

# **Conceptual Interpretive Plan for Bates State Park**



**December 15, 2010**



# **Conceptual Interpretive Plan**

**for**

# **Bates State Park**

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## Background

### Introduction

Bates State Park is located near the intersection of State Highway 7 and County Road 20 in Grant County, Oregon. The 131-acre site is bounded by Clear Creek and Bridge Creek on the Middle Fork of the John Day River. The site encompasses the former sawmill and company town named Bates. The town and mill were established by the Oregon Lumber Company in May, 1917 one mile west of Austin. The mill and town flourished until October of 1975 when the last load of lumber was hauled away. The demise of the mill, and consequently the town, was due to the decline of availability of timber and the consolidation by the subsequent owner, the Edward Hines Lumber Company, of production operations in John Day. The Bates mill produced approximately two billion board feet of lumber during its years of operation.

The site was acquired by the Oregon Parks and Recreation Department (OPRD) in 2008 for the purposes of establishing a recreational park. With the proximity of the site to an array of recreational opportunities on U.S. Forest Service (USFS) land, it is well situated to function as a hub of recreational opportunities in the surrounding area.

After the Interpretive Plan is approved, projects will be selected based on the 10-year implementation plan and implemented when funding becomes available.

The OPRD Regional Interpretive Framework ranks the interpretive level of service for each park. The proposed Interpretive Service Level is three for the Bates State Park. The interpretive opportunities in Level 3 parks are typically self-guided. The interpretive strategies may include outside interpretive structures such as kiosks or signage, and may offer seasonal or event-based programs and guided tours.

## Project Process

The plan was developed in two major phases:

**Phase I:** Establishment of the Foundation Information on which the planning decisions were based and development of the Interpretive Network Concept. Foundation Information includes Goals and Objectives, profiles of target Audiences, Parameters affecting the development and functioning of the interpretive program and identification of the key features and stories associated with the site that create significant interpretive opportunities. The Interpretive Network Concept included the overarching themes and the outline of the information network to support visitor experiences.

**Phase II:** Development of the plan. This phase focused on developing the complete theme hierarchy, identifying and describing the components of the interpretive and orientation network, developing Cost Range information and developing an Implementation Plan.



## Interpretive Goals and Objectives

### Introduction

Objectives in an interpretive plan have two key functions. First, they provide focus and direction for selecting and designing interpretive opportunities. They are instrumental in determining the information and graphics for the strategies in the interpretive network.

Second, they provide a means to evaluate whether the interpretive strategy was successful. Consequently, all objectives are worded so they can be measured. Ideally, objectives are worded to indicate the minimum level or amount of desired impact that would be considered successful. However, existing research on impact of interpretive opportunities is severely limited. Consequently, it is difficult to determine the magnitude of impact (change) that can reasonably be expected. Therefore, the objectives in this plan do not contain specific magnitudes of impact. Future assessment of impact by OPRD will provide a baseline for use in future planning so anticipated impacts can be suggested with more confidence.

The following goals and objectives were derived from the Master Plan for Bates State Park, input from stakeholders at the initial work session, review of available information on the park, a site visit to the park and feedback on the first submittal.

## Interpretive Goals and Objectives

### Information Network Goal #1:

Contribute to the protection and conservation of natural and cultural resources at Bates State Park.

This Goal can be achieved in part by developing interpretive opportunities in areas that are not fragile and in part by developing interpretive opportunities to achieve the following objectives in terms of visitor attitudes and behaviors:

### Objectives

1-1: An increase in awareness among users of personal impacts – both positive and negative – on the resources at the park and ways the negative impacts can be minimized.

This will contribute to a better stewardship ethic and a decrease in destruction due to ignorance both at this park and elsewhere. The key resources involved are those within the riparian areas of the river and streams passing through the park.

1-2: An increase in support for management actions regarding protecting and/or enhancing the watershed, wildlife habitat and cultural resources amongst visitors.

1-3: An increase in the percentage of visitors who intend to follow up their visit with efforts to seek more information on the natural and cultural resources of the park as indicated on a post-exposure or exit survey.

1-4: An increase in appropriate use patterns and behaviors among users of the park; in other words, most of the new users to the park will engage in appropriate stewardship behaviors.

- 1-5: An increase in the percentage of visitors that are exposed to interpretive opportunities who subsequently engage in new stewardship behaviors.

**Information Network Goal #2:**

Increase public support and strengthen the constituency for OPRD in general, and for the efforts at Bates State Park specifically.

Local support for efforts at Bates State Park is already high, but the park will attract other users among whom will be Oregonians whose support is critical to OPRD. This goal can be accomplished in part simply by upgrading the interpretive and recreational opportunities available to the public. Support for OPRD comes from making visitors aware that the opportunities they are enjoying are made possible by OPRD. Put in terms of objectives, we want the following to occur as a result of implementation of the plan:

**Objectives**

- 2-1: An increase in awareness by visitors of OPRD as the entity responsible for the preservation, restoration and management of the sites, and for the interpretive and recreational opportunities provided within the parks.
- 2-2: An increase in positive written comments regarding the interpretation at the park on interpretive visitor survey forms by visitors for the year following implementation of a significant interpretive opportunity.
- 2-3: An increase in the number of people volunteering time and/or donating money to State Parks in general and to Bates State Park specifically to support preservation, restoration and interpretation.

Note that the story of the people from Bates could be effective in sending the message that grass roots efforts to protect our heritage can be successful, which could lead to more people taking active roles in protecting natural and cultural heritage on their own and also in partnership with governmental agencies such as OPRD.

**Information Network Goal #3:** A high percentage of visitors to the parks taking advantage of interpretive opportunities, both fixed and programmatic.

Given that the interpretive opportunities are being developed in part to achieve positive changes in visitor behaviors and attitudes and to help build a more informed public, it is the goal of OPRD for visitors to engage in the interpretive opportunities. This can be achieved in part by developing opportunities focused on achieving the following objectives amongst visitors:

**Objectives**

- 3-1: An increase in awareness on the part of the visitor of the array of desirable visitor opportunities in the park, especially interpretive opportunities, due to exposure to the information network.
- 3-2: An increase in the number of people from nearby communities using interpretive opportunities associated with the park as indicated on results from annual visitation statistics. (*This is an important market because a major reason people travel in general is to visit friends and relatives.*)

This can be accomplished by increasing the number of opportunities tailored to the interests of residents of nearby communities and the characteristics of that target market.

**Information Network Goal #4:** A significant percentage of visitors to the park who take advantage of interpretive and recreational opportunities offered in the surrounding area by other land and resource managers.

As noted, Bates is in a good position to function as a recreational hub for opportunities not only in the park but on surrounding public lands. Discussions with OPRD indicate that they would like to pursue this role for the park.

Put in terms objectives, we want the following to occur as a result of implementation of the plan:

**Objectives**

- 4-1: An increase in awareness on the part of the visitor of the array of desirable recreational opportunities in the surrounding area due to exposure to the information network.
  
- 4-2: An increase in the number of people indicating that they intend to take advantage of recreational opportunities in the area that were identified in the information network.

*Note: It would be better to identify how many visitors actually followed through, but that would require a complex study involving obtaining contact information and conducting a follow-up survey of visitors to the park. That is the type of study for a college student and not something that field staff will be able to conduct.*

## Evaluation of Objectives

### **Changes in knowledge and/or attitudes**

Evaluation of most of the objectives can be accomplished by assessing the current level of knowledge, attitude and/or behavior as a baseline and then by assessing the levels of the same knowledge, attitude and/or behavior after implementation of or exposure to an interpretive opportunity. For changes in attitudes and knowledge, use of a pre-and post exposure survey administered randomly to visitors will often suffice. For example, if testing for an increase in awareness, a survey can be developed that tests for current level of awareness. That survey is then administered to a minimum number of visitors selected on a random basis who have not been exposed to an interpretive opportunity and also to a minimum number of visitors who have been exposed to the same opportunity. The number of each group is determined by the "Level of Confidence" and other factors associated with the statistical analysis. Results are then compared to determine if a significant difference exists.

### **Changes in behavior**

Objectives that focus on changes in behavior are more difficult to measure because the desired behaviors typically cannot be observed immediately after exposure. In addition, although, changes over time can be determined, it is difficult to attribute the changes observed directly to the interpretive opportunities without factoring out all possible contaminating factors.

Objectives focusing on behaviors that can only be observed after a visitor has left the park will require a more extensive study to determine success. While the preference may be to conduct an evaluation that is statistically defensible, the cost, time, and expertise required is typically significant. However, there are simpler studies designed to simply determine if impact is *likely* to

have occurred. For example, instead of going to the time and expense of conducting a study of a random sample of visitors months after a visit to determine if impacts on behavior have occurred, OPRD could use a survey on-site to determine how many of those exposed to the interpretive opportunity *processed the information*, as determined through thought listing. Research indicates that processing information, as opposed to reading it without thinking about it, is linked to long term lasting impacts on attitudes and behaviors. Such a study does not conclusively establish that a change in behavior occurred, but it does indicate whether such a change is likely to occur, thus providing feedback on the effectiveness of the interpretive opportunity.

# **Conceptual Interpretive Plan**

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**Theme Hierarchy**

**Visitor Experiences after Implementation**

**Recommended Infrastructure**

**Strategies and Media Concepts**

**Implementation Plan**

## Theme Hierarchy

Themes (messages) and topics are not the same. A topic is a subject, such as “Company towns” A theme is a statement or message about the subject, such as “The lifestyle in community towns differed significantly from lifestyles in other towns and urban areas.” Themes are the core of the stories that are told. In fact, stories are selected in order to communicate themes. Consequently, themes are determined before selecting and developing the interpretive strategies.

## Primary Theme

*Bates and similar company towns were different from other communities in many ways, but typical during an era when timber and other resources of the West were in high demand by a rapidly developing nation.*

**Discussion:** The recommended primary theme encompasses the following key ideas that emerged during the discussions with OPRD staff and the stakeholder group, review of materials provided by OPRD and personal observations:

1. Company towns were significantly different from typical communities.
2. Company towns were more prevalent in the West during the early part of the 20<sup>th</sup> century when the nation needed raw materials from relatively isolated areas in the West to fuel its rapidly expanding economy and population.
3. Oregon’s main contribution at this time was its timber.

## Themes

**Theme 1:** Unlike most communities, company towns were self-contained, self sufficient “closed” communities that were much like an extended family.

**Sub-Theme 1-1:** Because the company “owned” the town it got to provide all the services necessary to support the community and to set the rules.

### Examples of supporting stories:

- The company provided all the educational facilities
- The company controlled the town by controlling employment and housing – only those who worked for the mill or the woods, or were associated with the company could live there.
- Unproductive individuals and troublemakers were not tolerated.
- The company worked hard to create a community with all the attributes that would keep the community happy and in place.

**Sub-theme 1-2:** Because it was controlled by a company, communities like Bates were markedly different in terms of the life experience.

### Examples of supporting stories:

- There was no unemployment because anyone not employed by the mill or the woods could not live there so residents did not experience homeless people, unemployment, etc.
- Because unproductive individuals and troublemakers were not tolerated, the residents did not grow up with the type of vandalism and crime that plagued other communities of this size.
- Because of the promise of steady employment, there was much less immigration or emigration from the community throughout its existence thus creating a strong community with strong ties between families and an “extended family” feeling.
- A larger percentage of residents grew up with their extended families in close proximity than people in other communities. Three generations of a family in Bates were not uncommon.
- Residents looked to the company for all their needs rather than looking at a variety of

different companies offering services. For example, they shopped at the company store, had insurance through the company, went to the school provided by the company, and went to events staged by the company (or supported by the company).

- People had to learn to get along or leave.

**Theme 2:** A combination of factors in the early 20<sup>th</sup> century led to the establishment of many company towns in the West.

**Sub-theme 2-1:** Raw materials from the West were critical for the rapidly expanding economy and development during the early part of the 20<sup>th</sup> century.

**Examples of supporting stories:**

- Lumber for construction from Oregon's forests was in demand for railroad ties to support the railroad – a key link between the raw materials of the West and the industries in the East.
- Mines in the West supplied metals and other elements necessary for the production of machinery and other items in the east, e.g. copper from Nevada and Montana, silver from Nevada, gold from all over the West, borax from the Great Basin, etc.

**Sub-theme 2-2:** Transportation systems, notably railroads, underwent a massive expansion during this time, providing a link between raw materials in the West and markets in the East.

**Examples of supporting stories:**

- It was the arrival of the Sumpter Valley Railway that made Bates possible.
- Thousands of miles of logging railroads were built in Oregon in the latter 19<sup>th</sup> and first part of the 20<sup>th</sup> century, spurring the logging economy and all the support industries.
- The railroads not only linked raw materials to markets, but also were a key user of raw materials such as lumber for construction.

**Sub-Theme 2-3:** Bates was typical of company towns set up in the early 20<sup>th</sup> century as a means to solve the labor issue for timber and other resource-extraction operations in isolated areas of Oregon and other states in the western US.

**Examples of supporting stories:**

- The site of the Bates mill was proximate to the timber needed to run the mill, but not to a labor force that could 'commute' to work. Consequently, a community to support the labor force had to be created.
- Oregon boasted dozens of company towns in the early 19<sup>th</sup> century – most being mill towns.
- The West boasted many mining company towns in the early 20<sup>th</sup> century for the same reasons.

**Theme 3:** Over time, this site, including its present status as a park with little remnants of the mill or town, has and continues to reflect the ever-changing cultural and historical context of the surrounding area and country.

**Sub-theme 3-1:** Prior to access by railroads this area was valued by Native Americans and early EuroAmericans for its food, building materials, gold and furs, but not for its timber due to isolation and lack of easy access.

**Examples of supporting stories:**

- Although there was plenty of timber the lack of a transportation network to ship it out caused it to be largely ignored by the timber industry.

**Sub-theme 3-2:** The coming of the railroad significantly altered the value EuroAmericans placed on this area and paved the way for industry and development.

**Examples of supporting stories:**

- With a relatively simple method for transporting timber and mill products the forests in the area became significantly more valuable.
- Mining got a boost with the coming of the railroad.

**Sub-theme 3-3:** Developments on the outside led to the demise of Bates and a shift in how the area was valued.

**Examples of supporting stories**

- Congress saw the timber industry of the West as an opportunity to generate revenue, leading to over-harvesting.
- The development of more efficient transportation systems and of population centers with a labor force increased the ability of companies to consolidate operations.
- Isolated small mills were not cost-effective compared to consolidated operations.
- The area is now valued highly for its recreational opportunities.

**Theme 4:** The site now reflects our growing awareness, concern and actions to address the state of our natural and cultural resources.

**Examples of supporting stories:**

- The watershed has become a target of protection and enhancement.
- The story of Bates is being preserved in the interpretation at the site.

## Visitor Experiences after Implementation

### Introduction

People are receptive to different types of information at different places in the continuum of their experience. For example, when they are trying to decide whether to visit and to plan a trip they need *trip planning information*. When they are enroute and trying to find their way to Bates State Park they need *wayfinding information*, such as is offered on a map coordinated with highway signs. When they arrive at the park they *want site orientation information* first so they can plan their visit. It isn't until they are comfortable in their ability to find their way around, are moved into their campsite (if staying overnight) and have a plan for their visit that fits within their time constraints that their receptivity to *interpretive information* starts to become their highest priority in terms of information. Consequently, the key to determining the information network to support the visitor experience at Bates State Park is to first determine the desired experience(s) you want to offer the visitor.

### Visitor Experiences

#### Pre-Trip

Visitors find out about Bates State Park through newspaper articles, word of mouth, the park brochure or any of a number of strategies. They follow-up by going to the **Bates State Park Web Site** where images and descriptions of the available recreational opportunities convince them that a trip to this unique site is a worthwhile expenditure of time. Upon making that decision, visitors click on links to download trip planning and wayfinding information and to print off the **Bates State Park Brochure** and **Bates State Park Trails Map/Brochure**.

#### In Transit

Visitors have an easy time finding the park due to **wayfinding (directional) signage** (by others) at decision points (intersections) combined with the map and directions downloaded off the web site.

#### Arrival

**As they near the access road to the park, awareness** signage prepares them for the turn and signage at the intersection of the access road and the highway causes them to turn on to the access road. They use the additional directional signage along the access road to reach the entry to the park.

#### Entry to and Travel Through Site

Upon arriving at the entrance visitors are reassured that they are in the right place due to the **Welcome Sign** with site identification. They also have an easy time getting to their desired location within the park due to **Directional Signage**.

#### Vehicular to Pedestrian Transition

Visitors driving into the park, whether going to the Campground, Cabins or Day Use Area, see the **Interpretive Hub** on the rise between the Camping and Lower Day Use Areas (see site map). Upon parking in one of the Day Use Areas, visitors go first to the nearby **Visitor Information Station (VIS)** where they find a **Site Orientation Panel**, a **Regional Orientation Panel** and information for Geocachers, bicycle riders and other activity-oriented visitors posted in a changeable space. They decide not to pick up the **Bates State Park Orientation Map/Brochure and Bates State Trail Guide** because they have both publications already, having downloaded them off the web site.

*Note: Visitor Information Stations are also located adjacent to the parking area for the Cabins and in the Campground. Visitors to those areas are likely to get set up for the evening prior to visiting the Visitors Information Station located in their area.*

## Interpretive Hub

After orienting themselves to the site and taking care of basic needs visitors take the short walk to the **Interpretive Hub** where they find **Thematic Overview Panels**. They decide to listen to the audio component associated with the panel and are pleasantly surprised that the audio version has sound effects relating to the story being told on each panel. After hearing and reading about the Bates mill and having their interest piqued, visitors decide to take the rest of the day to walk the shortest loop trail (which is easily accessed from the Interpretive Hub). The opportunity to get to the river, walk up on the dam and take in the 3 interpretive panel clusters on a short jaunt is very appealing. They also decide to check out a **GPS Ranger Unit** from the host tomorrow and hike some of the longer loops in the park.

## Short Loop Trail

After leaving the Interpretive Hub, visitors take the short walk to the **Company Town Interpretive Panel Cluster** overlooking the campground toward the site of the former town. There they learn more about what it was like to live in a Company Town in general, and Bates specifically. They continue around the loop in a counterclockwise direction, passing through the campground and arriving at the **Travel and Transport Interpretive Panel Cluster** along the banks of the river. Information on the sign causes them to think about where they live and how it is affected by the transportation networks that access and bypass their community. They continue up the creek bank and slope of the dam to the **Bates Mill Interpretive Panel Cluster** by the reservoir. After reading about and seeing the way this area looked when the mill was here and comparing it to the view now, they are

impressed by the speed of the change back to a relatively natural area and by OPRD's role in adapting the site for recreational use and in restoring fish and wildlife habitat. A short walk from this point brings them back to where they are parked (or to the campground).

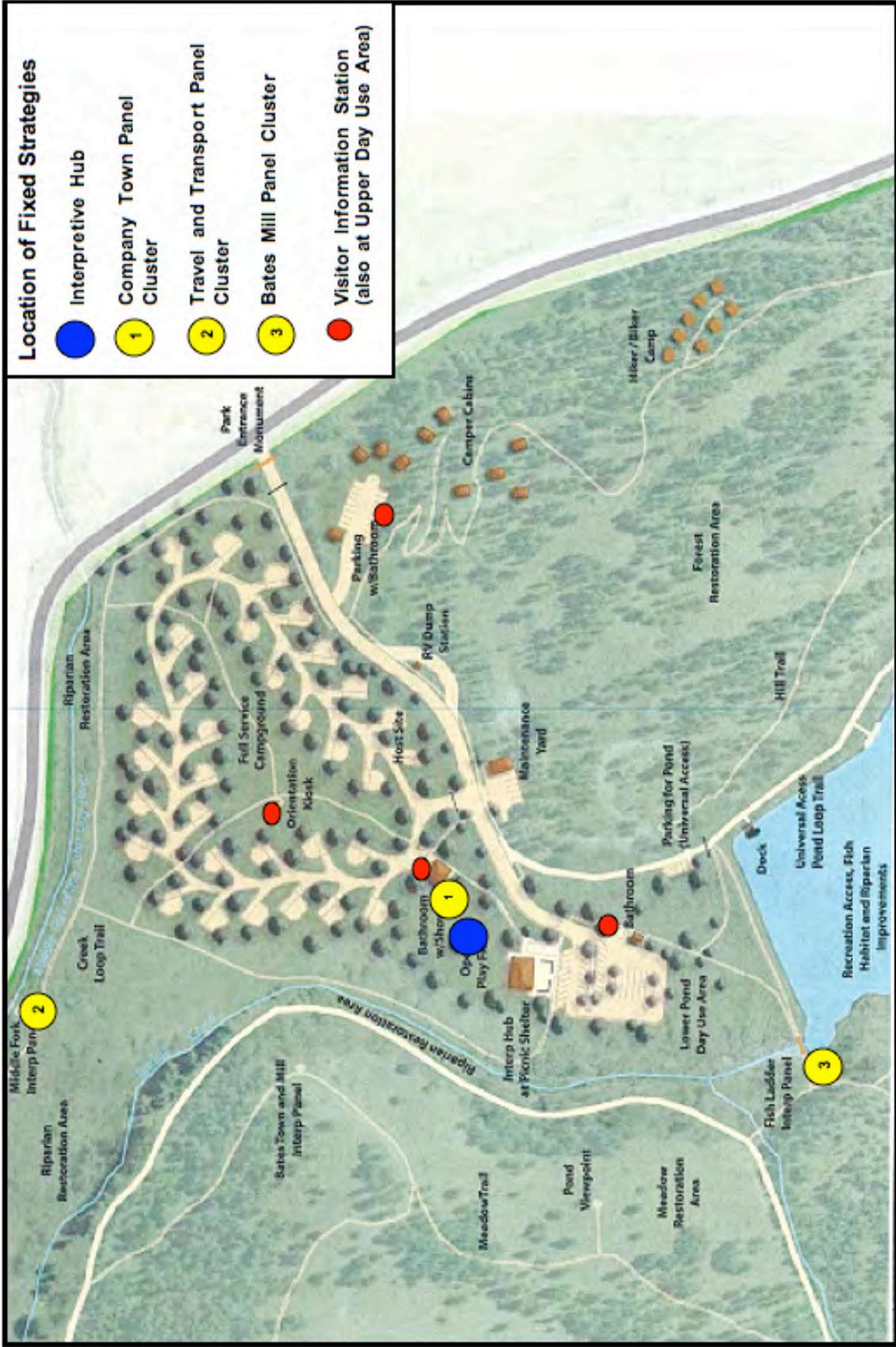
The next day, armed with a **GPS Ranger Unit** and the **Bates State Park Trails Guide**, the visitors enjoy a day of hiking, made easy by **Trail Orientation Directional Signs** at trail intersections and enriched by interpretive information associated with key features and views along each trail. Whereas some in the group prefer to listen to the audio and visual information presented on the GPS unit, others prefer to have a more technology-free experience so they obtain interpretive information out of the trail guide.

## Post-Visit Experience

As visitors prepare to leave they take a look at the **Regional Orientation Panel** in the Visitor Information Station and at the "**Going West-Going East**" **Interpretive Panel** and plan the first part of their trip back home. Visitors going east find their interest piqued by Sumpter Dredge State Historical Area and decide to stop in at the site. Visitors going west decide to stop in at Kam Wah Chung State Historical Site and Clyde Holliday State Recreation Site on their way through. Upon returning home they go back to the **Bates State Park Web Site** to find out more about the history that is available via links.

## Recommended Information Delivery Strategies Summary

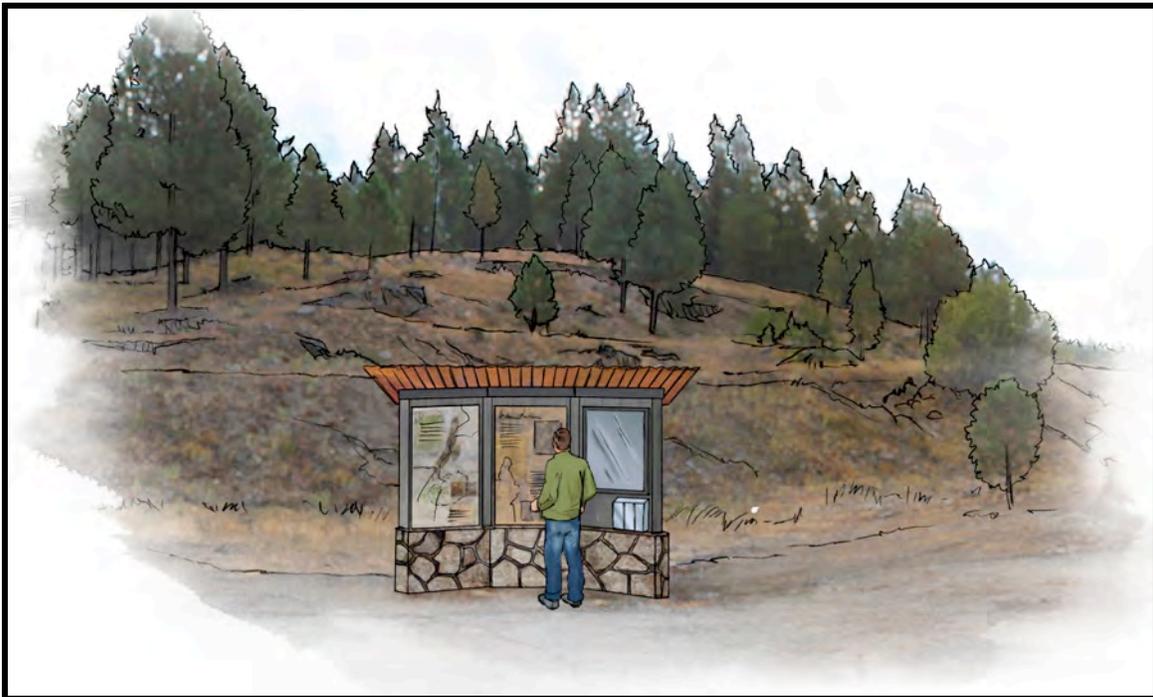
Strategy	Purpose	Location
Web Site	Attract and guide people to Bates State Park: provide detailed trip planning, interpretive information, event information, etc. through links.	Internet
Highway Directional Signs	Guide visitors to the vicinity of Bates State Park	At key intersections along Highway 7 near the site
Awareness Signs	Alert travelers that the turn to Bates State Park is coming up	On Highway 7 ¼-mile to each side of the entry road and on the Middle Fork Road ¼ north of the park.
Access Road Identification and Directional Signs	Direct visitors to Bates State Park	At the junction of the access road with Highway 7 and at any decision point along the access road
Welcome Sign	Identify the site and welcome them to the park	At the entry to the park
On-site road directional signs	Direct visitors to their desired location within the park.	At intersections (decision points) along the main road in the park
Site Orientation Panel	Make people comfortable in ability to find their way around the site and motivate visitors to explore site.	Visitor Information Stations
Regional Orientation Panel	Make visitors aware of opportunities in the surrounding region to facilitate use of Bates State Park as a hub for exploration and to motivate visitors to visit some of the other sites in the area, especially OPRD sites	Visitor Information Stations
Trail Orientation / Directional Panel	Help people find their way easily when on the network of trails within the park	At trailheads and trail intersections
Bates State Park Orientation Map/Brochure	Make people comfortable in ability to find their way around the site; help visitors plan their visit to the site; guide visitors around the site.	
Bates State Park Trail Guide	Guide visitors along the trail system; enrich the trail experience with interpretive information	
GPS Trail Guide	Same as the trail guide, but with more detail	Check out from host
Thematic Overview Panels	Provide an overview of the key stories and communicate the key themes	Interpretive Hub Upper Day Use Area?
Company Town Interpretive Panel Cluster	Provide clear picture of company towns, why they existed and what it was like to live in one.	Near the Interpretive Hub, oriented toward the town site
Travel and Trade Routes Interpretive Panel Cluster	Provide detail on the relationship of travel routes and transportation networks to cultural activity emphasizing impact of the railroad.	Along the banks of the river oriented back toward the highway
Bates Mill Interpretive Panel Cluster	Provide a clear picture of the transformation of the site from the time before the railroad arrived to present. Also to provide a sense of the process of converting logs to lumber	On the NE corner of the upper reservoir with a view of the area that once contained most of the mill operations.
Going East – Going West Interpretive Panel	Enrich the travel part of the visitor’s experience after they leave and motivate them to visit OPRD sites in each direction	Visitor Information Stations



## Recommended Infrastructure

### Visitor Information Station

The design of this feature/structure (see Figure 1, page 16 for concept), located in the Campground, Lower Day Use Area, Upper Day Use Area and Cabin area should complement the surrounding environment while reflecting the primary cultural story being told at the site. The structure must be designed so all information is available from one location. In other words, it must all be on one side of the structure or all accessible to visitor within the structure.



**Figure 1: Concept for Information Kiosk**

## Interpretive Hub

The design of this feature, located on the north (river) side of the low rise separating the Campground from the Lower Day Use Area, should reflect the fact that it is more than a Visitor Information Station. It also must be designed to accommodate the low-angled Thematic Overview Panels that are oriented in an arc from N to ENE. The combination of an open but roofed structure designed to minimize distraction from the access road while protecting visitors from the elements would help visitors focus on the interpretive information offered.



**Figure 2: Concept for Interpretive Hub**

## Strategies and Media Concepts

*Note that the titles are working titles – they are not intended to be the actual headers for the panels.*

### Bates State Park Web Site

#### Objectives

After interacting with the web site, visitors will:

- Want to visit Bates State Park;
- Know the major themes;
- Have a simple map of the area with directions to the site;
- Be aware of the next major special event at Bates;
- Have contact information;
- Have the Bates State Park Orientation Map/Brochure;
- Have the Bates State Park Trail Guide
- Be aware of all recreational and interpretive opportunities at the park and major ones in the area;
- Know what to bring in terms of clothing and equipment for their chosen activities;
- Be aware of the amenities and services available.

#### Description and Concept

This strategy serves the following major functions:

- Motivate people to visit Bates State Park;
- Help visitors plan their trip;
- Help visitors find their way;
- Provide follow-up information for after they return.

To provide all this information in a user-friendly manner requires the use of the home page primarily to market a visit to the site and to provide links to all the other information a visitor may want before or after their visit.

The links should include downloadable and printable versions of a simple map for finding the way, the Bates State Park Orientation Map/Brochure and Bates State Park Trail Guide. Additional information, especially trip planning information should also be available through links. This should include possible itineraries, nearby places to stay, places to eat, etc.

### Site Orientation Panel

#### Locations

Visitor Information Stations and Interpretive Hub

#### Objectives

After interacting with this panel, visitors will:

- Be motivated to explore Bates State Park;
- Have the Bates State Park Orientation Map/Brochure;
- Have the Bates State Park Trail Guide
- Be aware of all recreational and interpretive opportunities in the area;
- Feel comfortable in their ability to find their way around;
- Feel like spending some time taking advantage of the interpretive and/or recreational opportunities;
- Be aware of the opportunities that are fully accessible.
- Be aware that this is a State Park.

#### Description and Concept

This panel provides orientation to Bates State Park, including the location of amenities and interpretive and recreational opportunities. It is designed to make visitors aware of the array of opportunities to pique their interest and spend more time in the park, either on this visit or the next one. It is designed in such a way that visitors will pick up the Bates State Park Trail Guide and Bates State Park Orientation Map/Brochure so they can plan their stay.

One possible design concept is to use a stylized oblique aerial perspective of the park site and surrounding area so a visitor can ‘see’ where he or she is in relation to the different features and opportunities. Images of topographic features should reflect key details so visitors can recognize them and use them for orientation. Interpretive and recreational opportunities should be highlighted and briefly described. The map should also clearly show parking areas, restrooms and any other amenities. Brochure holders attached to the panel or structure would be used to distribute the Bates State Park Orientation Map/Brochure and the Bates State Park Trail Guide.

### **Regional Orientation Panel**

#### **Locations**

Visitor Information Stations

#### **Objectives**

After interacting with this panel, visitors will:

- Be motivated to explore the area and to visit other historical sites, especially Kam Wah Chung State Historical Site, Clyde Holliday State Recreation Site and Sumpter Dredge State Historical Area;
- Be aware of major recreational and interpretive opportunities in the area;
- Be aware of the extensive trail system in the immediate surrounding area and that the trail system is connected to the trail system in Bates State Park;
- Feel comfortable in their ability to find their way around the area;
- Feel like spending some time taking advantage of the interpretive and/or recreational opportunities;
- Be aware of the opportunities that are fully accessible.

#### **Description and Concept**

This panel provides orientation to the area, (probably a corridor between John Day and Baker) including the location of all public

parks and recreation areas (regardless of jurisdiction), interpretive opportunities and the network of trails in the immediate surrounding area. It is designed to make visitors aware of the array of opportunities to pique their interest in at least a few of the sites to the level that they decide to visit those sites. It is also designed to encourage visitors to use Bates State Park as a hub for exploring the surrounding area.

One possible design concept is to use a stylized oblique aerial perspective of the region with Bates State Park in the center so a visitor can ‘see’ where he or she is in relation to the different features and opportunities and to market the idea of Bates State Park as a hub. Images of topographic features should reflect key details so visitors can recognize them and use them for orientation. Interpretive and recreational opportunities should be highlighted (perhaps by being larger) and briefly described.

*Note: A recreation map of the region would be a good addition to the array of opportunities as it is a logical strategy to work in tandem with the Regional Orientation Panel.*

### **Going West – Going East Interpretive Panel**

#### **Locations**

Associated with Regional Orientation Panels

#### **Objectives**

After interacting with this panel, visitors will:

- Be aware of features and views along the route they take after they leave that help tell the story of the area;
- Be aware of the stories told in the landscape they will be traveling through.
- Be motivated to visit Kam Wah Chung State Historical Site, Clyde Holliday State Recreation Site and Sumpter Dredge State Historical Area;

### **Description and Concept**

Unlike the Regional Orientation Panel, which focuses on making people aware of sites and opportunities in the area, this panel focuses on enhancing the travel portion of the trip home and encouraging people to stop in at OPRD sites along the way.

From a cost-effectiveness standpoint, only one panel is required if it is designed so one half focuses on information for visitors going east and the other half for visitors going west with Bates State Park in the center. The entire route would be presented as a stylized illustration from an oblique aerial perspective with key features and views along the highway and a short distance off the main routes highlighted. Associated tidbits of interpretive information would focus on the story behind a view or features. Images of topographic features along the way should be drawn in such a way that visitors can recognize them and use them for orientation.

### **Bates State Park Orientation Map/Brochure**

#### **Objectives**

After interacting with this brochure, visitors will:

- Be motivated to explore Bates State Park (more so than the Site Orientation Panel because they now have information to facilitate that experience at their fingertips);
- Feel comfortable in their ability to find their way around;
- Be aware of all recreational and interpretive opportunities in the area;
- Feel like spending some time taking advantage of the interpretive and/or recreational opportunities;
- Be aware of the opportunities that are fully accessible.
- Have contact information;
- Be aware that this is an Oregon State Park.

The publication should be small enough to be carried easily, and should be available free of charge. Ideally, this brochure would use the same graphic style as the Site Orientation Panel and the same map. It should include the following elements:

- Inset map showing how to get to Bates State Park;
- Map of the park with recreational and interpretive opportunities identified;
- Brief description of the interpretive and recreational opportunities;
- Where to get additional information (such as the web site);
- Suggested itineraries;
- Clear directions to Kam Wah Chung State Historical Site and Sumpter Dredge State Historical Area.

### **Bates State Park Trail Guide**

#### **Objectives**

After interacting with this brochure, visitors will:

- Be motivated to hike at least one of the trails;
- Be able to choose a trail that matches their ability;
- Know what to expect in terms of terrain along each trail;
- Be aware that the trail system hooks into a larger trail system in the surrounding area;
- Be aware of and motivated in using the GPS Ranger Unit with interpretive information for features and views along all trails.

The publication should be small enough to be carried easily, and should be available free of charge. Ideally, this brochure would use the same graphic style as the Site Orientation Panel and the Bates State Park Orientation Map/Brochure. It should include the following elements:

- Map of the park with all trail loops identified;
- Difficulty rating, length, time

required, and brief description of each trail including interpretive and photographic opportunities;

- Trail logs for each trail loop with interpretive information included;
- What to take on hikes.

## Thematic Overview Panels

### Location

In the Interpretive Hub and possibly in the Upper Day Use Area

### Objectives

After interacting with these panels, visitors will:

- Have a good understanding of the basic concepts/themes being communicated;
- Be motivated to take advantage of the other interpretive opportunities at the park.

### Themes

- All themes would be included on these panels.

### Description and Concepts

This set of panels provides an overview of the key stories so that visitors can take advantage of any other interpretive opportunity and understand the specific story told at that location. We envision the following set of panels:

**Why Here? Why Then?** This panel focuses on the reasons for the establishment of Bates mill and town in this location – specifically the demand for timber, the easy access to timber and the coming of the railroad.

One possible design approach is to use an illustration of the area from a bird's-eye perspective as a backdrop for the following larger images tied to specific locations on the background image:

- An image reflecting the vast amounts of timber in the area (connecting the visual to a spot close to Bates would help convey the sense of easy access).

Possible images include loggers cutting a tree and logs being skidded out.

- An image showing large machinery being hauled into the mill site;
- An image of the train hauling out lumber.

### Bates in its Hey Day

This panel focuses on providing a glimpse of the activities on this site when it was at its peak. It includes the importance and extent of the mill operation and on the company town that housed the mill workers. One possible approach is to use the historic image of the mill and town taken from the hillside to the east as the primary image on the panel and as the anchor for associated images and text focusing on the fact that this was a regional hub for the timber industry in the area.

### Different Time: Different Needs

This panel focuses on the site today and how it still reflects what is going on in the world around it. Today there is a greater demand for outdoor recreation opportunities and a greater need to restore wildlife habitat due to impacts in the past combined with loss of habitat in other locations.

One possible approach is to use an oblique aerial image of the site as a backdrop for enlarged images of people recreating (hiking, camping, etc.) and of habitat restoration projects. Supporting text will focus on the activity – restoration or recreation – with emphasis on the concept that the use of the site has always reflected the values and needs of the country and its people. An inset with an image of the mill and supporting text will reinforce that use of the site during that time period also reflected the values and needs of the country at that time. A possible addition to such a panel would be ghost images of people engaged in activities reflecting past uses of the site.

**Table 1: Draft Content Outline for Thematic Overview Panels**

<b>Working Title</b>	<b>Why Here? Why Then?</b>
<b>Outline of Body Content</b>	<p>Focus on need for lumber from the West with emphasis on Oregon, the vast amounts of timber in the immediate area and the coming of the railroad. For example:</p> <ol style="list-style-type: none"> <li>1. The West was rapidly developing in the latter 19<sup>th</sup> century</li> <li>2. Development brought a high demand for lumber to build towns, shore up mines and lay track for railroads.</li> <li>3. Oregon had vast timber stands but in remote areas with no access.</li> <li>4. The railroad created access to the timber and a means to ship lumber out.</li> </ol>
<b>Key Image and caption</b>	<ul style="list-style-type: none"> <li>• Historic image reflecting the vast amounts of timber in the area and/or loggers cutting a tree and logs being skidded out.</li> <li>• Historic image of large mill machinery being hauled into the mill site;</li> <li>• Historic image of a train hauling out lumber or railroad ties;</li> <li>• Historic image of lumber from Oregon being used to construct homes and/or buildings.</li> </ul> <p>Captions depend on the image, but the array of images and captions should reinforce the basic points of the storyline – vast amounts of timber made accessible by the railroad, which also allowed building of mills and shipping lumber to be used in the “building of the West.”</p>
<b>Key take away messages</b>	<p>Oregon’s timber was a key resource in development of the West The railroad was the key to harvesting the timber and shipping lumber out</p>

<b>Working Title</b>	<b>Bates in its Hey Day</b>
<b>Outline of Body Content</b>	<p>Focus on the importance and extent of the mill operation by noting how much lumber it shipped out during its peak years in contrast to other mill operations at that time. Also highlight the number of workers employed not only at the mill, but in the forests felling trees.</p> <p>Ideally, the main text block would be a quote or passage from a diary or oral history focusing what the mill and town were like during this time period.</p>
<b>Key Images and caption</b>	<p>Historic image of the mill with railway cars loaded with lumber to be shipped out. The impression should be of a mill in full operation.</p> <p>Captions based on image.</p>
<b>Sidebar image and caption</b>	<p>Map of area with Bates in center depicting extent of area from which it took timber. The idea is to depict it as a regional hub of the Company.</p> <p>Caption should reinforce the concept that this was a regional hub for lumber operations.</p>
<b>Key take away messages</b>	<p>This area was a hub and thriving at one time? What happened?</p>

<b>Working Title</b>	<b>Different times; different needs</b>
<b>Outline of Body Content</b>	<p>Focus on the changes in society and how the site continues to reflect the interests and needs of the public. For example:</p> <ol style="list-style-type: none"> <li>1. With lumber in high demand, this area was once highly valued for its supply of timber</li> <li>2. Society still values lumber, but also recreational opportunities</li> <li>3. Society is also wanting to restore ecosystems to support fish and wildlife</li> <li>4. This area now reflects society's interests in recreational opportunities and healthy populations of fish and wildlife.</li> </ol> <p>The images and captions should tell the rest of the story by highlighting different restoration efforts and different recreational opportunities.</p>
<b>Key Image and caption</b>	<p>Illustration or photo from an oblique aerial perspective as backdrop for photos of people engaged in recreational activities and restoration efforts.</p> <p>Captions should go beyond what is obvious in the image to focus on the extent of the activity depicted.</p>
<b>Take away messages</b>	As needs and priorities of society change so does how we use our outdoor resources.

## Company Town Interpretive Panel Cluster

### Location

See site map

### Objectives

After interacting with this sign, visitors will:

- Have a good understanding of a community town and how it was both the same as other towns of the time in some ways but very different in others;
- Understand that Bates was a company town and that many company towns were home to multiple generations of the same family because of employment opportunities.
- Understand that Bates was a place that people who lived here wanted to stay. It was a good place to raise a family.

### Themes

- **Theme 1:** Unlike most communities, company towns were self-contained, self-sufficient “closed” communities that were much like an extended family.
- **Sub-Theme 1-1:** Because the company “owned” the town it got to provide all the services necessary to support the community and to set the rules.
- **Sub-theme 1-2:** Because it was controlled by a company, communities like Bates were markedly different in terms of the life experience.
- **Sub-Theme 2-3:** Bates was typical of company towns set up in the early 20<sup>th</sup> century as a means to solve the labor issue for timber and other resource-extraction operations in isolated areas of Oregon and other states in the western US.
- **Sub-theme 3-3:** Developments on the outside led to the demise of Bates and a shift in how the area was valued.

### Description and Concepts

This set of panels, oriented toward the site of the former town, uses the view in front of the panels to tell the story of the town of

Bates. At this time we envision the following panels:

**Panel 1-1: Company Towns: A Necessity in the West:** This panel focuses on providing a clear picture of a typical company town and the impetus behind the establishment of such communities – need for steady dependable work force combined with relative isolation from population centers, especially given the available transportation at the time. It also allowed the mill to develop a dependable and steady work force.

One possible design approach is to use a historic map of the area as a backdrop for highlighting the relative isolation of Bates in regards to population centers of the time such as Baker and John Day. Visuals and information focusing on the time required to access the site from those population centers would help emphasize the isolation. Supporting text would focus on the company’s need for a steady dependable work force. The center of the map would be taken up with an image of Bates. Images and/or text blocks tied to the image would highlight the company store, company housing, company school and other amenities and services provided by the company.

**Panel 1-2: Living in Bates:** This panel focuses on what it was like to live in Bates. Both similarities and differences should be highlighted. For example, growing up as a kid in such a town was probably similar to growing up in a non-company town in Oregon at that time. However, many of the features, and routines were different, such as the lack of unemployment, the lack of variety of stores and shops, and the lack of emigration and immigration of people into and out of the community.

One possible design concept is to use side-by-side images of Bates and another non-company town at that time as background images for enlarged photos of different aspects of each town. The photos relating to

the same aspect would be paired. Paired photos *could* include:

- Children going to school (similar);
- Children playing (similar);
- Community events (the images would be similar but the supporting text would note differences);
- Main street (different due to variety of shops with different owners in a non-company town);
- Railway loading platform (different due to variety of products being shipped out and amount of travel into and out of as indicated by people arriving and/or departing with a lot of baggage);
- Businesses with “Help Wanted” signs (different).
- People in a variety of professional garb (non-company town) compared to people in Bates with supporting text focusing on the options and expectations surrounding professions for children growing up in a company town.

Ideally, supporting text for the images would be excerpts taken from diaries, letters and oral histories of people who lived and worked in Bates.

**Panel 1-3: Fading Away:** This panel uses the demise of Bates to highlight what has happened to company towns throughout the West.

One possible design concept is to use an image of the Bates mill and site after it was shut down as a backdrop for images highlighting the reasons for the demise of the town. Possible images include but are not limited to:

- An image of the expanded operation in John Day with supporting text to highlight the consolidation of smaller operations into larger, more efficient mills;
- An historic image of people traveling along the highway in autos with associated text focusing on the improvement in transportation routes, which had significant impact on the ability of labor to move around.

An inset would include a map of company towns in the isolated region of the West that includes eastern Oregon, eastern Nevada, parts of Idaho and parts of Utah at the least. Supporting text would provide an overview of the impetus for company towns in these states (such as timber and minerals) and the fact that most began and ended for the same reasons that Bates began, flourished and disappeared.

**Table 1: Draft Content Outline for Company Town Interpretive Panel Cluster**

<b>Working Title</b>	<b>“Company Towns were a Necessity in the West”</b>
<b>Outline of Body Content</b>	<p>Focus on need for resources from the remote areas of the West combined with the need for steady labor as the catalysts for company towns. Also, describe company towns, emphasizing how this solved the problem. For example:</p> <ol style="list-style-type: none"> <li>1. Industry in the East needed metal from the West</li> <li>2. Development in the West needed lumber</li> <li>3. Timber and minerals were often located in remote locations in the West with no labor force</li> <li>4. Companies built entire towns to house and service their work force.</li> </ol>
<b>Key Image and caption</b>	<p>Panoramic view of Bates from the hillside. Mill and town are obvious; need to identify school, hotel, store and other services offered by the company.</p> <p><i>The Oregon Lumber Company built the town of Bates to provide for the labor needed to fell timber and run their sawmill.</i></p>
<b>Inset/Sidebar image and caption</b>	<p>Map showing company towns in Oregon or in the isolated parts of Nevada, Utah, Oregon and Idaho.</p> <p><i>Company towns flourished in Oregon in the early and middle 20<sup>th</sup> century.</i></p>
<b>Take away messages</b>	<p>Company towns solved the problem of a steady labor force for extracting resources in the American West.</p> <p>Bates was a company town.</p>

<b>Working Title</b>	<b>Living in Bates</b>
<b>Outline of Body Content</b>	<p>Focus on similarities and differences in lifestyle compared to other towns. For example:</p> <ol style="list-style-type: none"> <li>1. Many aspects of Bates were similar to other towns - going to school, playing in the outdoors, buying groceries and clothes, getting a job in the local mill</li> <li>2. Many aspects were different since the Company owned the town – no unemployed people on the streets; no troublemakers and almost no change in neighbors – even from generation to generation.</li> </ol> <p>Ideally use a quote from an oral history of someone talking about some of the differences, especially if it focuses on an experience in another town.</p>
<b>Key Images and caption</b>	<p>A series of images showing people of Bates engaged in a variety of activities – especially those identified in the body text. Include an event.</p> <p>Captions based on images.</p>
<b>Side bar images and captions</b>	<p>Image of a multigenerational family from Bates</p> <p>Caption to focus on how long the family lived in Bates</p>
<b>Take away messages</b>	<p>Company towns were great places to live.</p>

<b>Working Title</b>	<b>“Fading Away”</b>
<b>Outline of Body Content</b>	<p>Focus on the factors that eliminated the need for company towns – better transportation systems, more labor in the area, and the efficiencies afforded by combining a number of smaller operations to a centrally located larger operation. For example:</p> <ol style="list-style-type: none"> <li>1. Small milling operations, especially ones in remote locations, were not as cost-effective as larger, centrally located operations.</li> <li>2. The Bates mill and town were closed and the operations consolidated with others operations in John Day.</li> <li>3. With the closing of the mill came the closing of the town so many of the people moved to surrounding communities.</li> <li>4. Although some company towns survived, the demise of company towns was common throughout the West</li> </ol>
<b>Key Image and caption</b>	<p>An image of the mill and town after it was abandoned but before it was demolished.</p> <p>Caption focusing on the short period of time it took for the town and mill to disappear.</p>
<b>Inset/Sidebar image and caption</b>	<p>House from Bates in Prairie City or elsewhere</p> <p>The company sold the houses to anyone willing to haul them away. This house, located in Prairie City, was moved to this site in 1974.</p>
<b>Take away messages</b>	Company towns were necessary at one time, but not any more

## Bates Mill Interpretive Panel Cluster

### Location

See site map

### Objectives

After interacting with these panels, visitors will:

- Have a good understanding of the extent of the mill operation both in terms of size and regional significance;
- Be able to link different parts of the mill operation to specific features and areas in view from this vantage point;
- Be impressed by the significant change to the landscape since the mill ceased operations;
- Be impressed with and approve of the adaptive re-use of the site by OPRD.

### Themes

- **Sub-theme 2-1:** Raw materials from the West were critical for the rapidly expanding economy and development during the early part of the 20<sup>th</sup> century.
- **Sub-theme 2-2:** Transportation systems, notably railroads, underwent a massive expansion during this time, providing a link between raw materials in the West and markets in the East.

### Description and Concepts

These panels focus on the use of this site throughout human history with the purpose and operation of the mill as a secondary focus. Panels include:

**Panel 2-1: A Quiet Backwater:** The purpose of this panel is to provide a context for understanding the significant changes to the site when the mill and town were built.

One possible design concept is to use an illustration of how this area might have looked from this vantage point as a backdrop for enlarged images (tied to the primary illustration) of activities that might have been occurring. It could include but is not limited to Native Americans fishing; a trapper with

furs loaded on a pack animal heading upstream; and a miner on one of the tributaries. Supporting text would focus on how the site was used by Native Americans and early EuroAmericans prior to development of the mill.

**Panel 2-2: From logs to lumber:** This panel focuses on the process of taking logs from the forest and making lumber and other wood products for market.

One possible design concept is to use a ghost image of the mill complex from the perspective of the panel as a backdrop for a sequence of images and text identifying each major part of the operation, the facilities involved and the purpose of that operation. Visitors should be able to use remaining features and visuals (upper reservoir, railroad, topographic features) to link the process to the site.

**Panel 2-3: Adaptive Re-Use:** This panel focuses on the transformation of the mill site and town to what we see today. Since the visitor will be looking at the existing site and will be able to look at images of the site from when it was a mill, they will understand the extent of the transformation. What they don't see is all the work by OPRD and the Friends of Bates State Park to make this happen.

One possible design concept is to use a time line across the top as an organizer for images with associated text focusing on key events in the transformation of the site. Work by OPRD and the Friends of Bates State Park should be highlighted, with supporting information that conveys to the visitor the concept that they too can get involved in helping to preserve and/or restore sites by becoming a member of a Friends group. The time line should not have an end point but rather should end with images of current restoration projects and a “. . .” or something else to indicate that the transformation is continuing.

## Travel and Transport Interpretive Panel Cluster

### Location

See site map

### Objectives

After interacting with these panels, visitors will:

- Have a good understanding of the basic relationship between travel and transport routes and cultural activity;
- Understand the importance of rivers and river valleys as travel corridors;
- Understand the significance of the railroad in development of the area.

### Themes

- **Sub-theme 3-1:** Prior to access by railroads this area was valued by Native Americans and early EuroAmericans for its food, building materials, gold and furs, but not for its timber due to isolation and lack of easy access.
- **Sub-theme 2-2:** Transportation systems, notably railroads, underwent a massive expansion during this time, providing a link between raw materials in the West and markets in the East.
- **Sub-theme 3-3:** Developments on the outside led to the demise of Bates and a shift in how the area was valued.

### Description and Concepts

This set of panels focuses on the relationship between cultural activity and transportation routes and systems in this area. At this time we envision the following panels:

#### **Panel 3-1: Native American Highways:**

This panel focuses on the use of rivers and river valleys as the chief travel routes for Native Americans and the first EuroAmericans in the area, and the activities associated with these routes.

One possible design concept is to use a historic map of the area, or an illustration from an oblique aerial perspective of the area

prior to any roads as a backdrop for highlighting travel and trade routes. Images along the John Day River and tributaries associated with different parts of the map would highlight human uses of the area. Supporting text would focus on the activity and the importance of the travel route.

Possible images include:

- A fur trapper with a load of furs traveling along the river valley;
- An image of a miner prospecting along the river or one of the tributaries;
- Native Americans fishing in the river and/or hunting, gathering berries or plant materials, and digging roots along the river and/or its tributaries.

*Note; This panel could illustrate travel and trade routes of Native Americans over a larger area to reinforce the importance of rivers and river valleys as travel corridors. Early EuroAmericans as users of the same routes do not have to be included in this panel.*

**Panel 3-2: From Trails to Roads:** This panel focuses on the relationship between EuroAmerican settlement and activities and improved travel networks in the Sumpter Valley and associated valleys (wagon roads and stage coach routes).

One possible design concept is to use the same image as the one in Panel 3-1, but at a time when the wagon roads and stage stops were in place and small communities were springing up. Sumpter would be a significant community by this time and Granite would be thriving. Associated images and supporting text would highlight and tie development and settlement to the improved transportation networks.

#### **Panel 3-3: The Railroad Changed it All**

This panel uses the arrival of the train in Bates to focus on the impact of the railroad on settlement and activity along the Sumpter Valley in that time period.

One possible approach is to use a modified time line approach using the route of the

Sumpter Valley Railway as the vehicle for highlighting changes over time due to the extension of the tracks further and further into the area. Each successive era, signified by the railroad reaching a new point, will be interpreted using images plus text to focus on the changes that occurred due to coming of the railroad to that site. The segment of the panel focusing on Bates will be larger than the rest with a commensurate increase in interpretive information and images.



## Implementation Plan

### Introduction

Due to the limited time prior to the grand opening and the limited budget for the initial interpretive signage, this project is going to be completed in a minimum of 2 phases.

### Phase I: Grand Opening

The budget for the first phase is only \$10,000, which is about the cost for three panels assuming the panels are not particularly complex. However, we recommend, at a minimum, the following strategies be developed for the grand opening.

- Welcome Sign
- Site Orientation Panels (3)
- Thematic Overview Panels for the Interpretive Hub (3)

*Note: The strategies recommended assume that the park will be open for camping and day use, which will require basic orientation to the site, including to the trail system.*

### Phase I: Specific Actions

The following are the key actions to be taken during Phase 1 to begin developing the complete information network. They are presented in priority order, although many can be accomplished concurrently.

1. Prepare a contract and let an RFP for the design and fabrication of the Thematic Overview Panels and the Site Orientation Panel;
2. Upgrade the Web Site for Bates State Park;
3. Develop temporary signage if necessary to guide people to the park;

4. Develop a simple map of the site with the trail system highlighted to facilitate use of the trail system;
5. Develop and install signage to direct and orient people within the park. This includes trailhead signs;
6. Begin working with ODOT and any other entities with jurisdiction to install the Awareness and Highway Directional signage and the Access Road Identification and Directional signs on Highway 7 and along the Middle Fork Road. Ideally these would all be installed by the time of the Grand Opening but the schedule is dictated by circumstances beyond the control of OPRD so they may have to wait until Phase 2. If that is the case, temporary signage will be necessary to guide visitors to the park.

### Phase 2: Completion of the Interpretive Network

A limited number of interpretive strategies have been recommended for this park. Consequently, we recommend completing the remainder of the strategies in a second phase. Due to the possibility of funding being too limited to complete the entire network, the recommendations for this phase have been divided into Phase 2A and Phase 2B.

### Phase 2A: Specific Actions

The following are the key actions to be taken during Phase 2A. They are presented in priority order, although many can be accomplished concurrently.

1. Design and install the Highway Awareness and Directional signs and the Access Road Identification and Directional signs if this did not occur during Phase 1;
2. Prepare the Bates State Park Orientation Map/brochure;

3. Construct the information kiosks with Site Orientation Panel and holder for distributing the Orientation Map/brochure;
4. Prepare a contract and let an RFP for the design and fabrication of the interpretive panels for the 3 interpretive panel clusters;
5. Begin working with entities in the surrounding area with jurisdiction over trails that could connect to Bates as groundwork for preparing the Bates State Park Trail Guide;
6. Begin working with entities along in the surrounding region as groundwork for developing the Regional Orientation Panel and the Going East – Going West Panel;
7. Set up a Geo-cache site using a puzzle approach with the clues tied to the text and visuals in the Thematic Overview Panels.

## **Phase 2B: Specific Actions**

The following are the key actions to be taken during Phase 2B to complete the interpretive network. They are presented in priority order, although many can be accomplished concurrently.

1. Develop the Trail Guide for Bates State Park;
2. Install identification signs to be put at intersections of the trail system;
3. Prepare a contract and let an RFP for the design and fabrication of the Regional Orientation Panel;
4. Design and build the structure for the Interpretive Hub;
5. Develop the GPS-based tour of the site, including the major trails;
6. Prepare a contract and let an RFP for the design and fabrication of the Going East – Going West panels.

## Cost Range Estimates

### Introduction

As with construction of anything from an exhibit to a house, accuracy of the estimate is relative to the accuracy and detail of the design. An interpretive plan does not include designs, but rather design concepts, and those are limited to the interpretive strategies rather than infrastructure. Consequently, it is not possible to develop estimates with any meaningful degree of accuracy. However, it is possible to make some basic assumptions for interpretive panels and other strategies in order to develop cost range estimates that can be useful for budgeting.

### Basic Cost Information

#### Interpretive Panels

A typical, digitally produced, laminate panel containing about 9 square feet of surface (2' x 3'), with extruded aluminum frames and metal posts will cost between \$3500 and \$5000 for all design, text writing and fabrication. Shipping and installation are not included because those costs vary significantly with location of the site. The variation in cost is primarily due to the design. Signs with original artwork and complex text are going to cost more than signs with embedded photos and limited text. Interactive and 3-dimensional elements negate this price range. Additional panels with the same design will cost from \$1000 - \$1500 with the frame and post. If the sign is to be mounted to a structure, the cost for duplicate panels can be as little as \$500 including frame.

#### Audio Listening Posts

The hardware for an audio listening post, including the chip, can be obtained for as little as about \$1500-\$2000. However that does not include the cost of recording the message, which can be relatively inexpensive if done in-house, and very expensive if a professional voice is hired and the work done in a recording studio.

#### Brochures

Publications are virtually impossible to price without more specific design information because there are so many variables that significantly affect the cost, such as number of pages, folds, binding, colors, source of text, type of artwork, and other variables.

## Specific Cost Range Estimates

The following are cost range estimates based on the information available at this time. They include design development and fabrication. It assumes that all installation will be accomplished by OPRD staff. All panels include design, layout, resource acquisition, text writing, digital file preparation, graphic production and mounting system. Costs are based on current (2010) material prices. The final project cost will vary depending on the length of time that passes prior to the project moving ahead.

### Phase 1: For the Grand Opening

Strategy	Unit Cost	Units	Cost	Comments
Web Site				OPRD can do this one in-house
Site Orientation Panel	\$3,000 to \$4,500	3	\$4000 - \$5500	Assumes that all signs are mounted to a kiosk structure and do not require posts.
Thematic Overview Panels	\$3,500 to \$5,000/panel	3	\$10,500 - \$15,000	Second set for Upper Day Use area will cost between \$3000-\$4500
Trail Map – simple sheet	See comment			Cost of copying map used for the site orientation panel
Temporary Road and directional signage	See comment			Could do this in-house
Directionals within park	See comment			Depends on what is typically done in a State Park.

### Phase 2A

Site Orientation Map/Brochure				Standard OPRD park brochure
Interpretive Cluster:	\$3,500 to \$5,000/panel	3	\$10,500 - \$15,000	
Interpretive Panel Cluster	\$3,500 to \$5,000/panel	3	\$10,500 - \$15,000	
Interpretive Panel Cluster	\$3,500 to \$5,000/panel	3	\$10,500 - \$15,000	
Kiosk structure with brochure holders				Depends on design

**Phase 2B**

Regional Orientation Panel	\$3,000 to \$4,500	3	\$4000 - \$5500	Assumes that all signs are mounted to a kiosk structure and do not require posts.
Bates State Park Trail Guide				
Going West – Going East Interpretive Panel	\$3,000 to \$4,500	3	\$4000 - \$5500	Assumes that all signs are mounted to a kiosk structure and do not require posts.
Trail intersection signs				
Structure for Interpretive Hub				Too variable to estimate
GPS-based tour with units to check out				TBD

