

It is always a challenge to keep an old facility upgraded to provide modern and first class accommodations. This has required a continual effort on our part. After the fire in 1970, ~~we I~~ later purchased the Tepee Motel and the Mid Town Motel, both of which were contiguous to the ~~forty-two~~ unit Three Bear Lodge. ~~We I had~~ upgraded when ~~we I~~ could and eventually consolidated the three motels into one. This eliminated the need to maintain three offices but also required that all three were ~~nearly~~ equivalent in quality. There was a need to redo from scratch and go all the way through the properties with a major remodel. ~~We made A~~ decision ~~was made~~ to ~~either~~ tear down or strip to the studs the old section of the motel that had not been rebuilt after the fire. We made an announcement in the local paper that we would have a newly upgraded facility in 1990. We tore down one section, put in a basement to accommodate snowmobile rental clothing and hot tubs, put in all new electrical and water supply system in another section. ~~And This~~ gave a face lift to the entire property; ~~We made~~ making the Tepee and Midtown rooms larger and ~~upgradinged~~ the exterior, giving it the same look as the rest of the new Three Bear Lodge.

Over the years I have benefited from a drafting class ~~I took my senior year of high school. that I~~ ~~took when I was a senior in high school.~~ With almost every project I have undertaken, I ~~get~~ take out my scale ruler, graph paper and lay out to ~~scale~~ measure room sizes, furniture, exterior and interior designs. I had to be able to visualize and see the end result before beginning. ~~From this~~ ~~experience~~ I will be forever indebted to Mike Wilson, Frank Turner, and others who tutored me in remodeling skills; getting more mileage out of the money available, by doing some of the designing and hands on construction. I have laid hundreds of rooms of carpet, tiled many bathrooms and stained or painted ~~many,~~ many rooms and apartments. It gives me ~~some~~ pleasure after all these years as I walk through various rooms and remember when I laid ~~that~~ tile or made ~~this~~ wooden furniture or designed and built ~~that~~ building.

~~There is something about~~ ~~By~~ looking back over the things ~~we I~~ have accomplished with ~~some~~ satisfaction ~~that it causes us me~~ to do a ~~good~~ better job on future projects. I remember, when I was about ~~11 years old~~ eleven-years-old ~~we my family and others~~ were remodeling ~~our~~ the church house. I went with my dad to help and was asked to fill the nail holes in the baseboard

so ~~they~~ the finish coat could be **applied** ~~put on them~~. Though it was a simple job, my dad showed me how to push the putty in and smooth it out so it was hardly noticeable. Years later, when walking into that church **house**, I would sometimes glance down at those baseboards and remember that I had a part in hiding the nail holes that were now invisible. One of the highlights of my dad's life was ~~also~~ his contribution to working on the church house in **Twin Groves, Idaho** which still stands, but **is** no longer owned by the Church.

Comment [NK1]: Qu: Is this location correct?

PEBBLE: Morris Motel/Ambassador/Holiday Inn

~~Not long~~ **Soon** after we had completed rebuilding **the** Three Bear Lodge ~~because~~ **due to the** of the fire in 1970, the Morris Motel came up for sale. Frank Turner and I, ~~having become~~ **being** **such good friends** ~~fast friends~~, ~~began to wonder~~ **thought** about going into business together and the Morris Motel seemed to be an opportunity that we should pursue. The Morris Motel was a rose colored cinder block fifty-two unit motel named after Ed **and Edna** Morris ~~and his wife Edna~~. Ed had passed on and Edna **remarried** Gene Adams. ~~They~~ **Tired** from running the motel and were getting up in age, **they put it on the market**.

~~We~~ **Frank and I** enquired about purchasing the motel and ~~then~~ **began** **the** serious negotiations. The motel ~~was in need~~ **of** a face lift ~~and they had no desire to do so~~. Our intention was to completely refurbish, ~~and~~ **even** rename the motel, as we wanted to make it one of the nicest motels in town. Our problem was we had little money to make a down payment and **where would we find it?** ~~if we made the down payment, where would be able to get the remodeling money?~~ I had bought Three Bear **Lodge** with the help of the Wilsons. However, I didn't have the relationship with the Adams as I did the Wilsons.

~~We had~~ **There was** a problem, not having enough money to both buy and remodel before we opened. During the negotiations we discovered they also had a problem. ~~They~~ **The Adams** were in a financial bracket that would have taken most of the down payment and they didn't want to be paid off all at once but wanted to carry the contract. I remember Frank and I, Gene and Edna ~~sat~~ **sitting** in their apartment when an idea hit that was so far out I hardly dared mention it. But

I have learned over the years that sometimes there are promptings that just cannot ~~shouldn't~~ be ignored, so I proposed the following: They wanted to sell the motel to us under contract with a \$50,000 down payment, ~~but didn't want the money,~~ especially that year, for tax purposes. They were equally concerned about selling their motel ~~with no~~ wanting assurance ~~that~~ it would be taken care of. They wanted to make sure we were committed and felt we should put ~~down a payment~~ ~~some money~~ to show our commitment. ~~That~~ This is when I suggested a purchase agreement ~~that probably~~ which stands today as a unique down payment option.

Comment [NK2]: Qu: Did they not want the money at all or was the money to go to the rebuilding of the motel only?

I suggested that Frank and I would put \$50,000 into remodeling the motel over the winter months. ~~We would~~ Then completely redo the interior of every room, paint the exterior and rename the motel to the Ambassador Motor Inn. This ~~would~~ showed our commitment and if we lost the place they ~~would be able to~~ could repossess it in a new and improved condition. ~~Our~~ The down payment would be considered the \$50,000 ~~we put in~~ using it for remodeling and ~~we would~~ carrying the contract ~~on~~ with the balance over the next 20 years.

To our surprise they accepted the offer. I remember Frank shaking his head, coming out of that meeting and ~~saying,~~ "I do not understand what just happened." The arrangement was finalized and we took our pick-ups to Salt Lake City for ~~many~~ loads of interior paneling, which was the craze at that time. We painted the exterior of the motel an off-white with green trim and had a large sign designed ~~for~~ saying the "Ambassador Motor Inn". ~~Our~~ The \$50,000 down payment went ~~totally~~ all to remodeling, and ~~we~~ started off with a new looking motel. The first real payment came due after the remodeling was done and we had a year's income. ~~Not many deals like that are available any more.~~

Comment [NK3]: Qu: Is this what he actually said or a summary?

It wasn't long before we hired Bill and Carole Howell to manage the Ambassador and the marketing for Frank's motel the Big Western Pine, my Three Bear Lodge and the snowmobile operation. ~~We~~ Realized we now had ~~there was~~ more than ~~the two of us~~ we could ~~do~~ handle, so eventually ~~workinged~~ Bill and Carole into the ownership of the Ambassador. Frank ~~would~~ eventually wanted to retire so Bill, I, and my brother Sylvan bought him out of the Big Western Pine and the snowmobile operation which we named Yellowstone Arctic. That purchase

eventually led to Bill and I buying Frank's share of the Ambassador and we operated rather progressively for the next few years.

Later we sold the Big Western Pine, now the Country Inn and Suites, Rustlers Roost Restaurant and Lounge, and the Buckboard Motel. Yellowstone Tour and Travel was formed as our marketing entity which later became authorized to sell airline tickets and was the town's only full service travel agency. Bill Howell and I owned the following properties together in a partnership that has lasted for more than thirty years: S & H Services, Yellowstone Tour and Travel, built and operated the Holiday Inn, Oregon Shortline Restaurant and Iron Horse Saloon, Yellowstone Arctic/ Yamaha, and the Ambassador Apartments. Linda and I owned Three Bear Lodge/ Restaurant and Snowmobile Rentals, built and operated the Econo Mart, gas station, laundromat, and car wash, See Yellowstone snowcoach and summer van tours, Bear's Den Cinema and meeting facility, Lapp's Cabins, Mountain Village Apartments, and Parade Rest Guest Ranch.

Comment [NK4]: Qu: Is this different from the Ambassador Motor Inn?

The above businesses and the fact that I have always surrounded myself with good people has allowed me to reach out and spread myself a little further by being on local committees. I have always enjoyed doing things to help other people. That is the way I was raised. After all, what is the point of having blessings, if there is no sharing among friends? you can't share them with your friends? By helping to organize and participate in committees, I not only helped other people but also myself, for a rising tide raises all boats. While serving on these committees, many were at the same time or overlapped. (These can be found in Figure...) each other. I will not go into detail about these other than to list them:

Comment [NK5]: Qu: Is this a phrase you came up with yourself or heard?

*School Board, 1971-1983 and 1992-1995 (12 years). *Branch President, West Yellowstone Branch, LDS Church 1968-1981 (almost 14 years), *High Council and State Presidency 1981-1990 (9 years) * Fall River Electric board of Directors 1980-1995 and 1998-2010 (27 years) *Chairman, Solid Waste Board 1980 to present (30 years) *Organized the West Yellowstone Motel association, (8 years) *West Yellowstone Chamber of Commerce Director off and on (20 years) *West Yellowstone Economic Development Council (WYED) 2005 to present *Spring and Fall Cycle Tour, Instigator and Chairman, now in its 16th year *National Alliance of Gateway

Communities (NAGC) founding member 6 years. *Lead in Snowmobile Access in Yellowstone in conjunction with the local Snowmobile Rental Operators,(many trips to Washington D.C. 15 years) *Yellowstone 1988 Fires, Initiator and lead of the sprinkler installation in defending West Yellowstone, Old Faithful power line and Duck Creek Subdivision. *West Yellowstone Historical Walking Tour, leading this effort to preserve the history of West Yellowstone.

Comment [NK6]: Move to a sidebar.