subtitle \$10,000,000 to remain available until expended, of which not more than \$1,000,000 may be authorized to be appropriated for any fiscal year.

(b) Federal Share—The Federal share of the cost of any activity carried out using funds made available under this subtitle shall not exceed 50 percent.

In accordance with this legislation, the proposed budget allocates \$1 million per year of federal funding during the ten years of the project and at least 50 percent of the budgets for all activities will be supplied through matching funds. During the strategic planning process, the projects delineated had funding commitments or fundraising efforts were underway to ensure project completion. For a full line-item budget, see the appendices.

Financing for the operations, projects, and programs for the MPNHA reflects the various partnerships that compose the heritage area.

Mt. Pleasant has taken the lead by passing a resolution whereby the city serves as the fiscal agent and the chair community for the Utah Heritage Highway 89 Alliance, which in turn acts as the managing entity of the MPNHA.

The Utah State University Extension Service has also provided significant matching support. The Extension Service has assigned a county agent to work full time with the MPNHA. This person's major responsibility is to develop and enhance business in the heritage districts of Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop. The Extension Service also provides secretarial and administrative support.

In 2004, state legislation created the Mormon Pioneer Heritage Center. The center is in the process of being established on the campus of Snow College. It will work closely with the Traditional Building Skills Institute, which is also located on the campus.



Figure 144: Karen Huntsman Library, location of the Mormon Pioneer Heritage Center (rendering)

As set forth in the state enabling legislation, the center will be the headquarters for the MPNHA. The legislation states:

The purpose of the center is to coordinate interdepartmental research and extension efforts in recreation, heritage tourism, and agricultural extension services and to enter into cooperative contracts with the United States Departments of Agriculture and Interior, state, county, and city officers, public and private organizations, and individuals to enhance Mormon pioneer heritage.

Further, the state statute notes:

The center has the following duties and responsibilities: (a) to support U.S. Congressional findings that the landscape, architecture, traditions, products, and events in the counties convey the heritage of pioneer settlements and their role in agricultural development; (b) to coordinate with extension agents in the counties to assist in the enhancement of heritage businesses and the creation of heritage products; (c) to foster a close relationship with all levels of government, the private sector, residents, business interests and local communities; (d) to support U.S. Congressional findings that the historic, cultural, and natural heritage

legacies of Mormon colonization and settlement are nationally significant; (e) to encourage research and studies relative to the variety of heritage resources along the 250-mile Highway 89 corridor from Fairview to Kanab, Utah, and Highways 12 and 24.

The state statute in its entirety is included in the Supporting Reference Materials. As can be readily seen, the Mormon Pioneer Heritage Center has the express purpose of serving as the body that coordinates all of the activities and projects in the MPNHA.

The Utah Heritage Highway 89 Alliance, as the managing entity of the MPNHA, has entered into a memorandum of agreement to facilitate the statute. When in full operation, the center, under the guidance of the Alliance and the MPNHA Advisory Group, will coordinate the implementation of projects and programs, which will be carried out primarily at the community chapter level.

### **Phase I (Years One through Five)**

The first five years of MPNHA funding will focus on demonstration, early-action, and revitalization projects. This is not to say that the ambitious goals and objectives in the Plan that are independent from these projects will not be pursued. Rather, it means that the partners will fund ongoing marketing, educational, natural, and cultural resource and interpretive efforts from their respective budgets. The demonstration projects have been outlined in Chapter 4.

Collectively the demonstration projects total \$38.945 million. (To see the dollar figures attached to each project, refer to Appendix A.) Pledges, commitments, and fundraising campaigns are underway. The important point to underscore is that all of these efforts are locally driven by community chapters.

With the early action and revitalization projects, the full budget for phase I totals \$44.25 million. Of this amount, only \$2.5 million of federal funding will be used in demonstration projects (to be matched by \$39.25 million) and another \$2.5 million in early action projects (to be matched by \$2.805 million for a total budget of \$5.305 million). During phase I, we will appropriate no more than the authorized \$5 million in federal funding.

The MPNHA will work with its partners to achieve state funding for these projects during legislative sessions of the Utah State Legislature. Commitments at the state level will be sought in conjunction with a well-coordinated effort with the respective community chapters.

### **Phase II (Years Five through Ten)**

Budget planning for Phase II likewise assumes Federal funding of \$5 million. Further strategic planning will identify projects and the funding to implement them at the Heritage District level as set forth in Appendix D.



# Chapter 6: Evaluation Strategy

The Utah Heritage Highway 89 Alliance has adopted the evaluation strategy model developed by the Conservation Study Institute (CSI). We credit the institute for this model that will guide our evaluation process. National Park Service (NPS) Director Mary Bomar notes, “We need a culture of evaluative thinking as a way of doing business, not only in interpretation, but throughout the National Park Service.”

The Mormon pioneer colonizers established a pattern of thinking about issues ranging from city planning to irrigation, and at the ward level, they built grassroots organizational teams that evaluated their progress. They were geared to be adaptive as well as adoptive, creative as well as consistent. In adopting a model format that “reflects the cyclic and long-term nature of heritage stewardship and development,” we follow the lead of our pioneer forebears who used the term “stewardship” long before it entered into the conservation lexicon. To the pioneers, collaboration and collective action were a matter of survival. For us, they provide the means for evaluating projects, programs, and outcomes that constitute the essence of the Mormon Pioneer National Heritage Area (MPNHA).

The following sections discuss the components of CSI’s model in greater depth as they relate to the MPNHA: core ingredients, guiding strategies, implementation activities, and accomplishments. In following the CSI’s model, we have also used much of their language from the *Development of a National Heritage Area Evaluation Strategy: Report on Phase I*.

## Core Ingredients

The Mormon Pioneer National Heritage Area (MPNHA) intends to follow CSI’s definition of core ingredients.

## Key Resources and Investments

The key resources and investments needed to initiate and sustain the MPNHA include preserving the area’s heritage, working with the community, fully assessing the projects, creating a strong Management Plan, and raising money to achieve our goals. At the same time, the MPNHA needs to consider the social, economic, political, and timeline factors that come into play. The MPNHA has performed each of these critical tasks, as discussed in the sections below.

## Preserving Heritage

The MPNHA will emphasize the nationally significant story in great detail of the heritage area and its significant associated assets. This Management Plan (MP) tells the story of the Mormon pioneers who established towns along the heritage corridor; the MPNHA will use this pioneer story and its cultural, historical, landscape, and community components as a guide in the MP’s implementation. Projects and programs will be evaluated by measuring how effectively they preserve, promote, or interpret the heritage of the MPNHA.

### **Engaging Local Leadership, Energy, and Vision**

As outlined in Chapter 5: Implementation Agenda of this MP, the leadership of the MPNHA must be entrepreneurial in its direction; it must establish partnerships that bring the public, nonprofit, and private sectors together in creative and synergistic ways.

The MPNHA vision and mission statements provide the framework for substantive action. The Heritage Highway 89 Alliance will strive to maintain the connection between vision and implementation with every effort; the MPNHA will use evaluation tools to keep this connection strong.

The strength of the MPNHA resides in the small towns along the 400-mile Highway 89 corridor. The Board of Directors of the Utah Heritage Highway 89 Alliance and all of the entities represented in the MPNHA Advisory Group, including local mayors and county commissioners, will analyze and evaluate heritage projects and programs to ensure that they align with the goals and objectives of the MP.

### **Organizing the Community, Building a Strong Network**

The MPNHA will evaluate its effectiveness in community organizing and network building by performing annual assessments in coordination with partnership members in the five heritage districts: Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop. Each of these five districts has community chapters. The chapters engage in grassroots preservation, interpretation, promotion, and development projects and programs. All undertakings require a 50 percent dollar match when MPNHA funds are used; therefore, quantitative and qualitative analysis can be applied to the evaluation process.

### **Performing a Feasibility Study**

The feasibility studies that preceded the MPNHA's designation as a national heritage area served as the starting point for the MP, which includes supporting documents and an environmental assessment. These plans constitute the blueprint for action that will guide the preservation, interpretation, promotion, and development efforts of the MPNHA. The evaluation process calls for linkage between the studies and the demonstration and early action projects to ensure consistency and connectivity to the overarching goals of the MPNHA.

### **Creating a Management Plan**

This MP provides direction for the MPNHA. It is specific where specificity is called for and general where flexibility is the essence of sound planning. The value of the MP will be determined by this basic proposition: its capacity to provide ongoing guidance for the operations of the MPNHA and how well it serves as a tool to help the Alliance measure and assess its goals and objectives.

### Gaining Technical Assistance

The CSI emphasizes technical assistance from outside sources (such as the National Park Service [NPS], state agencies, and the Alliance of National Heritage Areas [ANHA]). The MPNHA has developed relationships with numerous government entities at the local, state, regional, and national levels.

As outlined in this MP, nonprofit, private sector, and affiliate partners also play a crucial role in providing technical assistance. Experts serving in the MPNHA's national and state parks; the U.S. Forest Service; departments and divisions of community and economic development; sources of state history; cultural organizations; and partners all across the spectrum bring expertise to the MPNHA. The key to evaluation will turn on how well the Board of Directors interacts with these experts in a coordinating capacity.

### Raising Money

This MP outlines the budget and resources of funding for 10 years in the Budget Planning section of Chapter 5: Implementation Planning and in the appendices. With its focus on projects, this budget plan will guide future fundraising efforts. After all, presentations made to the state legislature and grant applications to foundations are much more effective when they center on projects and programs at the community chapter level; local elected officials are committed and prepared to make a strong case to the decision makers. Quantitative analysis will be used to evaluate the MPNHA's efforts in fundraising and investment.

### Considering Social, Economic, and Political Factors

The CSI approach emphasizes the need for the MPNHA to be ready to take this partnership approach to heritage stewardship and development based on social, economic, and political factors.

The MPNHA is the only newly established national heritage area located entirely in the state of Utah; the Alliance is ready and committed to taking on a partnership approach to heritage stewardship and development based on nearly 10 years of preparation. At the same time, the MPNHA Board of Directors recognizes the social, economic, and political realities it faces in developing a first-class heritage area. The factors to be considered and evaluated are as follows:

- Political.** It will be vital that state legislators commit funding to take the MPNHA to the level of success outlined in this MP. While this represents a challenge in Utah, which is a conservative state, the Utah Heritage Highway 89 Alliance has laid the groundwork for this effort. In the 2004 session of the state legislature, the Alliance worked with state legislators to pass a bill designating the MPNHA and establishing the Mormon Pioneer Heritage Center in conjunction with Utah State University. The sole purpose of this legislative effort was to build a solid foundation for the MPNHA by linking the heritage area to a major university. The center's role in the MPNHA is set forth in this MP. In essence, it will serve as the institutional base for the MPNHA and a fulcrum for political communication and action.

- **Economic.** As the MPNHA competes for scarce resources, it recognizes the connection between political and economic factors. Harold Laswell was correct when he defined *politics* as “who gets what, when, and how.” The MPNHA’s success in obtaining money from its local partners, foundations, and corporations will depend greatly on how the MPNHA is perceived politically. Utah is a relatively small state, and the key decision makers from the economic sector know the definition of *political clout*.
- **Social.** When the feasibility of establishing a heritage area along the Highway 89 corridor was being analyzed, facilitators led public discussions and this question frequently arose: “What name do we attach to the heritage area?” A name was not superimposed on the proposed heritage area. Rather, the focus centered on what was nationally significant—the parks, the national forests, the landscape, the buildings, the culture, and the heritage. As the process evolved, the unifying theme was the Mormon colonization experience. This was the captivating story; everything else flowed from it. As the MPNHA implements its themes and stories, it must walk a fine line and make it clear that the Mormon pioneer emphasis is heritage and culture; no official connection with the Church of Jesus Christ of Latter-day Saints (LDS, or the Mormons) exists. The social reality is that the LDS church is the predominant religion in the small towns along the corridor and the forefathers of the townspeople were indeed the Mormon pioneers. Nevertheless, the heritage area has new pioneers, including Hispanics and

many others. The MPNHA needs to reach out and embrace diversity.

### Assessing Time Requirements

The development of the MNPNA is a long-term effort. The MP identifies projects and programs and attaches them to a five-year and a 10-year budget. The Plan anticipates that the Mormon Pioneer Heritage Center will be functioning by the end of the fifth year, providing an institutional base for an organized effort that will extend beyond the 10 years.

### Other Essential Resources and Investments

Several other essential resources and investments discussed in this section are enhanced by national designation.

### Recognition, Stature, and Credibility

During eight years of planning and organizing, especially after state designation was granted in 2004, the Utah Heritage Highway 89 Alliance articulated a message that touted the benefits of national designation. Through speeches and press releases, the message was spread that the story of Mormon colonization is nationally significant and that the state designation was the precursor for the broader national objectives. Community and regional pride are expressed in the MPNHA vision statement, which reads in part, “Telling the Mormon pioneer story instills pride in our communities and motivates people to build on their heritage and plan for the future by remembering the past.”

### Diverse Public and Private Partners

The MPNHA’s managing partnership reaches across diverse public and private partners to achieve a mission that “preserves, interprets, promotes, and enhances its pioneer heritage.” The mission statement also states that the managing partnership works to “increase tourism, encourage economic development, revitalize communities, provide heritage educational opportunities, and improve the quality of life in Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop.” This MP describes the MPNHA’s managing partnership in Chapter 5: Implementation Agenda.

### Support from Federal and Nonfederal Sources

The MPNHA has support from a variety of sources, such as funding, in-kind support, technical assistance, and volunteers, along with the advocacy, expertise, and capacity necessary to advance the effort.

This MP explains the crucial role of partners:

- **The Utah State Extension Service.** Provides in-kind support and technical assistance and a full-time county agent who works to enhance heritage businesses.
- **Mt. Pleasant City.** Serves as the chair community and fiscal agent for the Utah Heritage Highway 89 Alliance. Provides office space, computers, meeting rooms, and staff support that includes the city treasurer and auditor. The city’s mayor is the chairman of the National Alliance of Development Organizations. In that capacity, he represents the MPNHA at national meetings and conferences.

- **The State of Utah’s Historic Preservation Officer.** Serves on the Board of Directors of the MPNHA.
- **Volunteers.** Actively participate in the community chapters at the local level. Community chapters are the heart of the MPNHA.

### Additional Resources and Investments

A number of additional resources and investments are conferred by national designation and the federally authorized framework.

### Broad and Integrated Purpose and Mission

The MPNHA realizes the importance of being a part of the National Heritage Partnership. As a newly established heritage area, we joined the Alliance of National Heritage Areas (ANHA) as a full member.

### Geographic Scope Tied to the Story

The MPNHA is a 400-mile heritage corridor. The story of the area is told in an amazing natural backdrop of mountains, valleys, rivers, and forests.

### Broadly Representative Management Entity

The MPNHA’s primary management entity, the Utah Heritage Highway 89 Alliance, represents community chapters from five heritage districts and six counties. These chapters represent a broad spectrum of heritage resources and interests. The managing partnership also includes community chapter representatives, ranging from artists and crafters to tourism officials and elected leaders. In turn, the Alliance works with an MPNHA Advisory Group to ensure collaboration and outside perspective.

### **NPS Authorized as a Lead Federal Agency**

The MPNHA has benefited from the tremendous support of the Utah State Coordinator for the NPS. The State Coordinator works with his colleagues at the regional and national levels to help guide MPNHA efforts and will continue to offer crucial technical assistance and counsel to the MPNHA.

## **Guiding Strategies**

The Mormon Pioneer National Heritage Area (MPNHA) will employ guiding strategies to carry out its work.

### **Emphasizing Partnerships and Employing a Network Approach**

The MPNHA emphasizes networking and partnership.

### **Committing to Ongoing Learning and Adaptive Management**

The MPNHA management team is flexible and adaptive. The team recognizes the importance of using evaluation methodologies and tools to weigh, measure, and direct.

### **Fostering Broad Community Engagement**

Community engagement is inherent in the MPNHA's organizational structure. The key settings of the MPNHA are the heritage corridor towns. Communities are the essence of the heritage area.

### **Maintaining a Grassroots Perspective**

The MPNHA is a grassroots organization.

### **Adopting an Open, Participatory, and Inclusive Approach**

The grassroots nature of the MPNHA lends itself to being adoptive and open, participatory and inclusive. These characteristics are manifested in this Management Plan (MP).

### **Modeling a Collaborative Leadership Style**

A collaborative leadership style is reflected in all of the actions of the management entity and this MP.

### **Responding to Local Needs and Priorities**

Two key parts of the MP illustrate the capacity of the MPNHA to respond to local needs and priorities:

- **Chapter 4: Demonstration and Early Action Projects.** These projects emerged from community chapters; they were not superimposed by the Board of Directors. Local entities in the MPNHA set their own priorities and raise funds for local projects. They communicate their plans to representatives who serve on the Board of Directors. The board then analyzes the projects and programs to determine their contribution to the MP's goals and objectives.
- **The Managing Partnership section of Chapter 5: Implementation Agenda.** The MPNHA's organizational structure supports local needs and priorities—needs that are given priority because mayors and commissioners in the counties and heritage districts serve in a partnership capacity.

## Blending a Grassroots Initiative with Support from Government

Community chapters initiate projects and programs and work with their local officials to bring them to fruition.

## Leveraging Investments and Ideas from Diverse Sources

The MPNHA leveraged funds and ideas from diverse sources before creating this MP.

The MPNHA received funding from the National Forest Service, the Eccles Foundation, and the Utah Division of State History to produce two public television documentaries:

- *Utah's Black Hawk War: Cultures in Conflict*
- *Stories from Highway 89*

The ideas from these documentaries came from university historians, public television stations, and historical and family history organizations.

The MPNHA also collected funds to produce heritage-product brochures and a travel DVD. Participants in this project included the Economic Development Corporation and the Utah Office of Travel.

The MPNHA obtained a grant from the Economic Development Administration and secured matching funds to conduct a heritage products feasibility study. A wide range of participants offered advice, insight, and ideas in bringing this project to fruition.

Recently, a Preserve America grant for entry and interpretive sites and the restoration of a historic armory was matched by local funds. The project involved veterans, the American Legion, Veterans of Foreign Wars (VFW), historians, and artists. In addition, photographers, a television station, artists, and historians are working to produce a travel planner, DVDs, and a television series.

The evaluation process for the MPNHA calls for analyzing the success of these efforts and working toward similar projects in the future.

## Serving as the Keeper of the Vision

If one grants the admonition that “where there is no vision, the people perish,” it follows that one central entity must hold the keys to that vision. This is especially true in a heritage area along a 400-mile corridor that includes six counties, five heritage districts, and 48 towns. This is not to say that the vision does not run throughout the wide-ranging MPNHA or that the vision is lost on the scores of partners and collaborators; rather, one central entity must maintain the focus, mission, and vision of the MP. As ideas, projects, programs, and plans emerge from the communities, affiliates, and advisors, the Board of Directors must maintain the MPNHA vision. Review and evaluation play a central role in holding onto the vision.

## Deepening Understanding of and Appreciation for the Story

The importance of in-depth evaluation comes to the forefront when one considers what it means to deepen understanding and appreciation. Restoration of buildings and similar projects help convey the story, but they are not the story. The struggles, hardships, creativity, and tenacity of the pioneer colonizers—this is where the real story is found. The interpretive and educational components of the MP provide the foundation for telling this story; family historians, professional historians, poets, and playwrights will be called upon to tell the story. Film and art critics and book reviewers will serve as core evaluators; professional peer review will ensure that MPNHA projects and programs meet the highest of standards to bring the true depth of the story to the forefront.

## Using the Story to Engage Partners and Build Support

Thousands of people in the western United States have ancestors who were Mormon colonizers. As the MPNHA engages all of the institutions and entities outlined in this MP, these people must not be forgotten—people with family stories and histories about the Mormon settlers. These stories touch the hearts of families and engage them emotionally. The greatest support base for the MPNHA resides in these households. They form a heritage link that reaches across generations.

The story of the Native Americans and their compelling history will also be told. The MPNHA has worked with tribal members in producing a documentary and identifying descendents of Chief Black Hawk and other Indian leaders. Their family stories and legends engage Utes, Paiutes, and Navajos.

The MPNHA will also tell the stories of the Presbyterian ministry and their impact on colonization. Grant funds have been obtained to document and tell this story, bringing another dimension of engagement and support for the heritage area.

## Implementation Activities

The Mormon Pioneer National Heritage Area (MPNHA) is undertaking a variety of tasks and activities to advance its mission. Some of these implementation activities are ongoing and can be seen as core activities, while others tend to occur primarily in the early or middle years of heritage area evolution.

### Ongoing Core Activities

Ongoing core activities in the MPNHA include the following:

- Articulating and advancing a shared vision for the MPNHA and fostering a stewardship ethic
- Building and enhancing the management entity structure and capacity (e.g., board and staff development)
- Mobilizing and coordinating the partnership system
- Building the capacity of partners

- Developing outreach initiatives to engage diverse audiences
- Learning from peers and experts
- Monitoring, evaluating, and adjusting planning and management accordingly (i.e., engaging in adaptive management)
- Navigating the political environment and building support for the MPNHA

### Early Phase Activities

Early phase activities of the MPNHA include the following:

- Conducting management planning
- Clarifying the roles of agencies and other partners
- Moving forward with other planning (e.g., interpretive planning)
- Implementing initial, foundational projects that build and enhance heritage area identity and advance interpretive and educational activities
- Developing a framework for ongoing evaluation and gathering baseline information

### Later Phase Activities

Later phase activities of the MPNHA include the following:

- Establishing a grant program
- Implementing crosscutting projects
- Conducting initial monitoring and evaluation as a basis for adaptive management

## Accomplishments

The Mormon Pioneer National Heritage Area (MPNHA) intends to achieve progress in numerous realms. The accomplishments component of the model offers an extensive list of the types of short and long-term outcomes that the MPNHA will produce over time. General characteristics of these accomplishments are reflected in this section of the model and the magnitude of accomplishments achieved by the MPNHA is expected to build over time.

### Long-Term Accomplishments

The larger and longer-term accomplishments of the MPNHA include the following:

- Resource conservation and stewardship, including the following:
  - Preservation of historic resources
  - Cultural landscape stewardship
  - Green infrastructure (such as open space protection, green development, and smart growth)
  - Environmental conservation and restoration
- Regional and community character and a sense of place restored, sustained, or enhanced

- Community revitalization, such as the invigoration of the following:
    - Pride in and understanding of heritage assets
    - Community-based conservation activities
    - Compatible economic development
    - Heritage tourism
    - Heritage-based recreational opportunities
    - Quality of life across the heritage area
  - A strong, durable MPNHA partner network that does the following:
    - Attracts support from diverse sources
    - Is resilient in the face of political, social, and economic change
- Increases the capacity of partner organizations
  - Demonstrates broad alignment of partner goals with heritage area vision
  - Develops multiple network leaders
  - A perception that the MPNHA is an essential element of the region's identity and viability
  - Integration of the MPNHA's objectives and outcomes across public and private sectors, levels of government, and social groups

# Appendix A: Proposed Budget

## Phase I Proposed Budget—Demonstration Projects

<b>Mormon Pioneer National Heritage Area Phase I Proposed Budget—Demonstration Projects</b>				
<b>Heritage District</b>	<b>Project Name</b>	<b>MPNHA Contribution</b>	<b>Community Chapter Match</b>	<b>Total Budget</b>
<b>Entire Heritage Area</b>	Central Utah Pioneer Heritage Center	\$500,000	\$3,500,000	\$4,000,000
	Mormon Pioneer Heritage Center, housed in the Karen H. Huntsman Library and Heritage Plaza	\$200,000	\$13,700,000	\$13,900,000
	Traditional Building Skills Institute (TBSI)	\$150,000	\$5,850,000	\$6,000,000
<b>Little Denmark</b>	Wasatch Academy Project	\$50,000	\$225,000	\$275,000
	Gunnison Casino Star Theatre	\$100,000	\$1,500,000	\$1,600,000
	Equestrian Park/Area	\$75,000	\$1,945,000	\$2,020,000
	Historic Fairview Social Hall	\$100,000	\$1,975,000	\$2,075,000
	Carnegie Libraries	\$150,000	\$1,850,000	\$2,000,000
<b>Sevier Valley</b>	Big Rock Candy Mountain Interpretive Center and Lemonade Springs	\$150,000	\$175,000	\$325,000
<b>Headwaters</b>	Old Town Winkelman Interpretive Center and Marysville Mining	\$100,000	\$100,000	\$200,000

**Mormon Pioneer National Heritage Area  
Phase I Proposed Budget—Demonstration Projects**

<b>Heritage District</b>	<b>Project Name</b>	<b>MPNHA Contribution</b>	<b>Community Chapter Match</b>	<b>Total Budget</b>
<b>Under the Rim</b>	Little Hollywood Amphitheater	\$100,000	\$200,000	\$300,000
	Old Rock Church and School Project	\$75,000	\$75,000	\$150,000
	Center for Education, Business, and the Arts (CEBA)	\$150,000	\$3,350,000	\$3,500,000
<b>Boulder Loop</b>	Tropic Heritage Center	\$100,000	\$1,500,000	\$1,600,000
	Escalante Pioneer Heritage Center	\$500,000	\$500,000	\$1,000,000
<b>Grand Total</b>		<b>\$2,500,000</b>	<b>\$36,445,000</b>	<b>\$38,945,000</b>

## Phase I Proposed Budget—Early Action and Revitalization Projects

<b>Mormon Pioneer National Heritage Area Phase I Proposed Budget—Early Action and Revitalization Projects</b>			
<b>Heritage Area</b>	<b>MPNHA Contribution</b>	<b>Community Chapter Match</b>	<b>Total Budget</b>
Little Denmark	\$450,000	\$450,000	\$900,000
Sevier Valley	\$450,000	\$450,000	\$900,000
Headwaters	\$450,000	\$450,000	\$900,000
Under the Rim	\$450,000	\$450,000	\$900,000
Boulder Loop	\$450,000	\$450,000	\$900,000
Administration	\$250,000	\$555,000	\$805,000
<b>Grand Total</b>	<b>\$2,500,000</b>	<b>\$2,805,000</b>	<b>\$5,305,000</b>

## Phase I Proposed Budget Summary

<b>Mormon Pioneer National Heritage Area Phase I Proposed Budget Summary</b>			
<b>Category</b>	<b>MPNHA Contribution</b>	<b>Community Chapter Match</b>	<b>Total Budget</b>
MPNHA Demonstration Projects	\$2,500,000	\$36,445,000	\$38,945,000
Early Action and Revitalization Projects	\$2,500,000	\$2,805,000	\$5,305,000
<b>Grand Total</b>	<b>\$5,000,000</b>	<b>\$39,250,000</b>	<b>\$44,250,000*</b>

\* The match denotes the minimum required by each of the five heritage districts in implementing their early action and revitalization projects. They are responsible for their own budgets and accounting. The budget does not include funding from all of the MPNHA partners and affiliates. They develop and implement their own respective budgets.

## Phase II Proposed Budget

<b>Mormon Pioneer National Heritage Area Phase II Proposed Budget</b>			
<b>Heritage Area</b>	<b>MPNHA Contribution</b>	<b>Community Chapter Match</b>	<b>Total Budget</b>
Little Denmark	\$950,000	\$950,000	\$1,900,000
Sevier Valley	\$950,000	\$950,000	\$1,900,000
Headwaters	\$950,000	\$950,000	\$1,900,000
Under the Rim	\$950,000	\$950,000	\$1,900,000
Boulder Loop	\$950,000	\$950,000	\$1,900,000
Administration	\$250,000	\$555,000	\$805,000
<b>Grand Totals</b>	<b>\$5,000,000</b>	<b>\$5,305,000</b>	<b>\$10,305,000</b>



# Appendix B: Historical Authenticity

To ensure the historical authenticity of this document, Kent Powell at the Utah Division of State History reviewed it on December 17, 2008, and provided this letter. All corrections have been made.

Wilson Martin  
State Historic Preservation Officer  
Utah Division of State History  
300 Rio Grande  
Salt Lake City, Utah 84101-1182

Dear Wilson,

I have given chapters two of the two documents a quick review and find that they are based on good historical research and I have no major criticisms of either. I have noted a couple of corrections/questions/suggestions as follows:

- Page 25 correct spelling is Wallace Stegner
- Page 26 Panguitch Lake is located in the mountains southwest of the town of Panguitch, not east.
- Page 27 the discussion of Dominguez Escalante expedition suggests that the 1776 group was in the Sevier River Valley. They were not, but did cross the Sevier River to the West--near where present I-15 crosses the river. I read this statement as meaning the 1776 expedition was along the Sevier River in the Highway 89 corridor, an area they did not reach. On the other hand, travelers on the Spanish Trail, established in 1830 certainly did pass through the area as described.
- Page 29 Circleville is noted as being selected as the County Seat of Piute County in 1865. However Circleville was abandoned in 1866 and after the area was resettled, Junction was selected as the county seat in 1878. Readers might conclude that Circleville is still the county seat.
- Page 29 (and in other parts of the chapter) The term “Little Denmark,” as I understand, was applied to the Ephraim settlement—even by other Sanpeters. I think it is a stretch to call all of Sanpete County “Little Denmark,” though there were strong Danish/Scandinavian groups in the other communities. On the other hand, I understand the “promotional” value of designating the entire area as such. It is also probable that others, outside Sanpete Valley, used the term to apply to more of the valley than just Ephraim.

Although I did not recheck all of the dates for the communities, they do seem consistent with the general settlement history.

- Page 53, notes that Bluff is 65 southeast of Escalante—it is much farther than that. It is about 65 miles to the Hole in the Rock and more than a hundred miles more from there to Bluff.

On the supporting documents volume:

- Page 5. The first paragraph under The Mormon Pioneer Influence heading is a bit misleading. A few experienced starvation, and there were deaths, but not many. For most Mormon pioneers, (except for those of the ill-fated handcart companies caught in the early winter snowstorms), the trek was well organized, and more of an adventure than an ordeal.

I hope these comments are helpful in finalizing the Mormon Heritage Corridor Plan.

Sincerely,

Kent Powell, Ph.D.  
History Programs Manager

# Appendix C: Sample of Consultation Letter to Tribes

Chandler Sanchez, Governor  
Pueblo of Acoma  
P.O. Box 309  
Acomita, NM 87034

Dear Chandler Sanchez,

This letter is an invitation to consult regarding the preparation of a Management Plan (MP) for the Mormon Pioneer National Heritage Area. The Mormon Pioneer National Heritage Area (NHA) is in the preliminary stages of the planning process for the preparation of the MP and wishes to consult with all interested tribes at the beginning and throughout the MP process. Although tribes may have been informally contacted already, a face-to-face tribal consultation meeting is scheduled to take place on Thursday, April 2, 2009; 10 a.m. at Koosharem Band Office, 826 North 100 East, Richfield, UT 84701 during which tribes are invited to provide input into the development of the draft MP document. Emery Polelonema, the Native American Ombudsman for the Mormon Pioneer National Heritage Area, will join us for questions and answers.

As you may know, a National Heritage Area is a place designated by Congress where natural, cultural, historic and scenic resources combine to form a cohesive, nationally distinctive landscape arising from patterns of human activity shaped by geography. These patterns make national heritage areas representative of the national experience through the physical features that remain and the traditions that have evolved in them. Continued use of national heritage areas by people whose traditions helped to shape the landscapes enhances their significance.

The management entity for the Mormon Pioneer NHA is the Utah Heritage Highway 89 Alliance, a non-profit organization. It is important to clarify that the neither the Federal Government nor the management entity can assume ownership of land, impose zoning or land use controls in heritage areas, or take responsibility for permanent funding. The authorizing legislation for the Mormon Pioneer NHA prohibits the management entity from acquiring property with funding appropriated for the heritage area. In addition, the authorizing legislation provides private property owners with specific protection. This guarantees that it will be the responsibility of the people living within a heritage area to ensure that the heritage area's resources are protected, interpreted and preserved.

The Mormon Pioneer NHA management plan will provide a vision for the next 10–15 years. The purpose of a MP is to ensure that managers, tribes, and stakeholders share a clearly defined understanding of the opportunities for heritage tourism, heritage education, and resource conservation that will best achieve the heritage area's purpose.

In accordance with the National Environmental Policy Act, an environmental assessment will be prepared for the plan that looks at alternative ways to manage the Mormon Pioneer National Heritage Area, and that analyzes the potential natural, cultural, and social impacts of those alternatives.

If your tribe has an interest in participating in a consultation meeting to inform the MP planning process, the Mormon Pioneer National Heritage Area will help defray the costs for one (1) designated representative from your tribe to participate through a “Consultation Fee” of \$100 for the meeting day. Tribes are welcome to bring additional representatives at their own expense.

**RSVP: Please contact me directly at (435) 462-2502 x104 or at [montebona@hotmail.com](mailto:montebona@hotmail.com) by April 1st, 2009 to confirm your participation in this consultation, and/or to discuss any questions you might have.**

While I realize the consultation will require a commitment of time on your part, I do believe that participation is critical to making the Mormon Pioneer National Heritage Area MP planning process meaningful. I hope that you will find satisfaction in being part of the team that develops the plan that will guide the Mormon Pioneer National Heritage Area for years to come.

Thank you in advance for your interest. We look forward to hearing from you.

Sincerely,

Monte Bona  
Executive Director  
Mormon Pioneer National Heritage Area

Enclosures:   1) Mormon Pioneer National Heritage Area DRAFT GMP  
                  2) Mormon Pioneer National Heritage Area Map  
                  3) National Heritage Areas Program Brochure

# Glossary

**Apostle:** Members of The Church of Latter-day Saints (LDS) believe in a restored gospel patterned after the early Christian church. Apostles are full-time special witnesses of Christ. They serve in a quorum of 12 apostles and provide ecclesiastical leadership for the LDS church.

**Bishop:** An ecclesiastical leader (unpaid minister) who presides over a ward.

**Black Hawk war:** A conflict occurring 1865–72 between pioneer settlers and Native Americans. The Native Americans were led by a Ute Indian chief whom the pioneers named Black Hawk after the Indiana Territory Chief Black Hawk, who had led the Sauk Native American nation in the Midwest Black Hawk War in 1831.

**Chief Black Hawk:** A Ute chief named Black Hawk by the pioneers. His Ute name was Antenguier (Swift as a Hawk). He led an extended series of conflicts called the Black Hawk War. Chief Black Hawk died in approximately 1869 from a wound he received during a battle. He is buried in Spring Lake, Utah, located in Utah County.

**City of Zion:** A planned community layout with a main street and center street. The intersection of these two streets formed point zero from which all other streets in the community were numbered. The roots of the system go back to Nauvoo, Illinois, a small community also settled by the early Mormons.

**Community chapters:** Local organizations within the five heritage districts that preserve, promote, develop, or interpret an aspect of the heritage of the communities in which they reside. Members of the MPNHA’s managing partnership.

**Cooperative experiments:** Pioneer ventures ranging from the United Order to the establishment of cooperative mercantiles, especially the Zions Cooperative Mercantile Institute (ZCMI).

**Heritage area:** The entire area within the boundaries of the MPNHA

**Heritage districts:** The five cultural districts that make up the MPNHA: Little Denmark, Sevier Valley, Headwaters, Under the Rim, and Boulder Loop

**Mission:** An undertaking where the pioneers were “called” to settle a new Mormon colony.

**Mormon:** A name applied to members of The Church of Jesus Christ of Latter-day Saints (LDS). The name is taken from the Book of Mormon, which members of the LDS church consider a second witness of Jesus Christ and a companion to the Bible.

**Mormon pioneer:** A member of the LDS church who played a significant role in the colonization of the American west. In the context of this Management Plan (MP), “Mormon pioneers” refers to the settlers of the current Utah counties of Sanpete, Sevier, Piute, Wayne, Garfield, and Kane.

**Nauvoo:** A community in Illinois settled by Mormons in 1839. By early 1843, the community had a population of approximately 16,000, making it one of the largest cities in Illinois. The Mormon trek to the Great Basin area commenced from Nauvoo when the Mormons were forced to leave Illinois in 1845–46.

**Presbyterian Board of Missions:** The entity that directed the opening of mission schools in Sanpete and Sevier counties.

**Stake:** A geographically defined entity of the LDS church that consists of several wards.

**Stake President:** An unpaid ecclesiastical leader who presides over a stake.

**Temple:** An edifice where members of the LDS church conduct sacred ordinances pertaining to their religion.

**United Order:** An early Mormon lifestyle based on sharing all personal resources with the entire community.

**Utah Heritage Highway 89 Alliance:** The managing entity of the Mormon Pioneer National Heritage Area (MPNHA).

**Ward:** A geographically based entity that serves a congregation of LDS church members.

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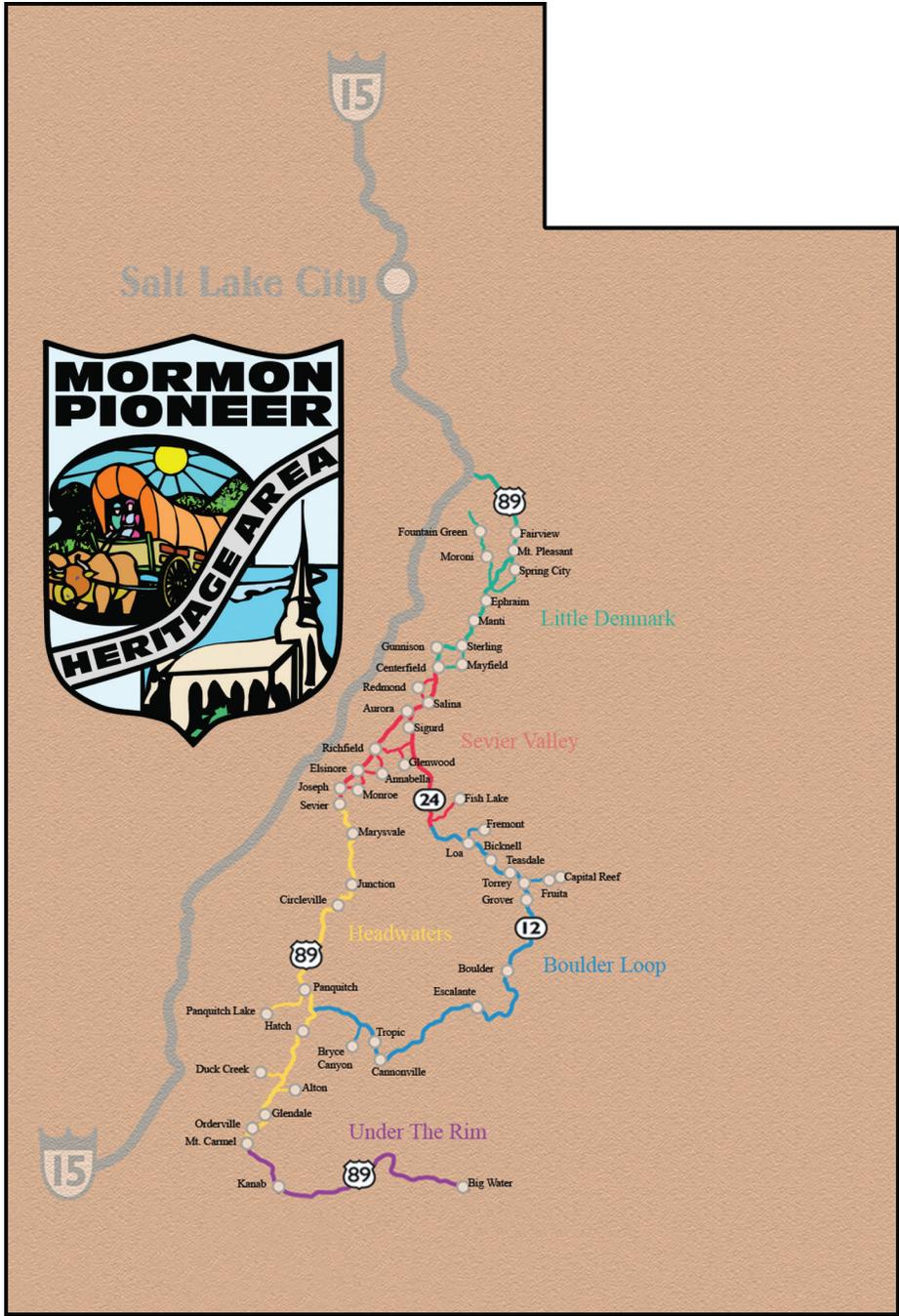
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Salt Lake City

Little Denmark

Sevier Valley

Headwaters

Boulder Loop

Under The Rim