

PEQUAMING: A CASE STUDY OF
RESOURCE DEVELOPMENT IN THE
UPPER PENINSULA OF MICHIGAN

Thesis for the Degree of M. S.
MICHIGAN STATE UNIVERSITY
JOSEPH LEWIE LEPCZYK
1971

MICHIGAN STATE UNIVERSITY LIBRARIES



3 1293 00627 1062

25174075

2



08 APR 05 1002
~~5035174~~

OCT 21 2003

AUG 31 2005

AUG 22 2007

JUL 10 2015

ABSTRACT

PEQUAMING: A CASE STUDY OF RESOURCE DEVELOPMENT IN THE UPPER PENINSULA OF MICHIGAN

By

Joseph Lewie Lepczyk

The problem of economic development is examined for a townsite and its attached land in the Upper Peninsula of Michigan. Due to several factors the town of Pequaming became a "ghost town" in 1942. The factors of location, outside control, resource depletion and changing technology are examined along with alternatives at each stage of development in land use which have arisen since the town was shut down by the Ford Motor Company in a revamping of its holdings.

Through several transfers of ownership the property has remained a single holding. A case study approach is used for each ownership period tracing and evaluating actual and proposed development to date. An image-plan model is used in the case study. It essentially tries to determine the plans and goals of the various owners in regard to the site initially, the resources they saw available, methods used by them, and the degree of their success

with respect to the initial plans and goals. Special attention has been directed to accessing the recreational development potential of the site at this time. At first appearance the site has an unusual appeal and apparent potential for recreational development. This is examined closely through a physical description of the specific site and the local area within the constraints of ownership and external factors beyond the control of the owner or manager.

To a large extent previously unrecorded and unpublished material is used in this paper. While the facilities and files of various public and private libraries and archives were invaluable, the bulk of the data was acquired through field work and personal interviews during the summers of 1969 and 1970. The interviewees included current owners, agents of past owners, past potential developers of the site, local citizens of Baraga County and former residents of Pequaming. A reconnaissance survey was conducted throughout the site and the county and throughout the period of study.

By remaining with the constraints of the actual ownership certain development alternatives were not seriously considered. The major findings of the paper present certain optimal development approaches and identify the factors which have hindered development to date.

Joseph Lewie Lepczyk

Under the current direction of management policy and limitations, haphazard future development is a very possible outcome.

PEQUAMING: A CASE STUDY OF RESOURCE
DEVELOPMENT IN THE UPPER
PENINSULA OF MICHIGAN

By

Joseph Lewie Lepczyk

A THESIS

Submitted to
Michigan State University
in partial fulfillment of the requirements
for the degree of

MASTER OF SCIENCE

Department of Resource Development

1971

ACKNOWLEDGMENTS

A paper of this type which deals with largely unrecorded material in combination with published data can succeed only if the author enjoys the unselfish cooperation of the many individuals and institutions involved. Such cooperation was found to be the rule in preparing this paper. It is impossible to acknowledge individually all those who have provided information and other forms of aid. However, all major data sources have been cited in the footnotes.

I am particularly indebted to Dr. Milton Steinmueller of the Department of Resource Development for his encouragement and guidance and to Mr. Edmund Alchin, Community Development Specialist of the Institute for Community Development and Services, for his contributions in practical approaches to understanding and working with communities.

Many state and county agencies plus private institutions assisted by providing information. The contributions made by Mr. Henry E. Edmunds, Director of the Ford Archives, plus aid from several historical societies and private libraries were invaluable in piecing together the early development-management process at Pequaming.

Special thanks is directed towards the friendliness and candor of the many people of Baraga County with whom I met and talked including several who were prior residents of Pequaming. The frankness of the current owners in L'Anse and Mr. Robert Droste of Ontonagon was particularly appreciated.

Finally, I am most indebted to my wife, Marianne, for her patience and assistance throughout this study and beyond including preparation of the final graphics.

TABLE OF CONTENTS

Chapter	Page
I. INTRODUCTION	1
Problem	1
Background for Analysis	2
Procedures	4
II. DESCRIPTION AND INVENTORY OF RESOURCES . . .	6
County Features	6
Pequaming and its Natural Characteristics .	19
Man-Made Effect on the Land	23
III. OWNER MANAGEMENT HISTORY	26
The Hebard Period	26
The Ford Period	31
The Lawrence Walsh Period	43
Pequaming Properties, Incorporated: The Current Period	54
IV. DEVELOPMENT POTENTIAL	70
BIBLIOGRAPHY	80
APPENDIX A. STRUCTURES AND PHYSICAL DESCRIPTION OF PEQUAMING IN 1950	85
APPENDIX B. INVENTORY AND RECOMMENDATIONS FOR THE DISPOSAL OF PEQUAMING BY THE FORD MOTOR COMPANY	86
APPENDIX C. CORRESPONDENCE FROM LAWRENCE WALSH TO HENRY LUCE OF <u>LIFE</u> MAGAZINE	88
APPENDIX D. REPRODUCTION OF BARAGA COUNTY RESOLUTION	90

LIST OF TABLES

Table	Page
1. Land Use in Baraga County, Michigan--1968 . .	9
2. Highway Accessibility of L'Anse from Major Urban Centers in 1970	16

LIST OF FIGURES

Figure	Page
1. Map of the L'Anse Area	7
2. Population of Baraga County, L'Anse and L'Anse Township 1880-1970	18
3. Overview of Pequaming Peninsula	21
4. Pequaming Townsite in 1938	37
5. Alternatives in Development	71

CHAPTER I

INTRODUCTION

Potential development in the Upper Peninsula of Michigan is a volatile and, to some, a discouraging subject. This region of the state has been through "boom and bust" situations following the ups and downs of the timber and extractive industries. Recently attempts have been made to diversify the economic base by encouraging and promoting tourism and related service industries. While the assumption is made in these attempts that improved services will attract more tourists and vacationers to the area, the relationship is not necessarily causal. The problem of stimulating a depressed regional economy is complex.

Problem

The problem of development is examined in this paper by concentrating on a specific tract of land and community in the Upper Peninsula which has experienced this boom and bust cycle. The site, located in Baraga County, is Pequaming which abruptly became a ghost town in 1942. From initial appearances it has an excellent

potential as a recreational development site with respect to natural and man-made resources.

The story of development at Pequaming is colorful. At times the story has been exciting and full of imagination and at other times depressing. This development drama has become a part of the heritage of the area and has never died in the minds of the local residents. The village of Pequaming was a viable town for 65 years. The combination of the natural setting, the town plan and the design of the structures produced a town more aesthetically appealing than most Michigan small towns, active or dead.

Background for Analysis

The theoretical basis utilized in gathering and organizing data presented in this study consists of two conceptual models: 1) an ecosystem model of community, and 2) a simplistic model for examining the value base for planning and decision making (image-plan model) by the principals involved in the evaluation of the Pequaming area.

The ecosystem model of a community is the division of all resources into the categories of human, man-made, and natural. These are examined separately. Ideally they are refined and recombined forming a holistic picture of a

"community".¹ It has its basis in ecology and provides a convenient method for studying organic systems and their interaction in their spatial environment.

The image-plan model has implications beyond the levels utilized in this study.² Basically the theory holds that plans and decisions are determined by the decision-maker's image of the community (immediate and at large) and his place in it. Images consist of core values related to such areas as morality, role expectations, mutual relationships and obligation, family formation, ownership, authority, inheritance, and rewards and punishments which are very firmly imbedded in the individual by society. Along with the core values are secondary values permitting alternative approaches and some limited modification of core values.

Images lead to plans 1) to act, 2) not to act, or 3) to resist. Plans are sets of instructions consisting of goals, identification of alternatives, selection of alternatives, and strategies for organization and activities. Beyond this stage is the level of action and execution of the plan. At this point, the decision-maker

¹Stewart Marquis, "A Systems Approach to Communities, Community Centers, and Planning Areas," Institute for Community Development and Services, Michigan State University, Sept. 1963.

²Kenneth Boulding, The Image, The University of Michigan Press, Ann Arbor, 1956.

has to 1) sift through images to justify the plan, 2) obtain, prepare, allocate, distribute and utilize resources and 3) organize the plan and resources. Evaluation forms both an ongoing and a terminal process.

Procedures

The intent of this paper is to describe and examine the resources of Pequaming and the surrounding area, to trace the development history from origin to the present and to examine some of the current development alternatives.

Initially the key components of community are examined concentrating on the man-made and natural resources. A case study by ownership forms the basis for examining past and present development. The image-plan model is implicit in each case study which explicitly tries to determine the initial plans and goals or objectives of the various owners in regard to the site, the resources they perceived as available, and the methods (plans) used by them. Beyond this, examination is made of what development actually occurred and the degree of success with respect to the initial plans and goals.

In examining this subject the facilities of various public and private libraries and archives were used. To a large extent the information contained in this paper was acquired through field work and interviews during the summer of 1969 with follow-up interviews in 1970. Personal

interviews were held with current owners and the family of a past owner. Interviews were also held with past prospective buyers, current and past residents of Pequaming and knowledgeable and influential local citizens in the county. A reconnaissance survey based upon the ecosystem model was conducted throughout the study of the developed and undeveloped areas of the property as well as in Baraga County.

CHAPTER II

DESCRIPTION AND INVENTORY OF RESOURCES

Pequaming, meaning headland in Algonquin, is a ghost town located ten miles north of L'Anse in Baraga County, Michigan, on a peninsula of the same name on the eastern side of Keweenaw Bay (The location with respect to the surrounding area is indicated on Figure 1.). The town site is located on the southwestern portion of the peninsula. Since an examination of the past and potential future development forms the body of this analysis, a summary description and inventory of the resources of both the surrounding region and of Pequaming provide a picture of what resources the manager has at his disposal.

County Features

Baraga County is in the Upper Peninsula of Michigan along the shore of Lake Superior's Keweenaw Bay. It is the thirteenth largest county in the state and contains within its boundaries approximately 576,500 acres. Of the five townships within the county, each is five times larger than the normal surveyed township. The largest villages in the county are L'Anse and Baraga. Land in federal, state and

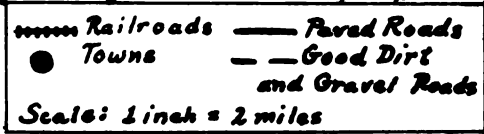


Figure 1. Map of the L'Anse Area

tax-exempt holdings amounts to twenty-three percent of the total area. The predominant land use in the county is timber complimented by resort uses (For a detailed breakdown of land use, see Table 1.). Correspondingly, a forest products industry and related services form the major economic base. Hardwood forests dominate the timber stand with maple, beech and birch composing over one-half of the county's timber resources and softwoods accounting for another one-fourth of the commercial timber.

The area is rugged for Michigan with little level land and many fast-running streams, waterfalls and small lakes. Mt. Curwood, the site of the highest elevation in the state, is located twelve miles east of L'Anse. Canyon Falls, formed by the Sturgeon River south of L'Anse, is the longest box canyon in the state.

In the area of water resources the water quality of Lake Superior is excellent in general with low hardness, turbidity, chlorides and temperature, and shows no evidence of change from year to year. Due to its softness, however, its quality could easily be impaired from industrial and metallic wastes if these were introduced on the scale common in the more populated areas of the lower Great Lakes.

Superior's water is twice as soft as that of any other [Great] Lakes, which means that there are no

Table 1

Land Use in Baraga County, Michigan--1968*

Land Ownership	Use	Acreage	% of Acreage
Public		132,232	22.930
State	Varied (highways, forests, recreation, etc.)	72,582	12.589
Federal	Mainly National Forests	40,113	6.957
Indian Land	...	14,181	2.459
Mich. Tech. Institute	Education and Research	3,872	.671
Townships	Recreation and Services	764	.132
Villages	Recreation and Services	696	.120
County	Services	24	.004
Private	Forest	373,379	64.765
	Timber	123,868	21.485
	Part Timber	129,486	22.457
	Commercial Timber Reserve	89,609	15.543
	Cut Over	30,434	5.278
Private	Resort	24,830	4.306
	Lake Superior, Improved	2,510	.435
	Lake Superior, Unimproved	4,149	.719
	Inland Waters, Improved	8,782	1.523
	Inland Waters, Unimproved	9,389	1.628
Private	Residential	43,613	7.564
	Suburban	13,803	2.394
	Village (L'Anse & Baraga)	218	.037
	Farm	29,592	5.132
Private	Miscellaneous	1,303	.226
	Commercial	86	.015
	Industrial	216	.037
	Railroads	844	.146
	Churches	157	.027
Not Available		1,155	.200

*Compiled from a) Irene Falk, "Land Ownership Study of Baraga County," b) Abram P. Snyder & Joseph L. Lepczyk, 1968 Value of Taxable Property in Michigan, and c) Vilican-Leman & Associates, Inc., Land Use Inventory. For complete reference check Bibliography.

minerals present capable of binding the metals, thus rendering them inactive.¹

Keweenaw Bay itself forms a special case due to the prevailing currents and the geology. The current at the tip of the Keweenaw Peninsula is counterclockwise in common with most of the southern shore of Lake Superior. However, due to the land form, a synthesized clockwise current is created extending far down in the bay.² In the lower bay an eddy occurs. In effect, much of the water in the southern end of the bay appears to be recirculating in the same area. This is especially so in the spring as the temperature difference inhibits the mixing between the shallow waters along the southern shore and the deeper lake waters. Wastes discharged tend to be held in the inshore area. It should be noted, however, that the currents in Lake Superior are primarily motivated by the wind. Horizontal movement varies frequently in direction and speed at any one location.³

At present Baraga, L'Anse and Pequaming get their municipal water supply from the Keweenaw Bay. Municipal

¹David Rosenberger, "Superior - The Delicate Water," Lake Superior, The Only Great Lake, Vol. 2 (East Lansing, Mich.: Student Water Publications, 1970), p. Q-3.

²U.S. Dept. of the Interior, Federal Water Pollution Control Administration, Pollution of Lake Superior and Its Tributary Basin, Minnesota-Wisconsin-Michigan, Proceedings of Conference held May 13-15, 1969; Duluth, Minnesota, Vol. 1, p. 85.

³Ibid., p. 87.

waste is discharged into the bay at Baraga via a septic tank and chlorination type of treatment and at L'Anse via an activated sludge treatment. The Celotex Corporation at L'Anse obtains its industrial water supply from the bay for use in a spray process. This water is discharged into the ground. The U.P. Power Company at L'Anse uses the bay water for the cooling of power supply plants. This water is warmed about 20°F. in the process and then discharged into the Falls River. Nevertheless, these operations are all within the State and Federal standards which, in general, are stricter for Lake Superior than for other bodies of water throughout the country.

The beaches north of Baraga are composed of black sand which resulted from the weathering of the waste rock produced in the milling operations on copper. At an earlier period these tailings were dumped into the nearest convenient body of water to be moved and rearranged by current and wave action. This artificial sediment has subsequently formed extensive beaches in some areas of the copper country extending for several miles in length and hundreds of yards in width.⁴ One readily noticeable effect outside of color is the extremely high temperature this sand reaches on a sunny day.

⁴Joseph L. Patrick, "The Effects of Lake Superior Shore Currents on Recent Sediments," (unpublished Master's thesis, College of Agriculture, Michigan State University, 1955), Chapter I.

Further up the bay in Houghton Country, the discharges from Mud Lake and Rice Lake contain the highest concentration of copper found in any streams tested in the Lake Superior watershed.⁵ Copper is toxic to many aquatic organisms and retards growth and reproduction of desirable species especially in soft water.⁶ In the concentrations present, however, this effect is on reproduction and probably only extends in a radius of 1,000 yards from the discharge point into the bay. The major long-range pollution problem in Lake Superior is the build-up of heavy metals.

Scenically and recreationally the county has much to offer. Many areas have a wilderness appearance. The fishing is excellent offering a wide variety from the warmer inland lakes to the many fast, clear streams. Lake Superior and its bays provide an additional bonus of lake trout, coho and chinook salmon. Potentially there are good sites for swimming, boating, canoeing, camping, skiing and snowmobiling.

Recently a useful study titled, An Appraisal of Potential Outdoor Recreational Development in Baraga

⁵Jerome W. Zimmerman, Water Quality of Streams Tributary to Lakes Superior and Michigan, U.S. Fish and Wildlife Service Special Scientific Report - Fisheries No. 559 (Washington: U.S. Dept. of the Interior, Jan. 1968), p. 23.

⁶Op. cit., Pollution of Lake Superior, p. 166.

County, Michigan,⁷ was completed. The potentials for several kinds of recreational developments were examined using a criteria based on the requirements of the particular recreational activity. The criteria evaluated a series of items in terms of the local, physical, man-made and human resources. Each element had a possible rating from 0 to 10 and a multiplier factor depending on the weighted importance of a particular item to the specific area of recreational development. A total score derived from the combined factors was used to compare the potential against the highest potential score if all the elements had been rated a 10. This highest potential score was then somewhat evenly divided into three ranges and titled high potential, medium potential, and low potential for development.

The results of this appraisal are interesting even though it is somewhat subject to arbitrary value judgments. A summary of the findings are listed below.⁸

1. A high potential was found for developing vacation cabins, cottages and homesites. There is considerable undeveloped lake and stream property.

2. There is a high potential for vacation site camping grounds and canoe trip camping. Transient campgrounds have only a medium potential mainly due to the relatively few miles of tourist routes.

⁷U.S. Soil Conservation Service, et al., An Appraisal of Potential Outdoor Recreational Development in Baraga County, Michigan, January 1969.

⁸Ibid., pp. 6-27.

3. The fishing potential of the area is high for cold waters and medium for warm waters fishing and development.

4. The potential for golf course and driving range development is low in general. There is one golf course located near L'Anse with a modern clubhouse on the site.

5. Hunting is broken down into three types. Small game hunting has a high potential as does waterfowl hunting. Big game hunting is limited to deer and bear. It has a medium potential due to the habitat.

6. Natural, scenic and historic areas have a high potential for increased use. The main problem is lack of tourist routes and access roads.

7. Water sports areas other than fishing have a medium potential considering climate and population characteristics. This area includes such activities as swimming, boating, water skiing, and skin diving. Existing water sports areas are very good.

8. Winter sports areas generally center around skiing. The appraisal of high potential for this area also includes snowmobile trips, tobogganing, ice skating, sledding, ice hockey, and ice boating. Certain areas of the county lead the state in total snowfall.

Most of the service establishments of the county are highway oriented except those provided primarily for local residents of L'Anse and Baraga. U.S. Highway 41 bypasses the business districts of both of these cities. The Chamber of Commerce of L'Anse has tried to encourage traffic into its business district with a tourist information booth and historical museum as well as an arch advertising local attractions over the main road entering the town. However, most of the motels, restaurants and gas stations are on the highway.

There is recreational property on the market mainly offered by the commercial forest companies. In many cases their lands bordering lakes and streams have been platted and subdivided. Scattered sparsely throughout the area are tourist cabins, as well as resort cottages available by the week or season. Camping facilities are provided almost exclusively by the public sector.

Access modes to the area include highway, air, rail and water. All-weather U.S. highways connect L'Anse to major centers in the Upper Peninsula and south and west to Wisconsin. From L'Anse to Pequaming is a two-lane paved road. The most direct routes from major population centers to L'Anse via major highways are listed in Table 2 in terms of distance and travel time. Highway access is primary for tourism; in fact, ninety-eight percent of the visitors to the Upper Peninsula come by personal automobile.⁹

Commercial airline service is available in Houghton and Marquette, thirty-three and sixty-seven miles from L'Anse. There are rail facilities at L'Anse and Baraga which connect to main lines at Champion providing access to Chicago, Milwaukee and Minneapolis (via Duluth). There are docking facilities for small craft at Baraga, L'Anse and

⁹Uel Blank, et al., Guidelines for Tourism-Recreation in Michigan's Upper Peninsula, Economic Development Administration, U.S. Department of Commerce, Nov. 1966, p. 27.

Table 2

Highway Accessibility of L'Anse from Major
Urban Centers in 1970*

City	Distance	Driving Time
Chicago	388 miles	6-1/2 - 8 hours
Detroit	517 miles	8 - 9-1/2 hours
Milwaukee	294 miles	5 - 6 hours
Minneapolis	307 miles	5 - 6 hours

*Distances were obtained from American Automobile Association highway maps. The driving times were calculated by dividing the distances by 55 and 65 m.p.h. for Detroit where much of the route is interstate highway and dividing the remaining distances by 50 and 60 m.p.h.

Pequaming. The dock at Pequaming formerly was an improved harbor with 1,200 feet of dock space but has since deteriorated considerably.

The area is not readily accessible to the weekend visitor from the large population centers of the Lower Peninsula except by air. It is somewhat more accessible though to the cities of Wisconsin and Minnesota. Likewise, the Lake Superior coastline has not been extensively developed for extended pleasure cruises as has the Lake Michigan coastline. However, for industrial interests, the area provides adequate highway, air, rail and potentially water access.

Moving on from the physical and economic resources of the county to the human resources, certain aspects of the population trends and characteristics should be considered. Baraga County is one of three counties of the fifteen Upper Peninsula counties which has experienced population growth in the current 1970 Census of Population. Referring to Figure 2, it can be seen that the increase is concentrated in L'Anse Township within which Pequaming is situated. The effect of closing the sawmill operations at Pequaming in the 1940's is partially indicated by the decrease in the township population between 1940 and 1950. The recent increase of the township excluding the village of L'Anse would have been even greater had not some of the township area been annexed to the village in the past decade. It is assumed that the population increase is related to the opening of the Pettibone Michigan Corporation in Baraga and expansion of the Cellotex operation in L'Anse. The village of L'Anse is the focal point for goods and services in the local area and is the county seat. Many of the nicer modern homes and new subdivisions have developed in the township area.¹⁰

The county's unemployment rate compared to the state average in 1960 and in subsequent years has been

¹⁰Reconnaissance Survey in Baraga County, Michigan, July and August 1969.

Population

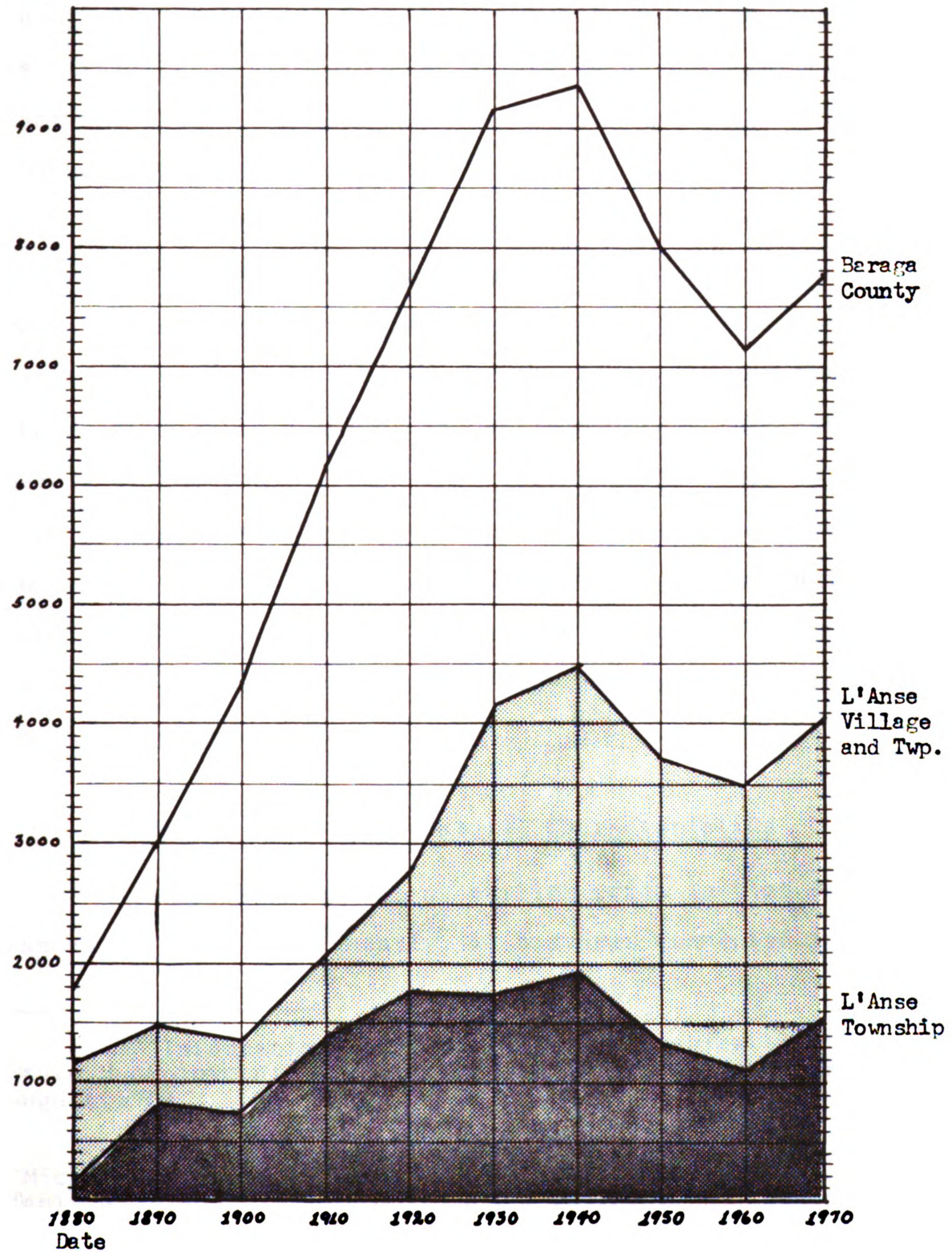


Figure 2. Population of Baraga County, L'Anse and L'Anse Township 1880-1970. (Source: U.S. Census, Population, 1870-1970)

consistently twice as high as that of the state in general, though similar to the rest of the Upper Peninsula.¹¹ This is partially due to the seasonal nature of the forest product and tourist industries. However, even in summertime the unemployment rate remains high.

Additional population characteristics of the county include a slightly higher median level of education than the state average, a slightly larger segment of the population in the sixty-five and older age group and a median income that is only 62% of the state median. Interestingly, 3-1/2% of the population is American Indian. This is the highest percentage for any county in the state; however, numerically several other counties have a greater Indian population.¹² Overall the population characteristics indicate a favorable source of labor for industrial investment in this county.

Pequaming and its Natural Characteristics

It appears that at an earlier point in time Pequaming was an island. Subsequently, it has been connected to the

¹¹Information obtained from an interview in the State Unemployment Security Commission Office in L'Anse in August 1969.

¹²U.S. Bureau of the Census, Population: 1960, "Michigan, General Social and Economic Characteristics, Table 83," pp. 293-300. (Although Indian population figures are not listed, the information can be interpolated from the Nativity and Parentage Table.)

mainland through eddy action in Keweenaw Bay, deposition of sediment from the mainland and later through road construction by man. The intervening area is marsh which over the years has become somewhat drier (Figure 3).

The shoreline characteristics vary from shallow natural sandy beaches, occurring infrequently on the southern Lake Superior shoreline, on the protected northeast and southwest bays, to forty feet high rock cliffs along the northwest. One portion of the northeast side is composed of large fractured sedimentary rock close to the water level.

The lake bottom is varied. The protected areas have sandy bottoms. However, there is a large area of rock flats on the northeast side. On the northwest side the bottom falls sharply and is composed of huge fractured segments of sedimentary rock.

Although the shoreline and bottom characteristics of the lake front offer some attractive sites for swimming, water temperature and climate restrict this use to a rather short period of the summer (There are inland lakes nearby which can provide a longer swimming season, however.). The mean temperature is 42° F., with 66° F. for July and 18° F. for January. Mean precipitation is 31 inches

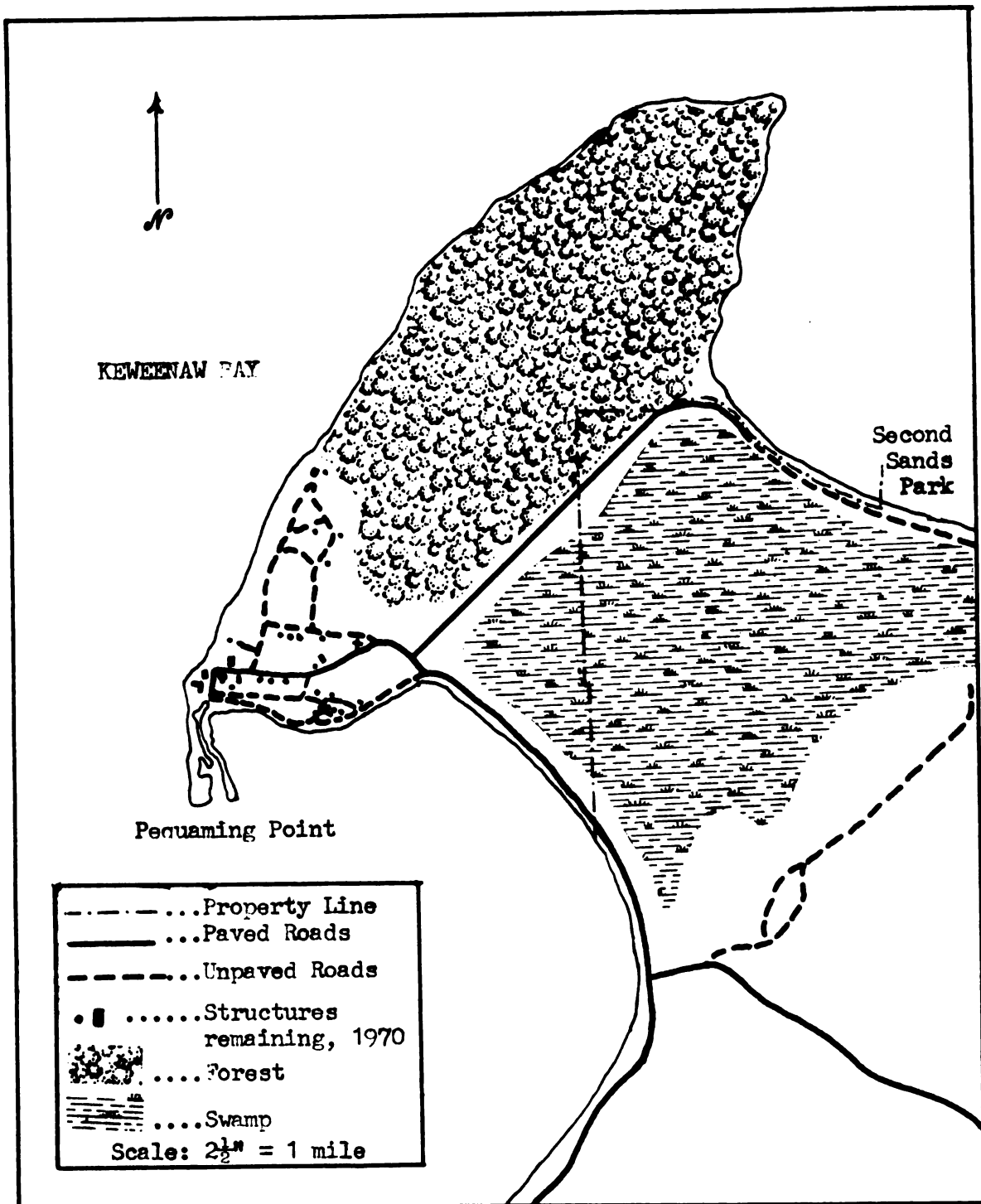


Figure 3. Overview of Pequaming Peninsula (Compiled from the U.S.G.S. Topographic Map of Keweenaw Bay N4645-W8815/15" and the Baraga County Plat Book. The base map in the plat book for Pequaming is distorted leaving the boundary line by the Second Sands area questionable.)

annually including snowfall of about 100 inches. The average growing season is 140 days.¹³

The soil structure of Pequaming is thin sandy loam with the sedimentary rock base appearing frequently on the surface. Care needs to be taken in placing tile drainage fields as the percolation depth is shallow. In general septic tank installation could be costly. The maximum elevation is sixty feet above lake level. There are no streams; however, pools of water are trapped forming marshy areas throughout the peninsula's undeveloped area.

The vegetation in the undeveloped area is densely forested with evergreens and mixed hardwoods. It has been selectively cut in recent years as well as in the past. There still remain some forest giants. In the developed area the vegetation is meadowlike with berry bushes and fruit trees running wild. There are huge specimens of hardwoods, primarily large spreading oaks, throughout the developed area giving it a park-like appearance.

The property under discussion has an area of 889.75 acres of which 147 are cleared (The extent of the property is shown on Figure 3.). There are seven miles of shoreline.¹⁴

¹³Earl J. Senninger, Jr., Atlas of Michigan, Flint Geographical Press, Flint, Mich., 1970, pp. 5-10.

¹⁴"Pequaming Album," a sales book prepared for the property by the Ford Motor Company in about 1950. It is on file at the Henry Ford Museum in Dearborn, Michigan.

All the development has occurred in the southwestern area. Until recently there were three miles of roads throughout Pequaming with only one access road between the village and the county road. Until now Pequaming has not been parcelled into small privately owned lots. The entire tract has remained under single ownership.

Man-Made Effect on the Land

Tracing the cultural or man-made effect on the land, in addition to those previously mentioned, a visitor is first struck by the layout and design of the town. Charles Hebard, the owner and builder of this town patterned it after villages in his homeland of England. The layout is suited to the contour of the land and not the rectangular grid pattern typical of town sites in this country. Many of the standing buildings are sided with cedar shingles which were locally produced. The affect of the above, combined with the natural setting is very picturesque. Other cultural artifacts remaining from the Hebard period include a post office, a manor house, a cemetery, a dock, a small water tower and several houses.

The Henry Ford period modified the setting slightly by removing all fences, expanding the dock and mill and building new schools. A water tower with a 100,000 gallon capacity was erected and a system of new water pipes and

fire hydrants was installed (A complete inventory of all structures standing as of 1950 is included in Appendix A.).

Pequaming began its transition to a ghost town in 1942 with the closing of the mill. Since none of the residents owned the property in which they were residing and were no longer employed at Pequaming, the population relocated. Many moved to L'Anse. By the late 1940's the caretaker and his family plus two other families were the only ones living in the village which once contained 576 residents and the Ford Motor Company was looking for a way to dispose of the property (A list of alternative plans for disposing of Pequaming that were considered by the Board of Directors of the Ford Motor Company is in Appendix B.).

Various plans for redeveloping the area have been proposed subsequently. The property has changed hands twice since the Ford days. In addition, several outsiders have tried to determine if the area could be profitably redeveloped since it always has been available for purchase even though generally unadvertised.

The current status of the facilities and structures has changed considerably since 1942. All of the churches along with one of the school buildings have been moved to new locations in the township. The dock has deteriorated and is currently used as a local marina on a fee basis. Remaining machinery in the mill has deteriorated and most

of the factory buildings are open to the elements. Many of the original structures of the town are still standing but with a few noteworthy exceptions are in poor shape or beyond salvage. Most of the residential structures were too far rotted for preservation according to the current owners and were razed in 1969. Of the seventy-five dwellings, only seventeen remain standing. (See Figure 3, page 21.)

This chapter has examined the ecosystem of the site and surrounding locale. It has included some description of the natural, man-made and human resources which could be considered in current or future development. The next section will examine how these resources were developed and used, followed by a discussion of the possible alternative uses.

CHAPTER III

OWNER MANAGEMENT HISTORY

The previous chapter examined the resources available at the site and surrounding locale, particularly L'Anse Township, both currently and in the recent past. In the following pages Pequaming will be examined in light of management decisions in resource utilization, development and planning. The management history is traced because these decisions have had a direct effect on what the area is like now and establish some of the parameters within which future development can occur.

The Hebard Period¹

Charles W. Hebard, an immigrant Englishman who became a timber speculator in the East, acquired title to Pequaming Peninsula in 1877 from Mrs. Eliza Bennett and

¹Extensive information is available on Charles Hebard in the History of L'Anse, Township, ed. by the History Class, L'Anse High School (L'Anse, Mich.: L'Anse Sentinel Publishing Co., 1922).

in 1878 from the Chippewa Indians.² It was acquired specifically as a site for a mill and town due to its natural harbor and its timber. Subsequently a sawmill, a lathe mill and a shingle mill were built. In 1879 the Hebard and Thurber Lumber Company was organized. The corporation was first organized under Michigan laws with an authorized capital of \$200,000 paid in. The partners and their families owned all the stock and were the officers. Five years later Hebard bought out the Thurber interests. The corporation was organized as Hebard and Sons and was finally incorporated in New York in 1905. Hebard had timber holdings in Marquette, Baraga, Ontonagon, Houghton and Keweenaw Counties which at the peak included about 100,000 acres. Pequaming had a population of about 500. The total labor

²A quit claim deed for \$1,000 is on record at the Baraga Probate Clerk's office for the entire Pequaming Peninsula signed by the son of Chief David King and his wife. The Indian camp meeting ground was located here in addition to an ancient burial ground. Hebard must have felt that there was a valid claim considering the sum he paid. The Treaty of La Point in 1842 ceded all lands in this area to the U.S. Government. This tract may have subsequently been classed as reservation land and as such could not be sold except by the tribe as a whole.

It may be possible that the title could be effectively contested currently. Until recently this was not considered much of a factor to bother with in land titles. A firm such as the Ford Motor Company in the 1920's would not be troubled to check it thoroughly in this regard. Besides which, Pequaming was purchased along with many other tracts of land at this time by the Ford Motor Company. Further checking needs to be done before any action is taken in this regard.

force at the mills numbered 240 men and another 400 or more were employed in the forests.³

Under Hebard, the mills and town were built with his family retaining complete control. The main products were white pine boards with an annual output of 25,000,000 board feet or more; 7,000,000 lathe boards; and from 7,000,000 to 25,000,000 cedar shingles.⁴ Rail ties were cut and hemlock bark was sold to tanneries. The major transportation mode was by water to and from the harbor. The company owned its own tugs and lumber boats, the latter each having a 1,000,000 board feet capacity. The tugs would pull large lumber rafts through Portage Canal and across Keweenaw Bay. Sometimes in the spring the bay would be covered with logs and rafts of logs coming from various rivers and streams.⁵ In later years, rail was used to bring in timber.

The site of the village had been the location of an annual Indian Camp Meeting from the time of the early

³The Reminiscences of Emil Hedman, October, 1952, Oral History Section, Ford Motor Company Archives (Greenfield Village, Michigan).

⁴Ibid.

⁵Some of this timber became water-logged and sank in deep water. Due to the low temperature and lack of organic activity (decomposition) this wood has remained preserved. Since it is of high quality and diameter, it commands a substantial premium when retrieved by current salvage operators.

missionaries' efforts in the area. This meeting would last several weeks. With the coming of Hebard, the location of the annual event was moved north to the area known as Picnic Point.

Pequaming was complete in most service regards with two churches, a school enrolling an average of 110 students, a company store, a post office (with one of Hebard's sons serving as postmaster), and in later years a cemetery enclosed with a wrought iron fence. Telephone service was obtained in 1879, electricity was provided by Western Electric in 1881, and water works were installed throughout the town in 1885.⁶ Recreational facilities included a dance pavilion, a hall, a library, a bowling alley and a gymnasium. However, there was no bar or tavern permitted. Hebard maintained a very paternalistic attitude toward the town. Originally there was no charge for electricity, water, fuel, and rent. Later a dollar a year rent was charged to avoid residents claiming title to the land through squatter's rights. There were practically no company repairs made to the structures as these were considered the renters' responsibilities.⁷ Many of the families took in boarders so the houses were quite crowded. The north side of the village was originally called

⁶History of L'Anse Township, op. cit.

⁷The Reminiscences of Emil Hedman, op. cit.

Frenchtown but in 1900 became known as Finntown due to the concentration of Finnish families in this part of the village. In later years Pequaming had become predominately Norwegian.⁸

Of note, Daniel Hebard, a son, built a large show-place lodge at Pequaming complete with a caretaker's residence, formal garden and tennis courts. It is situated north of the town overlooking Keweenaw Bay and was used as a summer residence.

This structure is a white, seven column, two story lodge with a commanding view of the Bay. It has eight bedrooms, a large living room, dining room, kitchen and downstairs office. There is a fireplace and seven bathrooms. The upstairs is the sleeping room area. Heating is by hot air and the building's condition currently is excellent. The general appearance is somewhat like a colonial mansion.⁹

The results of the Hebard enterprise were a profitable mill, a developed harbor, a fleet of boats and tugs, an attractively laid out town, and extensive timber holdings. Hebard's apparent goal of financial success from speculating in the northern pine lands had been achieved. For its time, the Hebard operation was progressive and above average in its scope, design and management. The town

⁸Work Projects Administration, Michigan, A Guide to the Wolverine State, Oxford University Press, N.Y., 1941.

⁹The Daily Mining Gazette, (Houghton, Michigan), June 21, 1969.

itself compared favorably to other lumber, mining and/or company towns.

The homes were sturdy, functional and pleasing to the eye. They were varied in size and architecture and were separated by ample yards. Each house had a white picket fence and board sidewalks ran down the shady lanes.¹⁰

On November 24, 1923, Charles Hebard & Sons, Inc. consummated the sale of much of their timber holdings and all of Pequaming to the Ford Motor Company. There is no data available on the profit or loss of the real estate with respect to the capital investment. It is assumed that a loss was incurred on Pequaming itself as the Ford Motor Company was only interested in purchasing the timber land but the purchase of Pequaming was a condition of the sale. The sale was prompted by the end of the white pine era, the decline of demand for shingles and hemlock bark and the general cutover condition of the former choice timber holdings. If it had not been sold at this time it most likely would have become a near-ghost town within a few years.

The Ford Period

As previously mentioned, the Ford Motor Company purchased Pequaming in 1923 as part of a package deal in the acquisition of much of the Hebard timber holdings. To

¹⁰Detroit Free Press, May 1, 1966, p. 10.

a large extent, the major policy of the Ford Motor Company was originated and controlled by Henry Ford until the early 1940's. At the time of purchase and into the late 1930's it was the company's policy at a level of high priority to own, either outright or through controlling interest in other companies, all and every type of raw or processed material which went into the company's final product. The reasons, based on the enormous quantity of materials used, were that in case of an emergency, shortage or sudden increase in the price of certain products, the company would be assured of a supply independent of other companies and that they could obtain materials at a cheaper price. Shortly after World War I the company had experienced this type of problem and thus Ford wanted to be completely self sufficient. This policy, for example, even led to the establishment of rubber tree plantations in Brazil, even though Henry Ford was on good terms personally with Harvey Firestone.

The wood products from Upper Michigan timber holdings were used for crates, automobile floor boards and later for station wagon bodies and for use in carbonization and distillation processes depending on the quality and type of wood.

Henry Ford's direct connection with the Upper Peninsula dates from 1921 when the Kingsford plant was started.¹¹ At this time a lot of wood was used in auto bodies and sales were soaring. To supply the auto body plant, Ford bought or built sawmills. One of the mills he built was at Alberta in Baraga County. This was conceived as a model forest community and was a completely new town constructed in the heart of one of the Upper Peninsula's most extensive hardwood forests.¹² In the same year Ford started the Kingsford plant, he reopened the Imperial Mine at Michigamme. At the peak the Ford Motor Company owned about 500,000 acres of land in the Upper Peninsula primarily in Alger, Marquette, Baraga, Dickenson, Iron, Gogebic and Ontonagon Counties. The sawmills were located at Kingsford, L'Anse, Pequaming, Alberta and Big Bay. However much of the lumber and logs from the lumber camp were funneled into the Kingsford complex. Ford was a 50% owner with Cleveland Cliffs Iron Company of the Humbolt Mine in the Marquette Range. In addition to the Humbolt and Imperial Mines, Ford also owned the Blueberry Mine near Ishpeming. At the peak of its power, the Ford empire employed about 10,000 people in the Kingsford-Iron Mountain

¹¹Marquette Journal, March 28, 1963.

¹²Ibid.

area and another 4,000 to 5,000 in the woods operations elsewhere in the Upper Peninsula.¹³

Ford made frequent trips to the Upper Peninsula to inspect his far-flung properties and to relax. He built a hotel at Big Bay with a permanent suite reserved for him. He frequently stayed at the large summer home in Pequaming at least a few days every summer. His home, originally built by Daniel Hebard, became known as the Ford Bungalow. He became a member of the exclusive Huron Mountain Club in northern Marquette County where he had a superb "cabin" built out of virgin white pine which had originally been preserved by the Hebards at Pequaming.¹⁴

Ford revived the dying economy of Pequaming. The company brought in outside capital and expertise. Pequaming became a small production point in a large scale management system with administrative control at L'Anse and Iron Mountain and policy control at Dearborn. It became part of the organizational chain with complete outside control.

Initial changes came fast. The purchase of Pequaming was agreed upon only if Hebard pensioned off

¹³Ibid.

¹⁴Landlooker in the Upper Peninsula of Michigan, from the reminiscences of John Munro Longyear, Marquette County Historical Society, 1960, p. 76.

the old-timers.¹⁵ An early reference concerning the company's new venture states:

While the Ford policy is strongly anti-paternal the Pequaming situation is something that could not be avoided as the former owners conducted a feudal barony and the seignior passed on when the property changed hands. The little town is a treat to the eyes throughout the year, the houses being picturesque and well placed. It was the policy of the old company to protect all the shade trees and Pequaming boasts of some magnificent relics of the original forest. . . . As in the case of every new Ford venture the first move was to clean up and paint everything that needed it.¹⁶

Shift work and time clocks were introduced with the workers receiving five dollars a day instead of their former three-fifty for a longer day. Every worker had new medical examinations. A clean-up squad was organized and all structures were painted and repaired. The fences between houses were removed and all homes numbered. New fire fighting equipment was installed or brought in including a Model A fire engine.¹⁷ Residents had to get rid of their livestock, mainly chickens and cows, for hygienic reasons. They were told that since they were earning more now they could afford to buy eggs and milk. Lumberjacks who worked for Ford became known as "lumber ladies" by

¹⁵The Reminiscences of Emil Hedman, Ford Motor Company Archives, Oral History Section, October, 1952.

¹⁶The Ford Industries, Ford Motor Company, Detroit Michigan, 1924, p. 87.

¹⁷This fire engine is still in excellent condition and used by the current owners as an eye-catching advertisement for their property in local parades, etc.

other woods workers due to Ford's insistence on cleanliness.¹⁸ Rent on the homes was increased to a range of \$12 to \$16 per month depending on the size.

The plant was remodeled and a new boiler house, pump room and engine house were erected. Improvements were made on the dock and a rail line connected to the main line at L'Anse (For a detailed plan of the townsite as modified by Henry Ford, see Figure 4.). The company remodeled the sawmill into one of the most modern plants in the peninsula.¹⁹ The company initiated selective logging and sustained yield of timber.²⁰

Most lumber was shipped out by boat to the Rouge Plant and to some branch plants such as the one at Edgewater, New Jersey. These shipments were mostly crating lumber. The better grades went to Iron Mountain.²¹ The logging railroad provided rail connection with L'Anse until it was discontinued with the advent of logging trucks. Narrow gauge railroads had been built from the logging camps to the mill and the cutting and milling operated year-round. In addition to huge freighters and

¹⁸Personal interview with Walter Deslaurier, Sr., (Resident Caretaker), Pequaming, Michigan, September, 1969.

¹⁹The L'Anse Sentinel, January 2, 1952.

²⁰The Reminiscences of Emil Hedman, op. cit.

²¹Ibid.

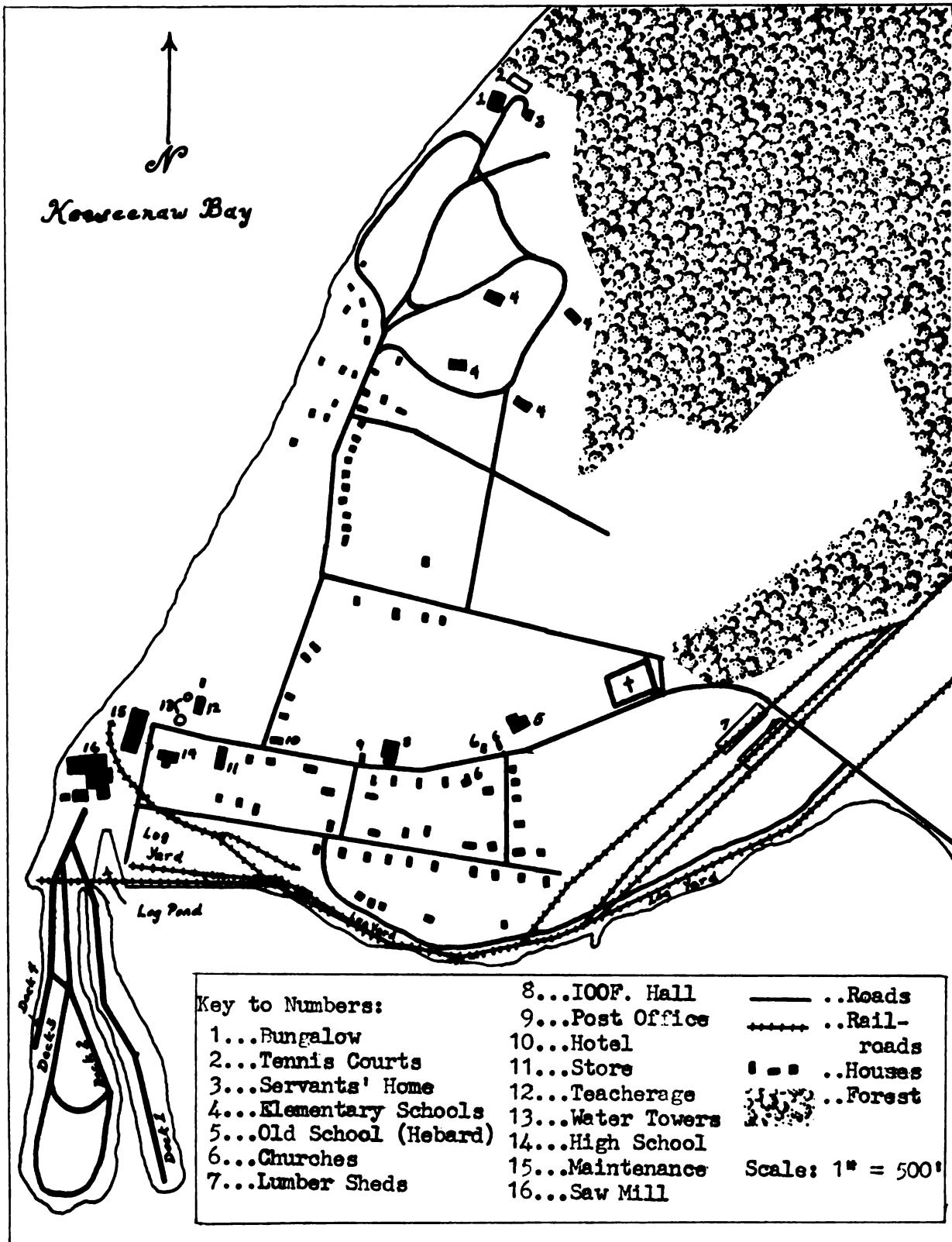


Figure 4. Pequaming Townsite in 1938

special canal boats Ford used World War I "Liberty Boats" purchased from the United States Government as barges towed by tugs.²² Over 300 men were employed at Pequaming. With the new power house, 125,000 board feet of timber could be cut in two eight-hour shifts.²³

Ford made Pequaming a special project which shows up particularly in the education system he introduced there. He was a great innovator, as fascinated by social experiments as he was by his automotive adventuring. He placed emphasis on a more fundamental type of learning and tended to look with disdain on assembly-line type of education. He was interested in small classes and made the education at Pequaming a showcase for these theories about self-reliance, the American folk heritage and education. The teaching methods and curriculum placed emphasis on learning through doing and experiencing rather than through simply reading and listening as was the traditional approach to education at the time.

At first classes were held in various buildings and homes scattered around the community somewhat similar to the approach at the Greenfield Village School. Within a short time four individual one-room type school buildings

²²The L'Anse Sentinel, June 19, 1968.

²³The Ford News, Dearborn, Michigan, April 1, 1926.

were built around a central commons and play field.²⁴ In a separate central location a teacherage (sometimes called the School Annex) and eventually in 1938 a substantial high school with extensive vocational facilities were built. This school was the first in the state to have fluorescent lights. The schools were conducted as a private system separate from the L'Anse Township school system and employed its own superintendent in conjunction with the Alberta school. The financial support given by Ford to the Pequaming education system is estimated at \$1,000 a month.²⁵

Many specialties were included in the curriculum, including industrial shop, weaving, home economics and square dancing. Unfortunately only one class was able to enjoy the full four years of high school in this building with these programs.

The effects of this education system on the students were quite interesting. A square dance group became so skilled that they were frequently asked to tour in the midwest. They would hold special performances when Henry Ford visited the area. The girls learned to build and operate their own looms and produced beautiful work. The

²⁴One of these schools was subsequently moved to L'Anse and the other three have been converted into summer cabins.

²⁵Work Projects Administration, Michigan, A Guide to the Wolverine State, Oxford Univ. Press, N.Y., 1941, p. 596.

home economics students would compete with each other to be the ones to help at the Bungalow when Henry Ford was in residence. Today many of the former students of this school system who still live in the area look back at their school experiences with unusually vivid and fond memories.²⁶

Although no direct statements of Henry Ford were uncovered, it seems from hints and local hearsay that this town and the summer home there was Ford's favorite spot away from home. He took a deep personal interest in the community and liked to relax there. Apparently he would have spent more time there had it not been for his wife's objections concerning the Upper Peninsula. In his own manner he also became quite paternal about the community as had his predecessor, Hebard.

The results of the changes and management policy directed at Pequaming by the Ford Motor Company were increases in efficiency and output. There was little turn-over in employment since the workers had a high income for the Upper Peninsula with shift work averaging eight hours a day instead of the more common ten to twelve hour day. The community was neat, clean and pleasant year round. The children of the employees received a progressive

²⁶Much of this information comes from conversations with former Pequaming students currently living in the L'Anse area.

education with excellent facilities. Ford was a leader and innovator in this area at the time. The Ford Motor Company was beneficial to the community while the company or Henry Ford remained interested in and felt a responsibility towards the community. However, the shift from wooden to metal auto body parts signaled the beginning of the end of the gigantic Ford operations in the Upper Peninsula. The Pequaming mill was the first to close.²⁷

In 1942 the mill at Pequaming was shut down in the process of the company's revamping of its Upper Peninsula holdings. Henry Ford was no longer in charge of policy of the Ford Motor Company. Apparently he was depressed and surprised when he visited Pequaming the following summer. He insisted that other caretakers be retained in addition to Walter Deslaurier, Sr.²⁸ By the summer of 1943 most of the families had left or were leaving Pequaming. They were not asked to leave. However, there was little work at Pequaming and they were, in many cases, offered other jobs with Ford in L'Anse and Alberta. The company felt some continued responsibility to the employees but little to the community. In a short time most of the houses and other buildings were boarded up and locked.

²⁷Marquette Journal, March 28, 1963.

²⁸Personal interview with Walter Deslaurier, Sr., Pequaming, Michigan, September 1969.

Seemingly overnight this modern small community became a ghost town.

In a way Charles Hebard's and Henry Ford's interest in the Upper Peninsula ended similarly with the loss of personal control and the falling off of their wood product demand. Appendix B contains a copy of a document which apparently came from the Board of Directors of the Ford Motor Company in the late 1940's (most likely 1946) concerning the alternatives considered and recommendations made in regard to Pequaming after it was non-operating. In a short time much of the machinery and equipment was moved or salvaged and a slick illustrated salesbook was prepared about Pequaming promoting it as a potential recreational resort development.²⁹ In early 1952, its sale to the Northwood Timber Company was announced.³⁰

It is interesting to note in closing this section of the paper the disposition of much of the remaining Upper Peninsula holdings of the Ford Company.

In 1951 the mill at Big Bay was shut down. The big blow [to the Upper Peninsula] came the following year when the plants at Kingsford ceased operations. In 1954 the mills [at] L'Anse and Alberta went out of production.

Meanwhile, the once-extensive land holdings were being sold in parcels of varying size. Finally, the remaining 319,000 acres were turned over to the Ford Fund.

²⁹"Pequaming Album," The Ford Motor Company, Dearborn, Michigan (undated).

³⁰L'Anse Sentinel, January 2, 1952.

The fund donated the sawmilling community of Alberta and 1,703 adjacent acres to the Michigan College of Mining and Technology, which converted the property into the Ford Forestry Center, a training and research facility operated by the college's forestry school. The fund sold 242,000 acres to the Celotex Corporation in 1956. Celotex built the world's most modern fiberboard plant at L'Anse and needed the timberlands to supply this plant.³¹

As of 1963 the fund still retained control of 77,000 acres of timberland. However, when the Ford Motor Company deeded its timberlands to the Ford Fund, the company retained all mineral rights.³²

An interesting speculation is that if Pequaming had not been sold by the Ford Motor Company in the intervening years prior to 1954 it also would have been turned over to the Ford Fund. In such a case it most likely would have been donated to some educational institution or organization. The subsequent development story would have been quite different.

The Lawrence Walsh Period

On December 28, 1951, the town of Pequaming in its entirety was sold by the Ford Motor Company to a group headed by the late Lawrence P. Walsh, an Ontonagon attorney. A total of 390 acres which included the town site, the plant site and all personal property was involved in

³¹Marquette Journal, March 28, 1963.

³²Ibid.

the sale along with an option to buy approximately 500 acres of timberland adjacent on the north.³³ The rest of the property was later purchased, with the group spending approximately \$100,000 for all the combined tracts.³⁴

This group of investors was known as the Northwood Timber Company and was comprised of Mr. Walsh, Dr. C. H. Boren and his sister, Miss Ester G. Boren, a registered nurse, both of Marinette, Wisconsin. Lawrence Walsh was and remained the prime mover of this group since, not only was he their spokesman, but he initiated the various plans for the development and proposed many innovative ideas for the town site. He was most active in various attempts to obtain some sort of sustained program at Pequaming.

Some insight into subsequent developments at Pequaming may be provided by a bit of biographical background on Lawrence Walsh. At the time of purchase he was a member of the Michigan Economic Development Commission and was identified with a number of Upper Peninsula enterprises. He was a prosecuting attorney for twenty years.³⁶ He had a reputation as a progressive citizen concerned about his community and its direction. His

³³L'Anse Sentinel, January 2, 1952.

³⁴Detroit Free Press, May 1, 1966, p. 10.

³⁵Detroit News, September 1, 1952.

³⁶The Mining Journal (Marquette), August 17, 1962.

idea of citizenship extended beyond the contribution one made to a community group into personal efforts on an individual basis. Other groups he was identified with include the Ontonagon County Planning Commission and the Michigan Timber Commission.³⁷

In an attempt to determine the reasons for acquisition and retention, the economic goals need to be separated from the personal goals. The economic incentive of the whole group at the time of purchase was that of realizing a reasonable profit from the timber, a resort development and the sale or lease of industrial sites. The reason for purchase was that Walsh and Boren, partners in the Northwood Timber Company, were looking for timber to buy located near their mill in the village of Baraga. The town site was a bonus and was always "for sale" in one piece.³⁸ In an interview shortly after the announced purchase, Mr. Walsh stated that "The group planned a resort development around the magnificent Ford lodge as well as industrial development for the community."³⁹ The personal goal of Mr. Walsh

³⁷ Robert C. Anderson, "The Perceived Organized Structure of Michigan's Upper Peninsula," Unpublished Report (East Lansing, Michigan: Dept. of Sociology, Michigan State University, 1963), Ontonagon County Section.

³⁸ Personal interview with Mr. Robert Droste, son-in-law of the late Mr. Walsh, Ontonagon, Michigan, August 19, 1969.

³⁹ L'Anse Sentinel, January 2, 1952.

with respect to Pequaming appears to be directed toward preserving the area under single ownership for historic and aesthetic purposes and to develop or redevelop the town site to the point where it would pay for itself.

Within a few days after the purchase Mr. Walsh sent a letter to the Editor-in-Chief of Life magazine in an attempt to arouse interest through an article on Pequaming. He states therein that:

Our plans for development are entirely open. The area urgently needs both industrial, tourist and recreational development, and more adequate facilities for both.⁴⁰

However, this attempt did not meet with success as no article was forthcoming from Life magazine.

On January 7, 1952, Mr. Ernest Ervast of the Michigan Economic Development Commission made the first of several unsuccessful attempts to get Pequaming listed in the Michigan Available Plant Summary. In April, the Toll and Henson Company considered Pequaming for the manufacture of shelter tents and other woodworking possibilities. Other prospects at this time were Mohawk Lumber and Supply Company from Detroit and the Arborite Corporation from

⁴⁰ Lawrence Walsh, letter to Mr. Henry Luce, Life, January 10, 1952. (The entire letter is reproduced in Appendix C.)

Montreal.⁴¹ In September of the same year Mr. Walsh indicated that:

[the Ford] Bungalow may become the nucleus for a resort development which, [along] with the hard-board industry, may again lead Pequaming to become something more than a mere name on a map and a cluster of houses at the end of a trail.⁴²

Shortly after this, the Northwood Timber Company began operations carrying on selective cutting in the interior of the peninsula (though not along the shoreline). The company had their mill in Baraga which apparently was successful as other timber property was also held by this company. Lawrence Walsh leased the town site from the other partners to develop as he liked. Over the next fifteen years he tried many innovative approaches with Pequaming. In 1960 he still sounded optimistic regarding resort possibilities at Pequaming stating:

I feel Pequaming could and should become the biggest attraction in Baraga County. It could make the county as a resort area. It [Baraga County] has no focal point; I would hate to see Pequaming divided up into a hodge-podge, however.⁴³

However, as time progressed, he seemed to feel a bit different concerning ownership of the town. In an interview

⁴¹Material on file in the County Extension Office, L'Anse, Michigan.

⁴²Detroit News, September 1, 1952.

⁴³The Mining Journal (Marquette), February 18, 1960.

in 1966 Walsh stated: "We really didn't want the town, but we had to take it in order to get the other land."⁴⁴

Over the years of this ownership the small schools were remodeled as tourist cabins. The churches were moved to new locations in L'Anse. One of the schools was re-located and became part of the local school system. The teacherage was converted into apartments and a dining room for tourists. The bungalow was used by the Walsh family and overnight guests. The high school was used for group meetings and parties. Some of the homes were rented out to local residents or provided to families on welfare. The caretaker and his wife remained living and working at Pequaming. The Walsh family brought in additional furnishings into the Ford Bungalow and used it as a summer residence with Mr. Walsh there mainly on weekends. Developing Pequaming and trying to keep up with the maintenance became a consuming hobby and form of relaxation for Mr. Walsh. Nevertheless, he had limited capital and time to devote to this project.

Some of the various attempts to develop a viable, ongoing program are discussed in the following paragraphs. In the summer of 1957, the University of Michigan operated the Kitchigami School of Arts at Pequaming.⁴⁵ While the

⁴⁴Detroit Free Press, May 1, 1966.

⁴⁵The Mining Journal (Marquette), February 18, 1960.

program was successful for the students who attended, the enrollment was too small to justify repeating the experiment. In 1958 a resort approach was used which was finally phased out by the summer of 1962.⁴⁶ In this time period a restaurant operation was attempted at the teacherage; however, due to the unavailability of a liquor license and the lack of a repeating clientele willing to drive out of their way, this was phased out by 1962. By 1960 only 15 of the buildings were in use, six of these by permanent residents and Mr. Walsh was proposing that the area be used for the development of a Ford museum.⁴⁷ This resulted in an attempt by the County Board of Supervisors through a resolution to encourage the Ford Foundation to purchase the area, though this proved to be a fruitless effort (For a copy of this resolution, see Appendix D.).

In 1962 the area was seriously considered being converted into a treatment center for alcoholics from the Upper Peninsula. A meeting was held at the site with state and agency representatives plus leaders from the area to discuss the proposal. The State Board of Alcoholism was willing to provide planning and financial assistance in setting up the center. Mr. Walsh indicated that with a

⁴⁶Personal interview with Mr. Robert Droste, Ontonagon, Michigan, August 19, 1969.

⁴⁷The Mining Journal (Marquette), February 18, 1960.

little remodeling the facilities could accommodate forty patients. It was suggested by the state officials that a corporation of local people be set up to get the center organized and obtain financial backing. It was thought that such a project could become self-supporting after a year. However, in the meantime, the costs of establishing such a center would run at least \$50,000.⁴⁸ This program did not develop though due to the difficulties in obtaining the financing. Similarly, it was considered as a dry-out center for Catholic priests.⁴⁹ This proposal did not materialize for the same reason.

In 1964 Walsh had interested people connected with Continuing Education at Michigan Technological Institute and the Michigan Employment Security Commission in using the site as a training center for high school dropouts. This project did not materialize largely due to the lack of inside plumbing in most of the buildings.⁵⁰

Sometime during this period the village facilities were used by the Catholic missionaries in the area as a summer camp for Indian children. This operated for three consecutive summers with separate two-week sessions for

⁴⁸The Mining Journal (Marquette), August 17, 1962.

⁴⁹Personal interview with Mr. Robert Droste, Ontonagon, Michigan, August 19, 1969.

⁵⁰The Daily Mining Gazette (Houghton), July 11, 1964.

boys and girls. However, this operation was stopped because of pressure from the state health authorities concerning the inadequacy of sanitary facilities, even though the facilities at the camp were, in some cases, of higher quality than those of the children's home environment.⁵¹

In 1966, a machine shop known as the Twin Cities Corporation owned by Fred Grendman was set up in the service building at Pequaming. The site was rented with an option to buy.⁵² At that time Mr. Walsh provided 220 electrical services.

Other interested parties in the mid-sixties included State Senator Charles Youngblood who lost his deposit (of \$10,000)⁵³ while trying to obtain additional funds for purchase. James W. Walter, president of Celotex, was interested enough in the possibilities of a resort/convention center development at Pequaming to have a study made in 1963. The conclusion of this study was that Pequaming was not a sound investment at that time as it would require a \$5,000,000 development and would have only an annual season of three months.⁵⁴

⁵¹Personal interview with Father Christopher of the Zeba Mission, Baraga County, August 11, 1969.

⁵²The Daily Mining Gazette (Houghton), December 28, 1966.

⁵³This figure represents local hearsay only.

⁵⁴Personal interview with Mr. Lynn Sandberg, Baraga County Representative to the Upper Peninsula Committee on Area Progress, L'Anse, Michigan, August 13, 1969.

In 1967, Lawrence Walsh died. Since his estate needed to be settled and Dr. and Miss Boren were getting on in years, they decided to make a concentrated effort to sell the property. Mr. Robert Droste of Ontonagon acted as their agent.

In evaluating the attempts made by Mr. Walsh, one must recognize that the town site or resort development was an attempt to dovetail in with the timber interest. The future development possibilities were considered though since no trees were cut close to the shoreline. There were always offers to buy ten or twenty acre tracts; however, Mr. Walsh didn't want to see the property broken up into small tracts and butchered or developed haphazardly with trailers and shacks.⁵⁵

Mr. Walsh had no formal plan or policy toward Pequaming outside of retaining it in one piece. There was no manager of the various developments. The upkeep and planning were done primarily by Mr. Walsh and his family on a part-time basis with the Borens giving tacit approval to his ideas. Mr. Walsh became unofficial head of an informal group of devotees who sought to unlock the potential of Pequaming.⁵⁶ Much of the problem with developing the

⁵⁵Personal interview with Mr. Robert Droste, Ontonagon, Michigan, August 19, 1969.

⁵⁶The Mining Journal (Marquette), February 16, 1960.

area and programs was the funding. The resort development was not profitable due to the lack of an advertising budget and liquor license, and the distance from the main highway. It also was not situated so as to depend on tourists for repeat business.⁵⁷

Thus, the school or center concept became the major approach. While there were great needs for the proposed programs, the problem always boiled down to an inability to obtain financial support. Some of the buildings were converted into dormitories with such programs in mind. In the end, though, Mr. Walsh simply could not keep up with the repairing of the structures. Many of the buildings deteriorated structurally to the point of becoming hazards. Vandalism was a continuous problem and was not discouraged by closing the access road. People came and went as if the whole area were public property.

One might speculate on the possibilities of receiving assistance through the Upper Great Lakes Regional Commission which was created in the late 1960's. However, this commission was not in operation at the time when Mr. Walsh was actively seeking development financing. With the amount of interest shown in Pequaming by various groups and individuals it is hard to see what actually blocked the the raising of capital except possibly the remoteness.

⁵⁷Personal interview with Mr. Robert Droste,
op. cit.

Further the development alternatives were limited somewhat by the policy of keeping the property whole with Mr. Walsh seemingly wanting to either retain complete control or giving the entire control to the developing group but not wanting to be caught between the two poles.

One could go into great length describing the various other programs which "could have been." The amazing facet of the Walsh Period is the range of possibilities which were attempted.

Pequaming Properties, Incorporated:
The Current Period

In May of 1968 a group of local professional and businessmen from the L'Anse area commenced negotiations for the property. Perhaps their interest was piqued by an article in the local paper concerning the current dismanteling and salvaging of the Pequaming sawmill complex.⁵⁸ It is not known otherwise why at this particular time this group purchased the property which had been available for some years. The local paper noted the sale as occurring on June 14, though the date on the title transfer at the Probate Clerk's Office was June 3, 1968. The purchase price, as filed with the Probate Clerk, was \$180,000 of which \$30,000 represents the price of the Ford Bungalow

⁵⁸L'Anse Sentinel, April 3, 1968.

and its immediately adjacent property. This price, exclusive of the Bungalow, represents a cost per acre of \$169, a high per acre cost for the county. However, in terms of Lake Superior frontage, the cost is low at \$4 a front foot. Considering only the shoreline suitable for lot development, the cost was approximately \$6 a front foot.

The group of local men who formed the corporation known as Pequaming Properties, Incorporated is composed of the following individuals:

1. Dr. Louis Guy: President of and largest investor in the Corporation; local dentist.
2. Carlo Heikkinen: Vice President of the Corporation; L'Anse Township Supervisor; works at Pettibone Michigan Corporation in Baraga; currently resides at Pequaming as does his father-in-law who has been caretaker at Pequaming since at least 1942.
3. Harold Heikkinen: Treasurer of the Corporation; County Sheriff; brother of Carlo Heikkinen.
4. Curtis Menard: Secretary of the Corporation; manager of the "Coast to Coast" hardware store in L'Anse.
5. Roland Huhtala: Foreman of the County Road Commission.
- 6 and 7. Frank and Jack Whitman: Owners and Operators of the "Whirl-I-Gig," the local bowling alley which is located between L'Anse and Pequaming.

Harold Heikkinen was the initiator of the venture and convinced the others to make a joint investment in the property. There were several factors which prompted this acquisition including the low asking price, the potential for development, the desire to obtain local control of the tract before other outside parties who were interested purchased it, the possibility for sizeable profit in a short period of time and perhaps some nostalgia. The group was organized based on the skills and resources the members could contribute.

The purpose and goals of the group (other than the goal of making a profit) regarding development and disposal have fluctuated with time and events. Shortly after purchase the following development plans were made public:

. . . They planned to develop it into a tourist and recreational area. Work will be started immediately to prepare lots for sale along the five miles or more bordering Lake Superior.

The dock will be repaired and a marina constructed to accommodate 100 boats. Portions of the sawmill buildings will be retained and remodeled for winter storage of boats.

Many of the homes have deteriorated beyond repair. . . . It is planned to dismantle and remove them. Others will be repaired and sold or leased.⁵⁹

Thus, the owners' plan at that time was to subdivide the land into building lots for second homes. Work was initiated on platting some lots and checking the underlying strata for drainage fields. An attractive large sign

⁵⁹L'Anse Sentinel, June 19, 1968.

advertising the lots was placed in a prominent place in Pequaming. The access road to the town site remained open though the access to the bungalow and the caretaker's home were chained off. The owners were able to lease from the corporation cabins or houses at the site for either summer or year-round residences. Some of the other houses were rented to local residents. Daily and seasonal rental fees were initiated for use of the docking and launching facility and were collected by the caretaker. Since it was the beginning of summer and of the tourist season before the group was organized and the land purchased, little effort was directed toward selling lots during the summer of 1968. Lots had not yet been platted nor had a formal development plan been set down.

The corporation has since inception held regularly scheduled board meetings at the Bungalow. The group extended their resources a bit in acquiring the property. It produced little revenue while incurring ongoing expenses for mortgage payments and taxes plus charges for platting and soil testing. At that time the annual tax bill was \$3,500,⁶⁰ down from over \$7,000 in the 1940's (Appendix B).

The major planning effort was directed toward the summer of 1969. In the early months of 1969 many of the

⁶⁰ Personal interview with Curtis Menard, L'Anse, Michigan, August, 1969.

houses and out-buildings were razed due to their deteriorated condition. Although many of the structures appeared sound from a distance, they were extensively rotted and hazardous. The visual semblance of a town remained with approximately 15 homes plus other structures remaining (See Figure 3 for location of structures standing as of 1970.). In further preparation for the summer a three-quarter page advertisement was included in the Baraga County Historical Pagent Souvenir Book.⁶¹ The copywork for this publication was submitted in April for the country-wide historical pagent scheduled for July.

In that same month that preparations were underway for promoting the lots, these plans were interrupted. State Senator Charles N. Youngblood, a Detroit Democrat, began negotiations for purchase of the entire tract on behalf of the Pequaming Service Foundation and took out an option on the property.⁶² The account of Senator Youngblood's activities and plans regarding Pequaming are

⁶¹Baraga County Historical Society, Inc., Baraga County Historical Pagent Souvenir Book, Pagent Division, May, 1969, p. 21.

⁶²From the statement of the Pequaming Service Foundation (of which Senator Youngblood was president) submitted to the Attorney General's Office covering the period from July, 1968 through June, 1969, income was reported as \$10,805 and expenses, \$3,505, of which \$2,000 went for a deposit on land in the Upper Peninsula. This information was reported in The State Journal (Lansing), October 2, 1970.

included because of the scale and nature of the proposed development and because these events did affect the current owners. The details of the proposal vary depending on the source of the information as is indicated in the following three accounts of the development plan.

The Associated Press release of May 21, 1969, which appeared in The State Journal in Lansing contained the following information. The Pequaming Service Foundation was an eleven member non-profit corporation which was interested in helping the Indians of the Upper Peninsula. The Foundation had commitments from the Dow Chemical Company of Midland; the Dewitt Lewis Company, a plastics firm from Rochester, Michigan; and the John Kohler Company's B. & S. Foam Plastics of Hazel Park for industrial development. There were plans to provide jobs for 2,400 Indians. The architect, Alden Dow of Midland, was retained to design the new structures at Pequaming. The existing structures were to be refurbished and others built in the style of the mid-1880's. The town was planned to support a population of 4,000. Development plans included a shopping center, a nursing home, an Indian orphanage, a sanitary sewage plant and harbor development.⁶³

On the same date the local weekly paper in L'Anse was published with a banner headline stating: "Pequaming

⁶³The State Journal (Lansing), May 21, 1969.

Sold--\$26,000,000 development scheduled for community."

Part of the lengthy article that followed is presented here.

The Pequaming Service Foundation is a non-profit organization interested in the welfare of the American Indians. . . . According to Mr. Youngblood, three industries are planned for Pequaming. Two plants will manufacture plastics and the third will be a die cast plant. An estimated 3,000 will be employed. There will be no restrictions on employees.

Plans also include the restoration of Pequaming as it was during the Hebard and Ford era. However, gas, electric and water lines will all be laid underground. . . . The harbor will be rebuilt to provide adequate protection for yachts and small boats. About 100 lots will be sold on the Second Sand Beach side of the point. All types of recreation will be stressed, including hiking and riding trails.

Restoration and building new homes similar to the old homes will be done by the Dow Chemical Corporation. The John Kohler Co. and DeWitt Lewis Co. will construct and operate the plants for manufacture of plastics.

Architect Alden Dow, Mr. Case of Case Engineering, several realtors and others interested in Pequaming were here about ten days ago to inspect the community. Case Engineering will have charge of the construction work. The firm is well known for its work on the Panama Canal.

Work will start within 30 days and the Foundation expects to have it completed within 18 months.

Pequaming is ideally suited for this venture. It has the proper air humidity necessary for the manufacture of plastics and an abundance of cold water for cooling the product. The water does not come in contact with the plastic.⁶⁴

The third account of the development plans which follow were described by Senator Youngblood in a personal interview.⁶⁵ He indicated that he had been interested in

⁶⁴L'Anse Sentinel, May 21, 1969.

⁶⁵Personal interview with State Senator Charles Youngblood, June 24, 1969, State Capitol Building, Lansing Michigan.

the property since 1965. At that point he mentioned that the Pequaming Service Foundation had 45 days more to run on the option with the asking price set at \$750,000. He indicated that the funds were available from the Ford Foundation and other sources for development and were being held in escrow awaiting purchase and transfer of the title to the Pequaming Service Foundation. The Foundation's purpose was directed toward helping the Indians through the following developments. New residential structures were to be built in a design similar to the older buildings which were to be restored. The residential development was intended for the Indians. A plastic factory was to be built by Dow Chemical at the site and was to provide 500 permanent jobs plus on-the-job training for the Indians. Likewise, the nursing home, schools and student housing were to be provided for the Indians. Approximately 100 acres of the north shore were to be developed for lots available to the public on a 99 year lease basis. The lot rents were to help support the programs for the development mentioned above. Medical facilities would be available for the treatment of such problems as alcoholism and an all-out effort was to be directed toward keeping the Indians employed and aiding them toward self-reliance and self-sufficiency. Senator Youngblood further indicated that Case Engineering and Alden Dow were going to draw up the development plan. However, he felt that both the owners

of the property and the local Indians had been poorly impressed by the Dow Chemical industrial group which had recently visited the site.

The three accounts of the proposed development for Pequaming vary in certain respects. There are some differences as to the particular features of the development from one account to the next. Perhaps the most crucial regards the differences in the numbers of people to be employed, whether employment was restricted to the Indians primarily, and on the emphasis given to programs designed to assist the Indians.

While the proposed plan was dynamic and most likely would have benefited many parties including the Indians and the local community, the actual purchase did not materialize for a number of reasons some of which stemmed from the buyers and others from the sellers.

The Pequaming Service Foundation did not have an adequate independent financial base and apparently lost some of its outside financial backing. The Dow Chemical Company representatives tried to rush the current owners by applying leverage, indicating that if the decision wasn't made immediately, they would have to locate their new development at an alternative location in Wisconsin. Senator Youngblood persistently tried to lower the amount of the required downpayment from an original 25% to, finally, only 5% with the owner's holding a land contract

on the remainder. Further, the public announcement of the sale and outline for development were made by the prospective buyers without consulting the current owners when in fact no sale had even occurred.

The owners saw a possibility of realizing a profit without continued expenses for development. However, their asking price as quoted by Senator Youngblood was unrealistic. If the figure quoted by Senator Youngblood is correct, their request for a 25% downpayment would have apparently covered their costs and all the revenues from the land contract would have been profit. Seemingly they could have asked considerably less and still have realized ample profit on their investment.

The whole situation was one which was characterized by poor communications among the groups both directly and indirectly involved. Senator Youngblood presented a persuasive image and had backers with power and status. He and his backers were outsiders though, and their initial contacts with the community combined with some of the implications of the development scheme were somewhat distasteful and possibly threatening to the local community. The premature sale announcement in the local paper furthered the communication difficulty.

The problem of poor communication is further evidenced by the role of Indians during this period. Father Christopher, the Catholic priest for the Indian

community, felt that while Senator Youngblood might well receive some personal and political gain from the development, he did possess a genuine concern for the problems of the Indians in the county.⁶⁶ The local Indians felt that they had not been consulted nor actively involved in this project. In the Baraga County Historical Pageant Parade in 1969, a float was entered carrying some of the stoutest Indians in the area. It was boldly titled, "Senator Youngblood's Starving Indians."⁶⁷ It is uncertain who the originators of the float were, though Indian leaders throughout the state were aware that there were no Indians

⁶⁶In a personal interview with Father Christopher, a Capuchin monk, at Zeba, Michigan on August 11, 1969, he mentioned various programs related to the economic and physical welfare of the Indians in the area. He had involved Senator Youngblood in some of these projects. Father Christopher also has a file of documented photographs taken in Baraga County testifying to the squalid, crowded living conditions (in some cases not even offering adequate protection from the elements) of some of the Indians.

⁶⁷L'Anse Sentinel, July 27, 1969.

on the board of the Pequaming Service Foundation⁶⁸ and were generally suspicious of Senator Youngblood.⁶⁹

Senator Youngblood made one more attempt at negotiating for the property. In a statement released July 6, 1969, he indicated that his group was prepared to purchase the property within the coming three weeks.⁷⁰ The development plans at this time were less ambitious. According to Curtis Menard, one of the owners, Youngblood wanted the property on a land contract with 5% down.⁷¹ He or the Foundation would then sell lots and obtain a clear title

⁶⁸The Pequaming Service Foundation is still active in projects related to the Indians in the southwestern Lower Peninsula. However, in the October 2, 3 and 7, 1970 issues of The State Journal in Lansing, it was reported that an investigation was initiated by the Attorney General's Office and the Wayne County Prosecutor in October, 1970, regarding the possible mismanagement of Foundation funds. The Foundation had a license allowing them to conduct charitable solicitations beginning in 1969. Their correspondence with the Internal Revenue Service with respect to tax-exempt status was still pending in October, 1970. Specific questions were raised concerning a property transaction in Meridian Township in Ingham County and the high percent of funds being paid to the commercial organization in charge of the Foundation's fund raising efforts. As of May 7, 1971, hearings were still being conducted before the Charitable Trusts Division of the Attorney General's Office in Lansing concerning the Pequaming Service Foundation.

⁶⁹Interview with Victor Kishego of Petosky, Michigan, July 12, 1969. Mr. Kishego, an Ottawa, is a well-educated, successful businessman who is very active semi-politically with the affairs of Michigan Indians.

⁷⁰The State Journal (Lansing), July 6, 1969.

⁷¹Personal interview with Curtis Menard, L'Anse, Michigan, August, 1969.

by paying off the owners and the bank. The interior was to be given to the Indians and a factory was to be built in the swamp area. Youngblood thought he could get assistance from the Army Corps of Engineers for improving the harbor and dock. The owners were against this plan of sale since Youngblood would be paying them with the proceeds from the sale of lots. The current owners felt they could pursue that line as well themselves. Further, they had decided it would be to their own advantage for tax purposes not to realize too much profit on the property within a short period of time. The owners were certain at that time that Senator Youngblood had lost his backers.

By mid-August, 1969, Dr. Guy had lost interest in the property and in development of it. His attitude toward it was quite negative. He was not sure how the sale had been spoiled but at that point he was unwilling to sell to Senator Youngblood under any conditions.⁷²

The plan for platting lots was reinstated and the first area was platted along the road leading toward the Bungalow. Thirty-nine lots were laid out with widths of 100 feet and depths varying from 240 to 470 feet. The tentative asking price was \$5,000 for front lots and \$2,000 for back lots. Other lots were platted subsequently

⁷²Personal interview with Dr. Louis Guy, L'Anse, Michigan, August 11, 1969.

along the south side of Pequaming where the old lumber drying yards were formerly located. In general the plan was to plat two lots deep and price the front lots at \$50 a front foot. One condition of sale was that no two-story structures were to be built on the front lots.⁷³

The owners saw their potential market originating from outside the local area. However, by the fall of 1970 only four lots had been sold, two of them to local area residents. Site improvements were initiated on two of the lots but no buildings had been started at that time.

A further complication arose with respect to waste water and sewage disposal. State subdivision laws had changed since the time of purchase. The State Public Health Department refused to allow septic tank drainage fields on the platted lots. The owners then tried ditching to improve the drainage but this still did not meet approval because the run-off was too fast. Thus they could not get permission to install septic tanks on the platted lots. They were told that the only method that would be approved for the size lots platted was a lagoon system.⁷⁴

Considering the cost of a lagoon system, the only alternative for proceeding with the sale of lots was to

⁷³Personal interview with Carlo Heikkinen, Baraga, Michigan, August 11, 1969.

⁷⁴Telephone interview with Frank Whitman of L'Anse Township, May 12, 1971.

sell larger lots which would provide sufficient drainage fields. So, by the spring of 1971, a road had been bulldozed through the wooded portion of the peninsula from the Second Sands area following the shoreline at distances of 350 to 450 feet away to the road that leads to the Bungalow (see Figure 3). They intend to plat and sell lots of ten or more acres each along this road. The Bungalow and adjacent structures and property are also currently up for sale. This includes a tract with 300 feet of frontage and a depth of 500 feet for which the current asking price is \$55,000.⁷⁵ The owners would still be interested in selling the whole tract and there are currently three interested parties. The asking price is \$550,000.

Neither their lot developments nor the Bungalow have been advertised in the large cities such as Chicago, Detroit or Milwaukee which are within the regional recreational market. Similarly neither the large tract nor the Bungalow have been advertised nationally through such outlets as The Wall Street Journal.

In assessing the current ownership and management of Pequaming, the venture does not appear to have met with success and the future possibility for success may well require a different approach to management. Much of their lack of success can be explained. They bought the property

⁷⁵Ibid.

with the goal of making a profit. However, neither prior to nor following purchase were specific, carefully examined and realistic plans made for the nature and type of development and management. Their plans have continually fluctuated. Their plan formation was interrupted by the fruitless period of the Youngblood interest. They did not adequately inform themselves of existing and new regulations governing development which might have eliminated the problems encountered with drainage requirements. They may well have an exaggerated notion of the value of the property vis-a-vis other recreational land available in the area and their position with respect to the major population centers. They have not promoted any of the possibilities actively and effectively. They have not courted the large developers of recreational properties, did not make use of the publicity received at the time of the Youngblood interest and have not attempted to advertise their own development activities in any substantial manner. They have not sought the assistance of an experienced consultant who could have helped develop realistic plans. Further the owners have not had an excess of capital resources with which to pursue intensive development. It well may be that what seemed like a good idea was simply not backed up with sufficient business finesse in the area of land use planning and management and experience in this type of venture.

CHAPTER IV

DEVELOPMENT POTENTIAL

The foregoing chapter has traced the development history of Pequaming from its original to the current situation. At every point of transfer of ownership there were several alternatives for development. These options have changed over time due to changes in the socio-economic climate of the region and nation, changes in technology, changes in access and changes in the property itself. Figure 5 outlines the alternatives at crucial points in the development history and the present. At the end of the Hebard operation there were few options available due to the remote location and lesser importance of outdoor recreation and tourism. The options at the end of the Ford period were more numerous. Some of these are listed by the Ford Motor Company in Appendix B. By this time there was definitely an increased recreational potential and the improvements in automobiles and highways had enhanced the accessibility of the site. The management under the Walsh period and the subsequent sale actually only delayed or postponed a decision regarding a firm development approach. While the current owners are only partially

Alternatives at End of Hebard Operations	Alternatives at End of Ford Operations	Alternatives of Pequam Properties Inc. at Time of Purchase	Alternatives of Pequam Properties Inc. after Partial Platting and Razing Structures
Ghost Town	Ghost Town	Ghost Town	
Industrial Town	Industrial Town	Industrial Town	Industrial Town
Permanent Residential Subdivision	Permanent Residential Subdivision	Permanent Residential Subdivision	Permanent Residential Subdivision
Donated to Public or Non-Profit Group Use	Donated to Public or Non-Profit Group Use	Donated to Public or Non-Profit Group Use	*Donated to Public or Non-Profit Group Use
State Ownership via Tax Reversion	Group Use	Highly Developed Resort Community	Highly Developed Resort Community
	Highly Developed Resort Community	Seasonal Home Sub-division	<u>Seasonal Home Sub-division</u>
	Seasonal Home Subdivision	Speculative Holding	Speculative Holding
	Speculative Holding	Historic Tourist Attraction	Private Resort Club
	Historic Tourist Attraction	Private Resort Club	*Lease for Education or Rehabilitation Facility
	Private Resort Club	Lease for Education or Rehabilitation Facility	

*Not profitable alternatives for current owners. Actual land use alternative selected is underlined.

Figure 5. Alternatives in Development

committed to their development approach, their platting efforts and razing of the original structures have limited or handicapped certain other alternatives. Certain lost opportunities such as developing an historic tourist attraction or certain unprofitable uses such as public ownership and management or for educational or rehabilitation purposes might have been very desirable for the local area and the state. However, these are not realistic options for the current owners. This section of the paper will concentrate only on those alternatives listed in Figure 5 that are current possibilities to the owners.

Were one actually interested in persuing one of the listed development alternatives, a feasibility study examining development costs and estimated revenues would be in order. However, that type of detail is beyond the purposes of this paper. Thus only a general discussion of certain external factors and of the development possibilities is presented here.

Wise decision making for development plans involves an awareness of many external factors over which the operator has no control. The list of such factors is lengthy including such things as highway accessibility, regional and national economic conditions, legal restrictions, population characteristics, etc. One particular factor which certainly will influence the successes at Pequaming is that of availability of other recreational

land. Recently the private land along the Huron Peninsula, the larger peninsula to which Pequaming is connected, has been purchased in quantity (approximately 10,000 acres) by an out-of-state recreational development firm. At an earlier period, 1963 through 1965, the Mead Timber Company, a large holder of land in the area, platted lots along some of their water frontage which includes 50 miles of lake frontage and 250 miles of stream frontage. They provided power lines and gravel access roads which then were given to the county for maintenance purposes. The planning firm of Johnson, Johnson and Roy of Ann Arbor was responsible for developing the plans for Mead. Their lots were advertised heavily in The Detroit Free Press and The Chicago Tribune at a price of \$20 a front foot. The results of the advertising campaign during the period of 1963 through 1965 was that 10% of those who inquired about the advertisements actually visited the sites and with a "hard sell" approach at the site only 20% of these individuals actually bought lots. There is still a great deal of Mead property on the market at this price.¹ The timber companies have an interest in selling the water front property beyond just realizing the profit on the sale. Increasingly local governments have begun accessing water

¹Personal interview, Mr. Lynn Sandberg, Mead Corporation, L'Anse, Michigan, August 11, 1969.

frontage at a higher rate as recreational land to force development and raise revenues. A similar situation existed in New York State when the timber companies platted their waterfront land resulting in an excess of supply of recreational land and a lowering of price.² The current situation in the L'Anse area then is one where platted and unplatted recreational land is in large supply. Unless the owners of Pequaming set their prices competitively or develop a choice quality product, their situation vis-a-vis the recreational real estate market is not particularly favorable.

With the current availability of land in the area in mind, the alternatives as listed in Figure 5 will be considered briefly. The present action of the owners is directed toward either selling the whole tract to a developer or developing a seasonal home subdivision. In large part the current owners were speculators themselves not developers. Yet their attempts at development may decrease the speculative value. Much of the nostalgic and historic appeal has been destroyed. This could have been a good selling point providing the site with a uniqueness. For land speculation the property most likely represents a better long term investment than short term for the current

²Personal interview with Dr. Robert Marty, Professor of Forestry, Michigan State University, February, 1971.

owners. Further, since land in general, and in some cases quality land, is available for considerably less than the current owner's asking price of \$556 per acre, it is doubtful that a land speculator would be interested in purchasing this property in the near future.

The other development program which has been initiated by the current owners is listed on Figure 5 as "Seasonal Home Subdivision." The problems already encountered with this development were mentioned in the previous chapter. The future success of this development may well depend on the quality of management and promotion, the competitiveness of the prices with respect to other similar land, and the extension of activities into building. Cottage development might be done in conjunction with a company such as American Timber Homes, Inc. of Escanaba which manufactures attractive prefabricated resort homes. Thus, the current type of development could prove to be a successful profit-making venture if managed well.

The other possibly profitable alternatives listed in Figure 5 would depend on promotion and financing from sources other than the current owners. These alternatives do represent realistic possibilities if buyers were courted by the owners. The first possibility would be to return to an industrial town. The "New Town" concept is gaining

some acceptance in this country³ and with the availability of a local labor supply, an attractive site with some usable remnants of its former development (such as a water system with a tower appraised at \$125,000 replacement value, public buildings and roads), Pequaming would be a good site for such a development. Further, it is located in a region that would benefit from increased industrial investment. The major disadvantage of the site is the total deterioration of both rail and dock facilities. Rail service is available from L'Anse, so either a spur line would be required or access would be limited to highway transportation depending on the type of industrial needs. The costs involved with dock improvement, maintenance, and labor would tend to rule out development requiring water access. Again, however, the industrial town might repeat the former boon and bust cycle.

Another possible development for the site could be for a permanent residential subdivision. In terms of the present housing conditions in the county there seems to be a need for improved low-cost housing. The 1960 U.S. Census of Housing lists 52.8% of the county's residential structures as substandard compared with 21.3% for the state and

³A recent issue of The Saturday Review (May 15, 1971) carried three feature articles on "New Towns," while previous material has been limited primarily to professional literature.

35.6% for rural areas of the state. Further, a field study prepared for the Baraga County Planning Commission in 1969 ranks 48% of the structures good, 23% fair, and 29% poor according to a rating criteria of the exterior features.⁴ The combination of poor housing and increasing population (Figure 2, page 18) would indicate that the Pequaming site, located near L'Anse, the population center for the county, might be developed for permanent housing. There is the possibility also that development fund loans might be arranged reasonably through a semi-public agency such as the Michigan State Housing Development Authority.

A third development possibility for which the site is well suited is as a highly developed resort community. This type of plan would include a wide variety of improved facilities such as a boat launch and marina, swimming pool, tennis courts, possibly a store, restaurant, etc., as well as a variety of accommodations. This type of development would be possible only if considerable capital were available for investments in improvements and promotion.

The property would make an excellent site for an exclusive private club featuring year-round recreational facilities. The existing buildings including the school and Bungalow could be used for club purposes. Generally

⁴Vilican-Leman & Associates, Inc., Housing Condition Analysis, prepared for the Baraga County Planning Commission, June, 1969, pp. 5-7.

a liquor license is more easily obtained for a private club than a public establishment. Since the natural resources of the county are exceptionally well suited for the development of skiing, the prior or concurrent development of ski slopes in the area would enhance this development. Other than skiing, the tract is extensive and varied enough to provide any other combination of recreational activities or facilities desired by the club promoters or members. The market for this type of development would most likely be the large mid-western cities. It would be desirable if the developers were from outside the immediate area also since this type of development would involve closing access to the property. Currently the area is heavily used by local area residents and is viewed as public. Were local owners to limit access, they might well find their fellow community members offended.

Two other alternatives are indicated on Figure 5 as not profitable for the current owners. These are donating the land for public use or non-profit organization use and leasing the area for an educational or rehabilitation facility. These alternatives would exist primarily for large companies which would be in a position to be seeking a tax break.

In general it would appear that, at this time, the current owner's best alternatives would be to either sell the property to a recreational or residential development

firm or contracting with a highly skilled development firm to act as their agent on a commission basis. Many people will regret the passing of Pequaming and its former appeal. It possessed a beauty of design and setting unlike the typical company boom town turned ghost town. However, the options of preserving or developing it into an educational or cultural center, for all practical purposes, no longer exist.

While this paper has remained within the constraints of past and current ownership it is debatable to what extent intensive development will occur at this site in the near future considering the choices of alternative sites around the Great Lakes region which from a large business standpoint are more favorable. Development plans could be proposed in detail and graphically illustrated. However, with the vacillation and haphazard development of the current owners the resource itself is in a state of flux.

BIBLIOGRAPHY

BIBLIOGRAPHY

Public Documents

- Baraga County Board of Supervisors. "Resolution," July 10, 1965.
- Baraga County 4-H Council. Tri-Annual Atlas and Plat Book, 1964.
- U.S. Bureau of the Census. Census of Population, 1880.
- U.S. Bureau of the Census. Census of Population, 1890.
- U.S. Bureau of the Census. Census of Population, 1900.
- U.S. Bureau of the Census. Census of Population, 1910.
- U.S. Bureau of the Census. Census of Population, 1920.
- U.S. Bureau of the Census. Census of Population, 1930.
- U.S. Bureau of the Census. Census of Population, 1940.
- U.S. Bureau of the Census. Census of Population, 1950.
- U.S. Bureau of the Census. 1960 Census of Population.
PC (1) - 24c.
- U.S. Bureau of the Census. 1970 Census of Population.
Michigan-Final Population Counts (PC cv1) - 24).
- U.S. Dept. of the Interior. Federal Water Pollution Control Administration. Pollution of Lake Superior and Its Tributary Basin, Minnesota-Wisconsin-Michigan.
Proceedings, May 13, 14, 15, 1969, Vol. 1.

Books

Boulding, Kenneth. The Image. The University of Michigan Press, Ann Arbor, 1956.

Landlooker in the Upper Peninsula of Michigan, from the Reminiscences of John Munro Longyear. Marquette County Historical Society, 1960.

Nevins, Allan and Frank E. Hill. Ford - Expansion and Challenge. C. Scribner's Sons, N.Y., 1957.

Powers, Perry F. A History of Northern Michigan and Its People. The Lewis Publishing Co., Chicago, 1912.

Sawyer, A. L. A History of the Northern Peninsula of Michigan and Its People. Lewis Publishing Co., Chicago, 1911.

Work Projects Administration. Michigan, A Guide to The Wolverine State. Oxford University Press, N.Y., 1941.

Articles and Periodicals

Baraga County Historical Pageant Souvenir Book. Pageant Division of the Baraga County Historical Society, Inc., May, 1969.

The Daily Mining Gazette (Houghton, Michigan). 1964, 1966 and 1969.

Detroit Free Press. May 1, 1966, p. 10.

Detroit News. September 1, 1952.

The Ford Industries. Ford Motor Company, Detroit, Michigan, 1924, p. 87.

The Ford News (Dearborn, Michigan). April 1, 1926.

L'Anse Sentinel. 1952, 1968, 1969.

The Mining Journal (Marquette, Michigan). 1960--1963.

The Saturday Review. May 15, 1971.

The State Journal (Lansing, Michigan). 1969, 1970.

Reports

- Blank, Uel, et al. Guidelines for Tourism-Recreation in Michigan's Upper Peninsula. A report and recommendations prepared for the Upper Peninsula Committee on Area Progress, November, 1966.
- History of L'Anse Township. By History Class of L'Anse High School, 1922, L'Anse Sentinel Publishers.
- Maybee, Rolland H. "Michigan's White Pine Era," Michigan Historical Commission. Lansing, 1960, Pamphlet No. 1.
- Nathan, Robert R., Associates, Inc. Transportation in the Upper Peninsula of Michigan. A report to the Transportation Committee of the Upper Peninsula Committee on Area Problems (mimeographed), January, 1964.
- Snyder, Abram P. and Joseph Lepczyk. 1968 Value of Taxable Property in Michigan. Institute for Community Development and Services, Michigan State University, East Lansing, Michigan, July, 1969.
- U.S. Soil Conservation Service, et al. An Appraisal of Potentials for Outdoor Recreational Development in Baraga County, Michigan. January, 1969.
- Vilican, Leman and Associates, Inc. Housing Condition Analysis. Prepared for the Baraga County Planning Commission (mimeographed).
- Vilican, Leman and Associates, Inc. Population Analysis. Prepared for the Baraga County Planning Commission (mimeographed), January, 1969.
- Vilican, Leman and Associates, Inc. Resource and Land Use Inventory. Prepared for the Baraga County Planning Commission (mimeographed), May, 1969.
- Zimmerman, Jerome W. Water Quality of Streams Tributary to Lakes Superior and Michigan. U.S. Fish and Wildlife Service Special Scientific Report-- Fisheries No. 559, January, 1968.

Unpublished Materials

- Anderson, Robert C. "The Perceived Organized Structure of Michigan's Upper Peninsula." Michigan State University Sociology Department Research Report (mimeographed), 1963, Ontonagon County Section.
- Falk, Irene. "Land Ownership Study of Baraga County." Baraga County Extension Office, L'Anse, Michigan, August, 1968.
- Ford Motor Company Archives. "The Reminiscences of Emil Hedman." Oral History Section, Dearborn, Michigan, October, 1952.
- Marquis, Steward. "A Systems Approach to Communities, Community Centers, and Planning Areas." Institute for Community Development and Services, Michigan State University, September, 1963.
- Patrick, Joseph L. "The Effects of Lake Superior Shore Currents on Recent Sediments." M.S. thesis, Michigan State University, College of Agriculture, 1955.
- "Pequaming Album." A salesbook, The Ford Motor Company, Dearborn, Michigan, (undated).
- Seppanen, C. R. "Planning Tomorrow's Ghost Towns: The Single-Industry Community." Unpublished paper, Dept. of Resource Development, Michigan State University, December 9, 1968.
- Student Water Publications. "Lake Superior The Only Great Lake." Vol. 2, Dept. of Resource Development, Michigan State University, East Lansing, Michigan, 1970 (mimeographed).
- Walsh, Lawrence. Letter to Mr. Henry Luce, Life magazine, January 10, 1952.

Personal Interviews

- Christopher, Father. Capuchen monk, the Zeba Mission. Baraga County, Michigan, August 11, 1969.
- Deslaurier, Walter, Sr. Pequaming, Michigan, September, 1969.

Droste, Robert, son-in-law of the late Mr. Lawrence Walsh.
Ontonagon, Michigan, August 19, 1969.

Guy, Dr. Louis. L'Anse, Michigan, August 11, 1969.

Heikkinen, Carlo. Baraga, Michigan, August 11, 1969.

Kishego, Victor. Petosky, Michigan, July 12, 1969.

Marty, Robert, Dr. Professor of Forestry. Michigan State
University, February, 1971.

Menard, Curtis. L'Anse, Michigan, August, 1969.

Sandberg, Lynn. Baraga County Representative to UPCAP
(Upper Peninsula Committee on Area Progress),
August 13, 1969.

Whitman, Frank. L'Anse Township (telephone interview),
May 12, 1971.

Youngblood, Charles, State Senator. State Capitol Building,
Lansing, Michigan, June 24, 1969.

APPENDICES

APPENDIX A

STRUCTURES AND PHYSICAL DESCRIPTION OF PEQUAMING IN 1950*

<u>Structures</u>	<u>Physical Description</u>
71 single family dwellings (5 and 6 room houses)	Dock: length - 1,200 ft. height - 5 ft.
4 two family dwellings (12 room houses)	Miles of streets - 3 miles
5 schools	Area: 889.75 acres (147 acres cleared)
school annex (teacherage)	(742.75 acres in timber)
2 churches	Lake frontage - 7 miles
town hall	Soil type - sandy
store	
post office	
bungalow	
caretaker's residence	
2 lumber storage sheds	
sawmill	
powerhouse	
maintenance building	
car repair building	
2 water storage towers (20,000 gals. and 100,000 gals.)	

*Information obtained from the "Pequaming Album," a salesbook prepared by the Ford Motor Company around 1950 promoting Pequaming as a site for a resort development. This salesbook is on file at the Ford Archives in Greenfield Village, Dearborn, Michigan

APPENDIX B

INVENTORY AND RECOMMENDATIONS FOR THE DISPOSAL OF PEQUAMING BY THE FORD MOTOR COMPANY^a

Location: Pequaming, near L'Anse, Barage County,
Michigan

Acquisition: Purchased in 1923 with timber lands

Plant: Sawmill
Power House - Steam
Maintenance Building - some equipment

Other
Structures: 85 dwellings, 13 occupied^b
High School - building
High School Annex - building^c
4 Grade Schools "
Commissary "
Bungalow completely furnished. Personal
home of Mr. Henry Ford
3 Church buildings
I.O.O.F. Hall and Recreational Room -
Company owned

Product: Not operating, closed in November 1942

^aOriginal on file at the Ford Archives in Dearborn, Michigan. The document is not dated; however, it would appear to have been written in 1946, though it could have been as late as 1949. It is allegedly attributed to a Board of Director's decision concerning Pequaming.

^b75 dwellings.

^cTeachers' living quarters.

<u>Valuation:</u>	<u>Land</u> <u>Improvements</u>	<u>Buildings &</u> <u>Machinery</u>	<u>Dwellings &</u> <u>Commissary</u>	<u>Total</u>
Gross	\$79,096.89	\$555,183.78	\$168,956.88	\$803,237.55
Res. ^d	35,121.45	447,182.07	47,299.10	529,602.62
Net	43,975.44	108,001.71	121,657.78	273,634.93

Taxes: 1945 taxes \$7,498.38

Possible Methods
of Handling:

Reopen to cut hemlock.
 Sell for sawmill purposes.
 Sell as recreational area.
 Remove equipment, salvage plant building
 and schools.
 Sell dwellings with small parcel of land
 at nominal sum to tenants or inter-
 ested parties. Turn over streets,
 alleys, water plant, etc. to Township.

Recommendation: Remove machinery and equipment.
 Offer for sale as recreational area.

^dReserved for depreciation.

APPENDIX C

CORRESPONDENCE FROM LAWRENCE WALSH TO HENRY LUCE OF LIFE MAGAZINE*

January 10, 1952

LIFE,
9 Rockefeller Plaza,
New York 20, New York

Attention: Mr. Henry R. Luce,
Editor-in-Chief

Dear Sir:

Recently, the Ford Motor Company sold the town of Pequaming to me and two of my associates and the sale has been getting a great deal of publicity.

Pequaming is an indian word meaning 'wooded peninsula'. The town was founded by one, Charles Hebbard, who came west from Philadelphia in 1869 to seek his fortune in the great forests of Michigan. The Hebbards cleared some of the land of what is now the townsite of Pequaming, a peninsula which is surrounded by Keweenaw Bay and Pequaming Bay, both on Lake Superior.

The Hebbards were the sole owners of this town and the sawmill operation which they established. They also established for themselves, a reputation for enlightened labor community management policies that were far beyond the usual for that period. The project became very successful, the Hebbards acquired very extensive timber holdings, became wealthy, and finally, in 1923 sold this property and all the adjoining timber lands to the Ford Motor Company. A continuous program of rehabilitation and mechanization was undertaken by the Ford Motor Company who successfully carried on saw mill operations until 1942 when lack of timber forced the closing of their saw mill project.

*A copy of the original letter is in the vertical files of the State of Michigan Library, Lansing.

LIFE,
New York

On December 28, 1951, this property, in its entirety, was sold to me and my two associates, a Dr. C. H. Boren, physician and surgeon of Marinette, Wisconsin, and a sister of Dr. Boren, Miss Ester Boren, a registered nurse, of the same address. We hope to attract to this community, which now has only three resident families, a suitable small industry. We hope also to develop the outstanding four-seasons resort of the Lake Superior country.

I am submitting the foregoing information to you with the thought that you might be interested in sending one of your photographers and one of your editorial writers up to Pequaming to look into the possibilities of a very deep human interest story that would have wide appeal to your reading public.

Our plans for development are entirely open. The area urgently needs both industrial, tourist and recreational development, and more adequate facilities for both. Pequaming is adjacent to the uranium fields that have been prospected for several years and lies between the extremely active iron mining area of Marquette County and the historic copper country which is now taking a new lease on life with the development of a fifty-seven million dollar mining project at White Pine near Ontonagon.

If any of your editorial staff would be interested in spending a few days in this area to look over the possibilities for feature stories for your magazine, I will gladly provide suitable living accommodations either at the Ford bungalow at Pequaming, or at such other centers as they might find most suitable and convenient. The rail service from Chicago is over-night on the Milwaukee road to L'Anse or on the Milwaukee road to Ontonagon on the Chippewa.

If you desire further information on this matter, either write or call.

Very truly yours,

Lawrence P. Walsh

LPW:v1

APPENDIX D

RESOLUTION (Copy)

WHEREAS In the past, Henry Ford made a significant economic and social impact in Baraga County, Michigan, through his forestry holdings, operations and especially the development of the community of Pequaming, and

WHEREAS Pequaming, now under new ownership, remains essentially in its original 900 acres and retains most of the characteristic elements of Henry Ford's plan; houses, streets, mill, harbor, one-room school house, the Ford home, and Victory Garden areas, and

WHEREAS The present owners have indicated an interest in selling Pequaming, and

WHEREAS The Body is fearful that Pequaming may be sold piece-meal, and

WHEREAS It seems that Pequaming has great potential to be of significant assistance to the continued economic and social development of Baraga County and the entire Upper Peninsula by being renovated to depict the original plans of Henry Ford and his contributions to this area, and

WHEREAS This renovation could become the outstanding historical tourist attraction in the Northern Great Lakes Region,


THEREFORE It is resolved that officials of the Ford Foundation be contacted and the assistance of the Foundation requested in acquiring, developing and preserving Pequaming. Further, to initiate such action and interest the services of Mr. Fred Biekkola, Baraga County Extension Director, and Professor Louis F. Twardzik, Department of Resource Development, Michigan State University, are requested.

The County Clerk is therefore directed to reproduce and send copies of this resolution to the Chairman, Ford Foundation, Detroit, Michigan, Mr. Biekkola and Professor Twardzik.

STATE OF MICHIGAN }
COUNTY OF BARAGA } SS.

I, Bernard J. Lambert, Clerk of the Baraga County Board of Supervisors do hereby certify that the Resolution of which the above is a true copy was adopted by said Board of Supervisors at a Regular Meeting held on Saturday, July 10th, 1965.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Circuit Court at L'Anse, Michigan, in said County, on this 22nd day of July, 1965.


Bernard J. Lambert, Clerk
Baraga County Board of Supervisors

MICHIGAN STATE UNIV. LIBRARIES



31293006271062