



MASTER PLAN FOR THE END OF THE OREGON TRAIL • OREGON CITY, OREGON

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Oregon Trail
Oregon City, Oregon

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Amended May 1996

Funding for this study to amend the 1990 End of the National Historic Oregon Trail Master Plan
is provided by Regional Strategies through Mt. Hood Economic Alliance and Oregon Trail Coordinating Council

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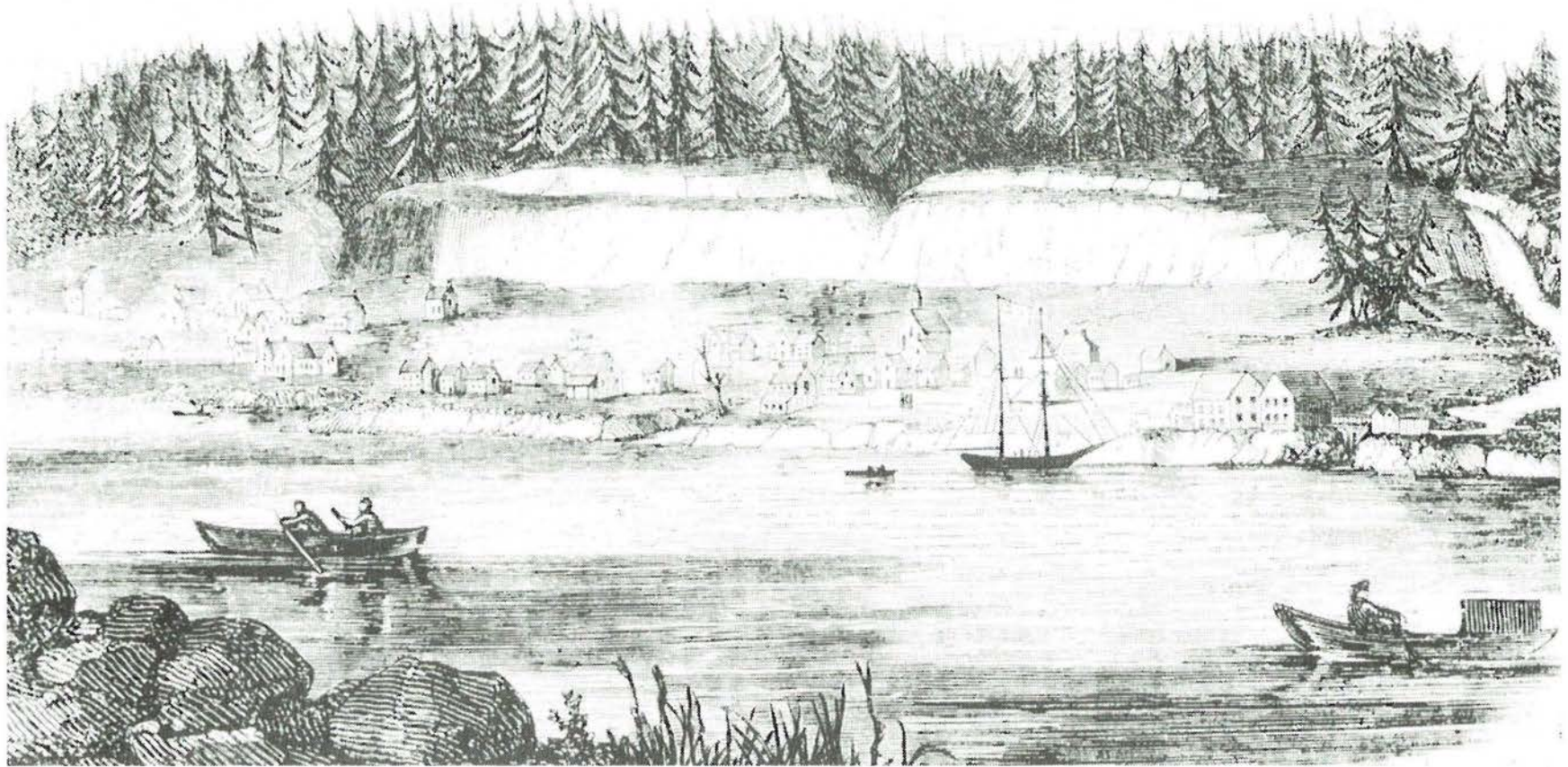
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I. FOREWORD



Oregon City from west bank of Willamette River.

FOREWORD

The National Historic Oregon Trail (and its most western segment, the Barlow Road) is a 2,000 mile monument to the human spirit. In the 60 odd years of its use, thousands of Americans headed west, first for fur, then as missionaries, and finally for land. Between 1841 and the turn of the century, over 300,000 Americans of all ages and walks of life sold most of their worldly possessions, piled what was left in a wagon and set off on an epic journey.

The odyssey would take five to six months across some of the harshest and most hostile territory in the world. One of ten would fall victim to disease or injury along the way. Many were buried in the Trail itself to protect their grave from scavenging animals.

The Trail, at least in part, followed existing Native American trails and was first traveled by Robert Stewart following the fur trade on behalf of John Jacob Astor. Travel was limited until 1834, when Jason Lee, and then Marcus Whitman, came west to bring Christianity to the American Indians. Reports from these missionaries greatly stimulated eastern America's interest in the rich land awaiting them in Oregon, especially the Willamette Valley.

The first organized party of emigrants set out in 1841 under the leadership of John Bidwell. They were the first in a trickle of emigrants that would swell to a flood in the years to come. The generally recognized start of significant movement west has been established as 1843.

The Oregon Trail directed the flow of westward expansion and was of paramount importance to the Euro-American settlement and development of the Pacific Northwest. In Oregon, its overland route (generally Interstate 84 and Hwy 26) has remained a principal course of east-west travel to the present day and provides a diverse range of terrain and historic interest, e.g., the rugged Blue Mountains crossover in northeastern Oregon; the dry plateau area between Pendleton and The Dalles, the perilous Cascade Mountains/Columbia Gorge section; and the geographic end of the Oregon Trail in Oregon City where Euro-American settlement of the Willamette Valley began.

The U.S. congress memorialized the vital role the Oregon Trail played in our nation's history in 1978, when the Trail was designated a National Historic Trail (National Trail System Act, P.L. 95-625, as amended). The intent of the public law was to designate the primary route of the Oregon Trail, extending full length between Independence, Missouri and Oregon City, Oregon. This route is based upon travel which occurred during the period 1841-1848, and included the 110-mile Barlow Road, developed in 1846 between The Dalles and Oregon City.

In August 1981 the National Park Service, an agency of the U.S. Department of Interior issued its three-volume document, *Comprehensive Management and Use Plan: Oregon National Historic Trail*, identified Oregon City in Clackamas County as the true

and correct End of the National Historic Oregon Trail.

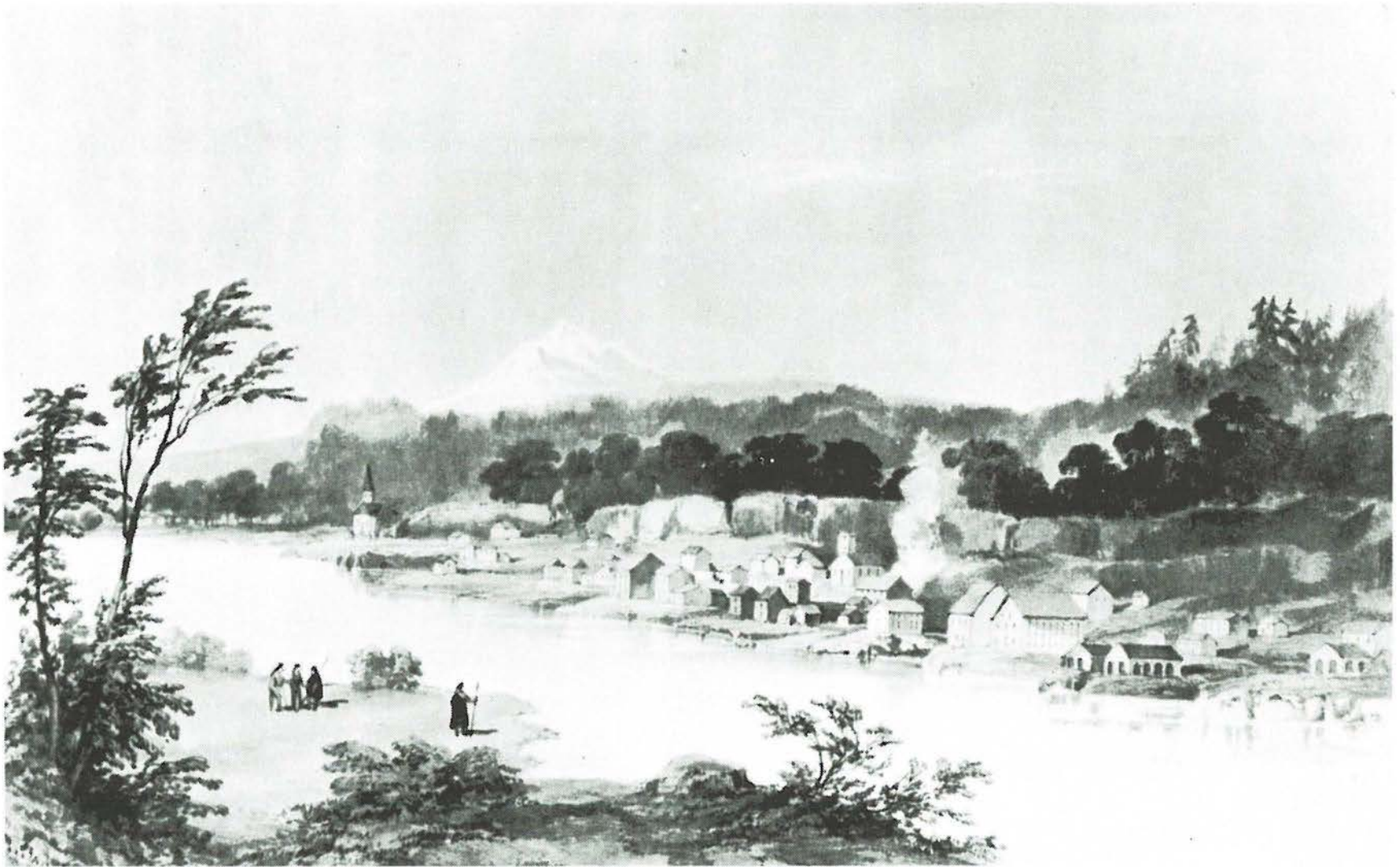
The purpose of the Master Plan Revisions for the End of the Oregon Trail Center is to review and modify the theme and interpretive content, overall design concepts, capital construction costs, and schedule for implementation of the 1990 End of the Oregon Trail Center Master Plan. The revised master plan was prepared by SMH Architecture, PC and a multi-disciplinary consultant team in collaboration with the Oregon Trail Foundation, Inc., the County of Clackamas, and the City of Oregon City.

As a unique heritage visitor attraction, the End of the Oregon Trail Interpretive Center and Outdoor Living History Museum will further bring to life the vivid stories of the first people in the area – the Native Americans, of the Hudson's Bay Company, and of the hardy emigrant pioneers who struggled over the Oregon Trail to reach Oregon City, the end of the Trail, the place of promise and new beginnings.

Following publication of the End of the Oregon Trail Center Master Plan the City of Oregon City and Clackamas County approved and accepted the document in December 1990 as a policy guide and basis for further development.

Subsequently, design guidelines for the End of the Oregon Trail Historic District have been prepared and are awaiting adoption. In June 1995, Phase one of the End of the Oregon Trail was completed and dedicated featuring a multi-media educational experience, history exhibits, and museum store.

II. SUMMARY



Oregon City in 1845 painted by H. Ware.

SUMMARY

Between 1841 and the turn of the century over 300,000 Americans of all ages loaded their belongings in wagons to begin the five to six month epic journey over the Oregon Trail.

In 1977, nearly 140 years later, Congress designated the Oregon Trail as a National Historic Site and National Historic Trail with its beginning in Independence, Missouri and its terminus at Oregon City, Oregon. In 1988, the Governor's Oregon Trail Advisory Council prepared a report which recommended the End of the Oregon Trail at Oregon City in Clackamas County as a national historic site and the anchor of a four-center system across Oregon.

A unique national heritage attraction, the End of the Oregon Trail Interpretive Center and Outdoor Living History Museum will bring to life the vivid stories of the first people in the area and the role played by Oregon City and its Falls. The planning mandate of *The End of the Oregon Trail Center Master Plan* was to revise and amend the program for establishing a significant presence in Oregon City in recognition of the world's largest overland migration that began 150 years ago.

Primary planning objectives were to avoid oversimplifying, romanticizing, or trivializing the story of the emigrants experience. Historical accuracy and responsibility was determined to be imperative. In responding, the Master Plan presents the End of the Oregon Trail's theme, interpretive content,

site plan and components, schedules, and development costs.

An interdisciplinary Master Plan Team led by SMH Architecture, PC in cooperation with the Oregon Trail Foundation, Oregon City, and Clackamas County provided a two-phased work plan: Phase I – Program Review and public comment, and Phase II – Planning and Implementation. Public involvement and consensus was also seen as critical. Public participation sessions were held during each planning phase to gain public review, comments, and support.

Oregon City, with its downtown business district just south of the site, has over 20,000 residents and is 12 miles south of Portland which has a metropolitan population of over 1.5 million. Physically, the site is located near the confluence of the Willamette and Clackamas Rivers. Wooded bluffs provide the eastern and southern edges. The southern boundary is established by Abernethy Creek located at the foot of the southern bluff. Interstate 205 passes west of the site. A closed landfill occupies a majority of the site's eastern area and is available for reclamation. The site's primary significance lies with its historic association as the western terminus of the Oregon Trail, the main arrival area for emigrants and the homestead of Oregon's first provisional governor, George Abernethy.

Prior to settlement of Oregon City, the general area of the project site was bottomland or marsh and experienced periodic flooding. During the history of Oregon City and most recently in 1964 and 1996, the project area has been inundated with flood waters of

the Willamette and Clackamas Rivers and Abernethy Creek. The flood plain is a major design constraint for future project phases. Phase One was constructed one foot above the 100-year flood event, but in the 1996 flood still experienced 18 inches of flooding within the building.

In the 1990 master plan, economic analysis indicated that the existing residential and non-tourist market potential was strong for a well-executed heritage facility. In comparing local and national attractions, the steady state attendance for the completed End of the Oregon Trail Interpretive Center is projected at 350,000 to 400,000 visitors.

In the planning of interpretive centers, the highest imperatives are visitor needs, expectations and enjoyment. Towards these goals and in the interest of producing a self-sufficient complex, several functions or components as areas of visitor interest were recommended (as follows).

MASTER PLAN COMPONENTS

The project components listed below are necessary to create the sense of historic place, provide a positive visitor experience, and attempt to establish a self-sustaining heritage institution. The combination or mix of these elements would create a heritage center that is unique in the United States.

In order to achieve the Master Plan goals and to create a truly unique education-recreation experience, the following plan elements are recommended

for the End of the National Historic Oregon Trail Center:

1. *EOT Interpretive Center:*
A visitor facility, center, or museum which employs an array of educational "delivery" devices or media to interpret the history of early Oregon and the Oregon Trail era. This is a "gated" operation with an admission fee.
2. *EOT Center, Phase I:*
Existing 10,000 s.f. interpretive center that presents the history of the Oregon Trail and its terminus in Oregon City. The story is presented through a combination of mixed-media, audio-visual productions, minor static exhibits, and a museum store. Phase I was conceived as a transitional use until more substantial facilities are designed and constructed in future phases.
3. *Living History:*
An outdoor and indoor educational experience in which interpreters or role players dressed in period clothing and performed typical daily activities, simulate this period of Oregon history. This operation is "gated", working in conjunction with the Interpretive Center education program.

4. *Outdoor Amphitheatre:*

A highly functional outdoor arena which is reserved for a range of historical outdoor dramas, pageants, concerts, performances, lectures, and other programs. This is a seasonal operation with a "gated" program.

5. *EOT Administration/ Education Facility:*

The eventual popularity and success of the End of the Oregon Trail Center and its educational programs will allow school groups, teachers, and adults to participate in heritage-related, hands-on activities as part of the educational mission of the Center. Conversion of existing facilities within the area could potentially provide an administrative headquarters, education center, and maintenance center for the End of the Oregon Trail Center. Another option is co-location with the Regional Visitor Center.

6. *Historic and Open Spaces:*

Landscape Restoration of a historic landscape that is representative of the period and the natural environment that was known to local Native people. Restoration would be accomplished through re-introduction of native plant communities and elimination of non-native plant species where appropriate. This provision supports the preceding plan

element and encourages preservation and development of public open areas and greenways along the water edges and surrounding bluffs, to ensure continuity of public passage and enjoyment. Specific provision is made for restored wetlands and bottomlands that are integrated within the overall setting, most directly with the outdoor living history elements. Ethno-botany interpretive programs could examine the diverse array of food and medicinal plants used by the local tribes. Re-introduced plants would include native species such as the wapato that was a basic food source.

7. *Group Cookout:*

Area(s) for group rentals set aside for catering parties; reserved for activities such as company picnics. Cookout areas would be unique settings and seem remote or secluded. They could be accessible by covered wagon shuttles. This operation is also a revenue source.

8. *Emigrant Park:*

A community open space with historical markers that designate the End of the Oregon Trail as a national historic site. The open space could also commemorate the journey of overland emigrants with areas designated for quiet contemplation, relaxation, public ceremonial events, and civic gatherings.

9. *Pedestrian Environment:*
Appropriate scale of pedestrian spaces and the use of materials and street furniture in support the overall design theme of historic period.
10. *Regional Visitor Center:*
Visitors would receive information on area attractions and services in Oregon City, Clackamas County, and the State of Oregon.
11. *Programming and Special Events:*
A range of educational programs, workshops, seminars, and hands-on activities about Oregon frontier life along the Oregon Trail and in Oregon and the Pacific Northwest. The Education Department of the Center would create and direct these programs. Special programs would be developed for schools and tour groups. The space needs for this master plan element are not related to one specific building, but are distributed throughout the Center's complex.
12. *Trail Encampment:*
An educational program set in a more rugged remote area. Visitors would experience aspects of frontier life on the trail or at one of the remote historic homesteads in the area. The camp would allow a diverse group of individuals (with an emphasis on youths) to enlist for a journey back in time.

Research on comparable attractions (see Appendix B) suggests that facilities which have a good mix of these components, the commitment of the community, and which operate in a business-like manner can perform very well financially and not have a great dependence, if any, on public subsidy. Using the low-end projections of 350,000 visitors per year scenario for revenue structure, it is likely that 80% of the revenue structure could be provided by visitor spending, 15% by non-governmental support, and the remaining 5% from endowments, services in-kind, investment revenues and other like sources.

The preliminary estimate of the capital cost of the End of the Oregon Trail Center is \$11,769,982. The Center can and should be designed so that an operating surplus would be generated to allow for new exhibits and to create an investment fund. The Trail Encampment, and Group Cookout components are expected to provide additional funds to support the Interpretive Center/Outdoor Living History. Thus, the facility and its components, set up wisely, could operate financially on very solid footing.

The community economic impact of the next phases of the project would include significant one-time construction-related jobs, visitor expenditures on-site and off-site, facility operation jobs, and the consequent ripple effect for the first round of spending.

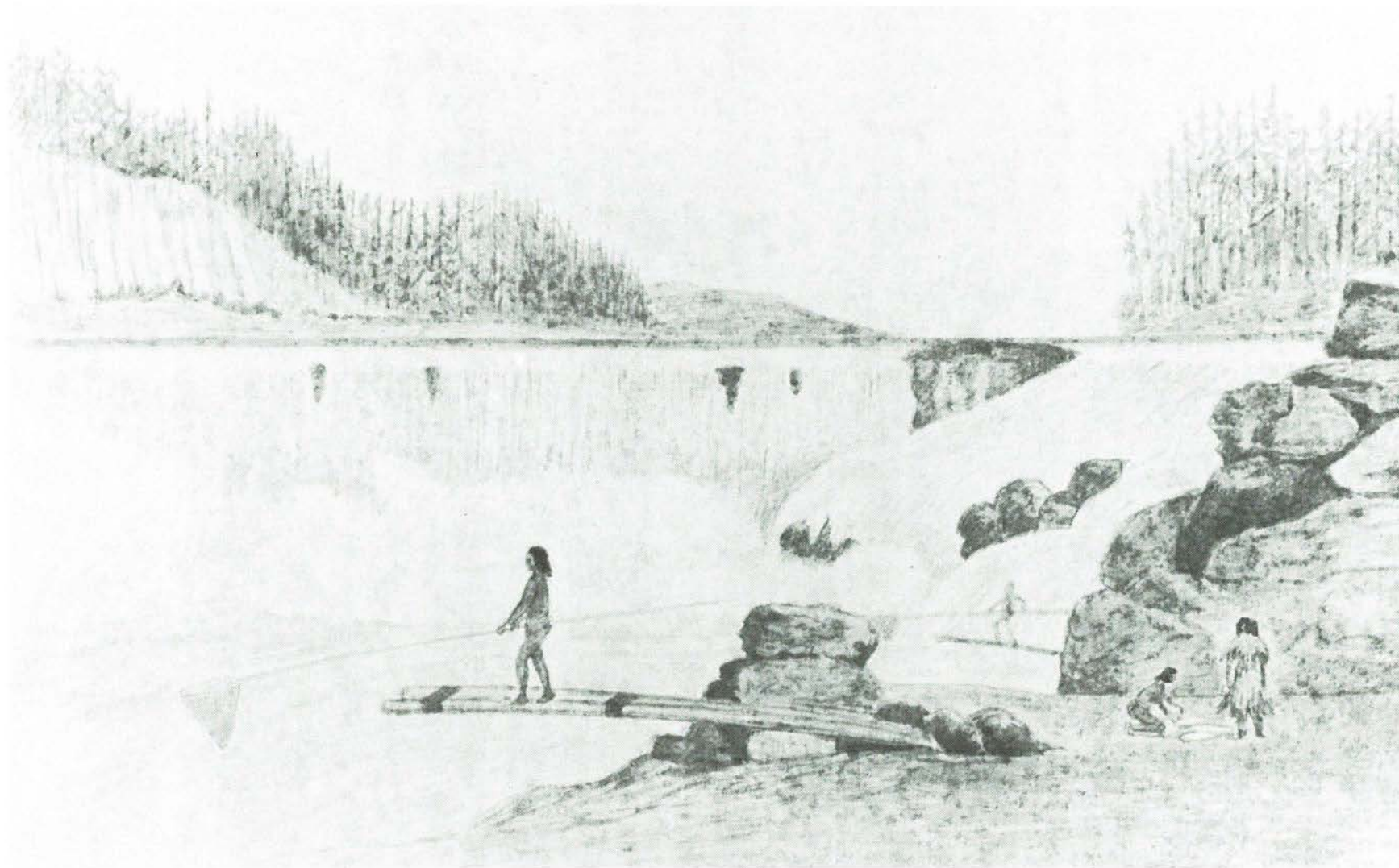
The Oregon Tourism Commission states that in 1995, direct visitor spending reached \$4.1 billion as people enjoyed the state's cultural and natural history sites

and facilities. Employment within the tourism has risen 33% since 1990 to 65,000 people in 1995. The visitor industry payroll now totals \$831,200,000. Oregon welcomed more than 10.2 million out-of-state visitors in 1995 with in-state visitors totally 16.3 million. The End of the Oregon Trail Phase One opened in mid-1995, to realize 60,000 visitors and \$600,000 in earned income.

Capital facility funding is expected to come from governmental sources including federal grants, federal sponsorship, state grants, and local/regional governmental funding; and private sources including private foundations, private grants, and donated services.

In summary, a rare opportunity exists in Oregon City to create an historical interpretive center and outdoor living history museum of national significance. The End of the Oregon Trail Center has the potential to not only teach resident Oregonians and visitors alike, but with the mix of components recommended, has the potential to be a self-sufficient entity that would provide substantial one-time and recurring economic benefits to the Oregon City greater community and the State of Oregon.

III. INTRODUCTION



Indians fishing on springboards with dip nets at Willamette Falls in Oregon City, 1841.

PLANNING MANDATE

The cultural heritage of Oregon City and Oregon predates the arrival of Euro-Americans. Native American activity at the "great falls" of the Willamette River at Oregon City has been traced back more than 3,000 years. In recent history, the Native American culture that developed and thrived in this area and throughout the Pacific Northwest, was forever altered with the arrival, occupation, and settlement by Euro-Americans. Today, Native people are still active at the Falls in gathering of eels.

Oregon City has played a central role in the more recent historical development of Oregon and the Pacific Northwest beginning with the early fur trading days of the Hudson's Bay Company and Chief Factor Dr. John McLoughlin, to Oregon's territorial status and eventual statehood in 1859. Oregon City was founded by McLoughlin in 1829.

The reports of "Eden" in the Willamette Valley along with McLoughlin's efforts at settlement and commerce ultimately focused national attention on Oregon City as a destination and a place of free land and new beginnings.

Beginning in the early 1840's, waves of optimistic emigrants endured hardship for five months over 2,000 miles of the Oregon Trail to reach Oregon City in pursuit their dreams. Approximately 300,000 emigrants began the trek, the largest overland migration in history. Ten percent did not survive the journey. Those who did settled in Oregon City and throughout the West.

As the original capitol of the Oregon Territory, Oregon City became the early focus of trade and commerce. In 1845, Oregon City became the first incorporated city west of the Missouri River. Oregon City, at the head of the Willamette Valley became a place of rapid change and historical consequence.

The End of the Oregon Trail Center will tell the dramatic story of emigrant experiences on the Oregon Trail and of frontier life in the Oregon Territory beginning in the 1840's. The Center will also interpret the story of the first people, the Native Americans, in the area of the Willamette River and their relationship with trappers, missionaries, and arriving emigrants, as well as the subsequent treaty and reservation period.

A rare opportunity exists in Oregon City to create an historical interpretive center and outdoor living history museum of national significance in the public consciousness. Mention of the Oregon Trail evokes a diversity of images in the public mind of restlessness, perseverance, tragedy, and opportunity.

The National Trail with its terminus at historic Oregon City is a singularly unique event in the settlement of the American West. As Oregon Trail historian Stephen Dow Beckham has aptly written, "The slender trace of its route, which traversed the continent served as a conduit for thousands of pioneers and a testing place for their ideas, institutions, and commitments."

The current planning mandate required revision and amendment of the 1990 *End of the*

Oregon Trail Master Plan as a refinement of the original facility program for establishing a significant presence in Oregon City in recognition of the world's largest overland migration that began more than 150 years ago. To that end, the Master Plan Consultant Team in collaboration with the Oregon Trail Foundation, Clackamas County, and the City of Oregon City was directed to develop a master plan update for the End of the Oregon Trail Center that would provide the theme, program, design, and implementation program for a world-class interpretive center and outdoor living history museum.

In relating the power and drama of the Oregon Trail story, historical accuracy and responsibility was identified as critical, if not mandatory. An agreed upon objective was not to over-simplify, romanticize or trivialize the story of the experience of the emigrants. These pioneers and events surrounding them should be portrayed accurately, depicting heroes as well as scoundrels, achievements as well as failures, with a clear eye to accuracy. The interpretive mandate calls for historical integrity, for an engaging, provocative presentation of the drama of Oregon history at the end of the Oregon Trail.

The overall thematic approach recognizes a conceptual duality: the final *Arrival* and the *New Beginning* for emigrants in Oregon City and the Oregon Territory. The End of the Oregon Trail Center should celebrate the national fervor of westward expansion, the adventure along the Oregon Trail, the long-awaited arrival at Oregon City on the Willamette River, and the eventual dispersal

for many into the Willamette Valley. The focus and emphasis would center on the 18 year period of 1841-1859, i.e. from the recognized start of the mass movement of emigrants and to eventual Oregon statehood. Consideration will be given to succeeding decades with the impact of the transcontinental railroad era for expanded storyline opportunities.

An important story that should also be accurately and honestly represented is that of the first people to inhabit this region, the Native Americans, whose presence predated the arrival of white explorers by several thousand years. Additional thematic opportunities such as the early fur trade activities of the Hudson's Bay Company are more fully detailed in the body of this document.

PLANNING PROCESS

In response to the planning revisions mandate issued by Oregon Trail Foundation the inter-disciplinary Master Plan Consultant Team embarked upon a two-phased work plan: Phase I - Program Review; Phase II - Planning and Implementation.

PHASE I - PROGRAM REVIEW

Phase I planning work proceeded with a one-day Concept Review Workshop during which the 1990 project's goals, objectives, theme, story organization and preliminary program content were reviewed and analyzed, in view of events that have transpired in the past five years.

Workshop participants represented a diversity of disciplines, including historians, business leaders, local government representatives, among other interested people, thereby ensuring breadth and balance in viewpoints. The resultant workshop proceedings provided the basis for subsequent programming, planning, and design endeavors in Phase II.

Concurrent with concept review work were public opinion review, facility program analysis, site suitability analyses, and discussions of land ownership and consolidation within the End of the Oregon Trail district. Public involvement and consensus in the planning process was perceived as critical in developing a range of perspectives and a comprehensive

understanding of the End of the Oregon Trail Center and its potential.

Public input was elicited from a variety of groups and utilized a range of techniques that included several focus groups, exit interviews, surveys, and public meetings. The master plan draft was circulated within the greater Oregon City community at numerous strategic locations to further encourage citizen involvement through review and comment. Public notices in local media were provided to alert citizens of times and locations for master plan draft review. The findings were incorporated in the body of this report as appropriate.

Public participation sessions were held for public review and comment on the Master Plan as it progressed and before it was completed. The planning process and work was also publicized frequently in the local and regional press.

PHASE II - PLANNING AND IMPLEMENTATION

The second phase work consisted of synthesizing conceptual solutions for physical facilities and operations from Phase I review and public comment. The End of the Oregon Trail steering committee input and physical design planning efforts were carried on concurrently to produce conceptual solutions for site and facilities design, with probable exhibit and construction cost, and an implementation program and schedule. A new planning and design boundary was established

that more clearly delineated the project study area than in the 1990 plan.

Conceptual design studies addressed transportation systems, access and parking, pedestrian circulation along with street amenities, landscape systems, visitor services, and accessibility for disabled visitors. Preliminary design guidelines were reviewed for the overall historic resource district of the End of the Oregon Trail Center. Specialized needs for performances of historic pageants, lectures, and concerts in an outdoor amphitheatre were also discussed.

Group activities for cookouts or trail encampments were also addressed in on-site and off-site locations. The Implementation Chapter of the report sets forth project phases and project budget.

MISSION STATEMENT

To preserve culture and educate the public about the people at the End of the Oregon Trail – their history, heritage and spirit.

GOALS & OBJECTIVES

In recognition of the Oregon Trail as a designated national historic resource and significant heritage tourism draw, the following major planning goals and objectives were identified as paramount for an historical education center at the End of the Oregon Trail.

GOALS:

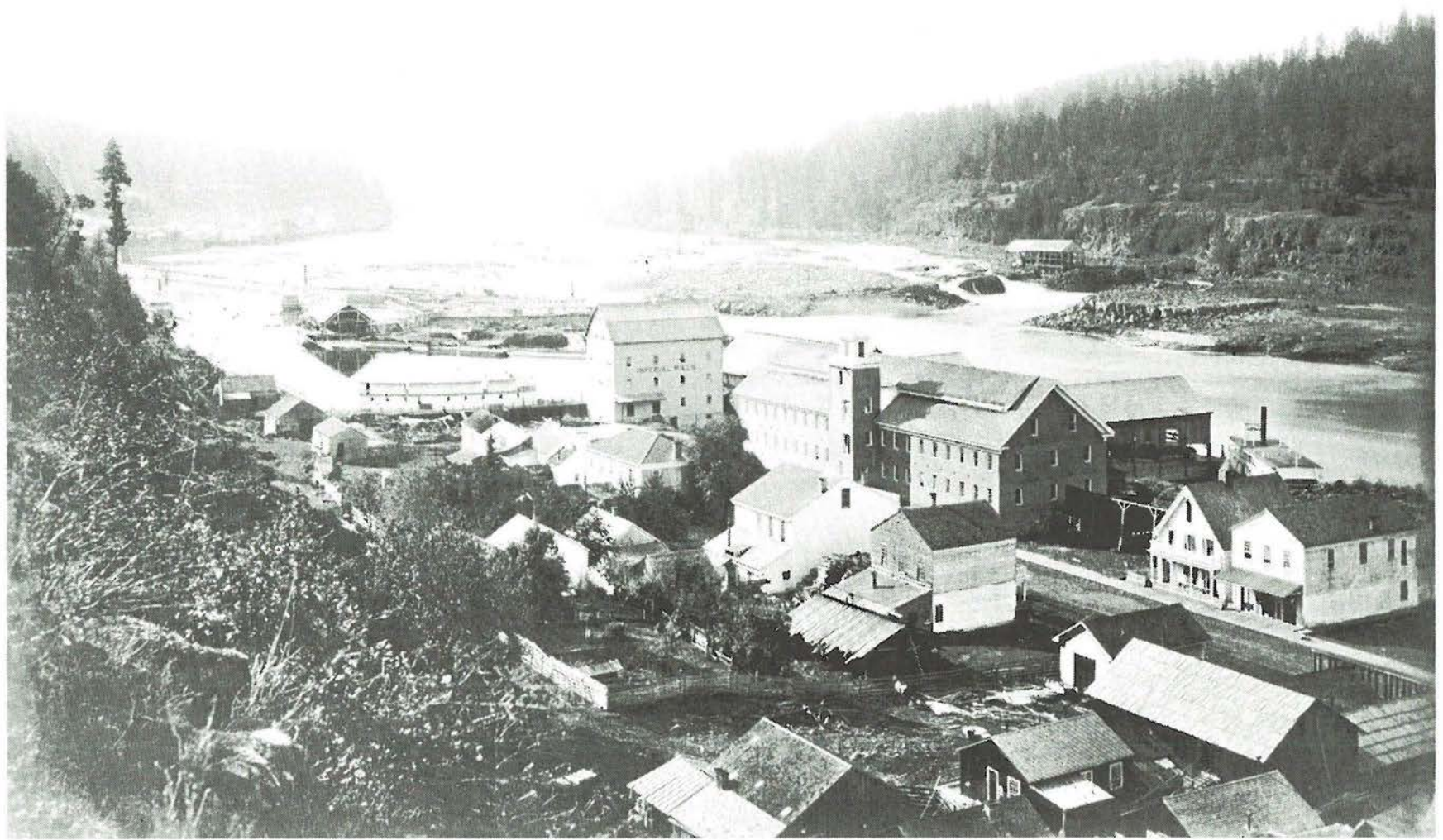
- To establish national significance and presence.
- To realize historical responsibility, accuracy and authenticity.
- To create an engaging environment that is conducive to learning.
- To create and operate a self-sustaining cultural heritage facility.

OBJECTIVES:

- Optimize financial relationship between the public and private sectors for development and management.
- Coordinate programs with other interpretive centers along the entire Trail and within Oregon.

- Enhance the image and promote the revitalization of historic Oregon City.
- Consider a 10-15 year, implementation program to achieve a comprehensive development and critical mass.
- Mandate historical responsibility and accuracy in the overall historic center, its exhibits, and its programs.
- Create an interpretive center that engages the mind and the senses.
- Capitalize on outdoor living history as a compelling education medium.
- Create an appropriate physical design aesthetic that responds to the site and Oregon's architectural heritage.
- Develop site relationships with the Willamette River, Clackamas River, and Abernethy Creek and develop connections that unify the whole site.
- Dramatize the visitors' sense of arrival to a unique place of national importance.
- Promote and market the End of the Oregon Trail Center as a national historic resource and a heritage tourism destination.
- Establish national historic site designation.

IV. PLANNING CONTEXT



Oregon City at Willamette Falls, 1867.

THE OREGON TRAIL IN OREGON

The National Park Service has designated the Oregon Trail as **one of four national historic trails** in the United States. In 1981, the Park Service identified two staffed visitor interpretive centers for the Oregon Trail - one in Independence, Missouri, the beginning of the Oregon Trail; the second in Oregon City, the terminus of the Trail and the place of new beginnings in Oregon history.

In 1988 the Governor's Oregon Trail Advisory Council prepared a report entitled, "Our Oregon Trail - A Report to the Governor." Within the report, the Council recommended the Oregon City terminus, a National Historic Site, as one of four interpretive centers along the Oregon Trail in Oregon. Each would tell a story that is unique to its location on and significance to the Oregon Trail. The Oregon Trail story would be coordinated among all four. The four centers would be sited along the Oregon Trail at Baker City, Pendleton, The Dalles, and Oregon City - the official end of the Oregon Trail. In June 1995, Phase One of the Oregon Trail opened its doors to a 10,000 sf facility that presents the End of the Oregon Trail story via multi-media presentations, interpretive exhibits, and living history.

Ultimately, the Oregon City facility will provide expanded facilities and exhibits that provide a comprehensive overview of the entire Oregon Trail for visitors, but will most importantly concentrate on people and events unique to Oregon City, the Oregon Trail's terminus.

The End of the Oregon Trail Center celebrates and interprets the overall adventure of the Oregon Trail, the alternative routes of the Columbia river and the last 110 miles of the Barlow Road, the emigrants' long-awaited arrival at Oregon City on the Willamette River, and their eventual dispersal into the Willamette Valley and points beyond. The interpretive approach in the Master Plan thus recognizes the conceptual duality of the final arrival and new beginning for emigrants in Oregon City and the Oregon Territory.

METROPOLITAN AND OREGON CITY CONTEXT

Oregon City, central to Oregon and Pacific Northwest history, is today a growing community of over 19,000 people. With its origin at the Falls of the Willamette River, Oregon City is approximately 12 miles upriver from Portland, the cultural and economic center of Oregon. Portland is the second most populated metropolitan region in the Pacific Northwest with over 1.5 million metro residents.

Oregon City along with neighboring cities of Gladstone and West Linn comprise the "Tri-Cities area" in southeast metropolitan Portland with a combined population of over 50,000 people. Oregon City is the county seat for Clackamas County, one of the most populous and rapidly growing counties in Oregon.

In the west coast context, Portland and Oregon City are located on Interstate 5 and Interstate 205 respectively, the major north-south freeway system reaching from southern California to Vancouver, B.C. Eastern sections of the Pacific Northwest region are connected to the metro area by Interstate 84. Portland International Airport serves the volume of visitors from Pacific Rim countries and the United States.

The End of the Oregon Trail site in Oregon City is highly accessible by private automobile, bus, public rail transit, bicycle, and to a limited extent, water transit. Interstate 205, which abuts the project area, is one of the most heavily traveled segments of

the interstate freeway system in Oregon with over 100,000 vehicles daily passing downtown Oregon City. State highway 99E, historically a major north-south transportation link, passes through downtown Oregon City. From the south, OR 213 connects with I-205 and defines the eastern edge to the site of the End of the Oregon Trail.

Flowing north, the Willamette River connects Oregon City and Portland. Instrumental in the economic development of Oregon, the Willamette River flows past numerous historic sites upriver and downriver from Oregon City. Water transit between Downtown Portland and Oregon City by steam-powered sternwheelers is a nostalgic means of transportation that is untapped and worth promoting.

Historically, the Willamette River and the Falls had been an attraction for Native Americans and Euro-Americans. The river with its abundance of salmon played a major role in Native American life and folklore. The potential power of the Falls for manufacturing was not lost to early settlers. Dr. John McLoughlin, Chief Factor of the British Hudson's Bay Company and others following, harnessed the Fall's water power to drive mill machinery. The Willamette River continued to play an important role in the developing commerce of early Oregon City and the Willamette Valley. River transportation by steamboat marked an important chapter in the economic development of Oregon.

In 1842, the area known today as Oregon City was platted and founded by Dr.

McLoughlin. Oregon City was first called Willamette Falls and renamed Oregon City by Dr. McLoughlin. With the creation of a new provisional government in 1843, Oregon City became the first seat of government and the first incorporated city west of the Missouri in 1845. Oregon City was also the continuous seat of government for Clackamas County since 1843. McLoughlin became an American citizen and was elected Mayor of Oregon City in 1851.

Oregon City is inherently rich in historical sites such as the McLoughlin House (National Historic Site), Oregon City Locks (National Historic Site), historic districts, and countless National Register properties. Oregon City is also associated with the Barlow Road, the final leg of the Oregon Trail and one of the best-preserved segments. The federal section of the Barlow Road, 40 miles east of Oregon City, is recognized as a unique cultural resource because it is well-preserved, and has designation on the National Register of Historic Places. It is administered by the Mt. Hood National Forest, U.S. Forest Service.

Oregon City is characterized geologically by three distinct basalt terraces or benches. The basalt terraces along the Willamette shaped the eventual development patterns of the emerging city as it grew to the north and onto the upper terraces. The lower terrace is the site of the original Oregon City plat by McLoughlin and the present downtown business district. This area abuts George Abernethy's donation land claim that contains the probable emigrant arrival site

and the last hundred yards of the Oregon Trail.

As the early city prospered, the central business district grew to the limits of its natural physical boundaries. Today, the downtown business district remains constricted by the basalt terrace and the river. Downtown Oregon City is largely intact with a number of historic structures still remaining.

The north-end business district lies between the historic downtown core and the End of the Oregon Trail site. North-end Oregon City remains under-developed and has been identified by city officials as an area in need of restoration and economic revitalization. At this time, the City is embarking upon a regional center master plan that will address a range of planning issues affecting the north-end as well as the greater downtown Oregon City context.

Due to its industrial suburban nature and former use as a regional landfill, the End of the Oregon Trail project site is undistinguished. However, the site remains a relatively open and valuable expanse of former river bottom-land, cradled by wooded bluffs. Mt. Hood provides a distant backdrop. The site is also evocative of the earlier frontier landscape.

The site's primary significance lies in its historic association as the western terminus of the Oregon Trail, the main arrival area for emigrants and the homestead of Oregon's first provisional Governor, George Abernethy.

Today the site's extensive usage and largely reclaimed landfill space enables the capture of this historic association. The area

also contains End of the Oregon Trail Phase One, Clackamas County office and public works facilities, and a number of private business enterprises and residences. A few residences are of national register quality. The site is also in proximity of historic Oregon City's north-end business district, which has potential heritage tourism related businesses and visitor services.

SITE AREA: END OF THE OREGON TRAIL

Physically, the greater site area is demarcated by the confluence of the Willamette and Clackamas Rivers and more immediately by the surrounding densely wooded bluffs at the eastern and southern edges. The southern boundary is established by Abernethy Creek located at the foot of the southern bluff slope. From its elevated location I-205 offers views of the End of the Oregon Trail Center site and Phase One facilities. However, the freeway also presents an undesirable acoustic side-effect from vehicular travel. The freeway also is one of the most heavily traveled interstate sections in western Oregon and provides an excellent opportunity for convenient access by both resident and tourist populations.

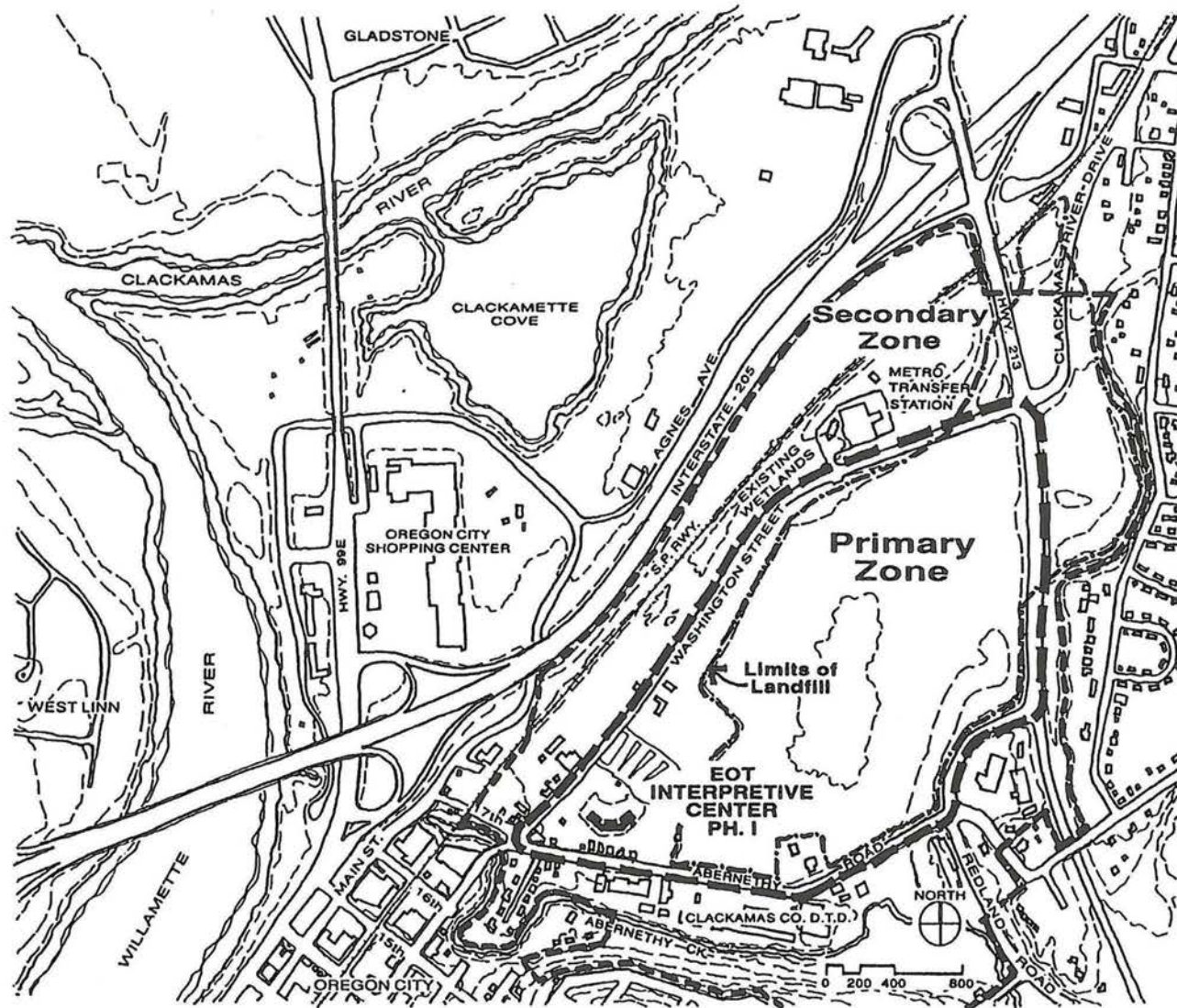
Clackamette Cove, a 30-acre inlet of quiet water off the Clackamas River and west of I-205, is also a significant project amenity. Referred to in 1990 Master Plan as Parker's Lagoon, the cove is a result of excavation/dredging work that provided an aggregate base for the adjacent Oregon City Shopping Center above the flood plain. A large portion of the cove site lies below the 100-year flood elevation. The flood of February 1996 inundated the section of Oregon City as well. Private interests are exploring development options for mixed-use facilities around the cove. If developed, the mixed-use complex should provide valuable visitor services for the End of the Oregon Trail Center.

Significant public open space and greenways are found along the edges of the

Willamette and Clackamas Rivers, at Clackamette Park, and at the wooded bluffs, adjacent to Abernethy Creek.

The development of the greater site area for the End of the Oregon Trail is complicated by a patchwork of public and private ownership and scattered industrial and commercial uses. Those uses that remain in operation long term should be encouraged to upgrade their facilities and integrate into the heritage theme and program for the End of the Oregon Trail Center. Major existing uses likely to remain within the greater project area are the Oregon City Shopping Center, Val-U Inn Motel, Tri-Cities Sewage Treatment Plant, and the Metro Transfer Station.

Prior to settlement of Oregon City, the general area of the project site was bottom-land or marsh and experienced periodic flooding. During the history of Oregon City and most recently in 1964 and 1996, the project area has been inundated with flood waters of the Willamette and Clackamas Rivers and Abernethy Creek. The flood plain is a major design constraint for future project phases. Phase One was constructed one foot above the 100-year flood event, but in the 1996 flood still experienced 18 inches of flooding within the building.



END OF THE OREGON TRAIL CENTER - GENERAL SITE PLAN

V. MASTER PLAN



Oregon City as seen from west bank of Willamette River, 1867.

THE OREGON TRAIL: INTERPRETIVE POTENTIAL

The transit of the Oregon Trail was an epic moment in human history. No one had ever seen anything quite like it before. Tens of thousands sold out, packed up, and headed to the "sundown diggings" of the West. Between the 1840's and the 1880's, the Oregon Trail pulsed as a great artery of travel across North America.

Those who traversed its 1,924 miles sensed they were engaged in something special. Hundreds who had never before put pen or pencil to paper kept daily journals of their travels and experiences. Several hundreds more sensed the experience was a watershed in their lives and subsequently wrote or dictated their memories of life on the trail.

ON THE EVE OF MANIFEST DESTINY

The United States was restless in the 1840's. In the preceding 60 years the young nation had handily expanded across the Appalachians and Alleghenies, reached the Mississippi, and moved right on toward the Great Plains. Americans had settled in Mexican Texas, shoved far up the Missouri in the Rocky Mountain fur trade, and explored the sources of the Great Lakes.

Persons of genius had "invented" the means of permitting further expansion. Fulton's steamboats, multiplied by the dozens, plied the western waters and enabled farmers to get their crops to market. The Erie Canal tied the Atlantic Coast to the Great Lakes

interior. A burgeoning system of railroads promised to link the farthest frontier to eastern cities. Samuel F. B. Morse's telegraph confirmed that instantaneous communication was at hand.

The Panic of 1837 and subsequent economic dislocation fixed in the minds of thousands a determination to go somewhere else and start over. The lure of the Oregon Country caught the interest of many. They turned to the journals of Lewis and Clark, the report of William Slacum (who visited Oregon in 1837), the travel narratives of Samuel Parker (1836) and John Kirk Townsend (1839), and Washington Irving's *Astoria* (1836) and *The Adventures of Captain Bonneville* (1837).

Congress published in 1840 Robert Greenhow's *Memoir...on the Northwest Coast of North America* and in 1845 the exploration accounts of John C. Fremont and the U.S. Exploring Expedition. The latter reports contained scientific evidence of the fertility of the soil, mild climate, and bounty of the Pacific Northwest. Fremont's journal included detailed, strip maps showing the route of what was to become the Oregon Trail.

In short order the United States transacted its destiny. In 1845 it annexed Texas. In 1846 President James K. Polk forced resolution of the "Oregon Question." Great Britain withdrew to the 49th Parallel, leaving the Pacific Northwest open to American sovereignty and settlement. The United States then made war on Mexico and in the Treaty of Guadalupe-Hidalgo (1848) seized one-third of that nation's territory.

National designs and actions mirrored individual restlessness. America's pent-up energies to expand from sea to sea gained fulfillment. The stage was set for the great emigration.

STARTING OUT

The starting place was at the pioneer's doorstep. The "jumping-off" towns, however, gained fame as the places of beginning for the great journey. Starting in 1841, but more significantly in 1843, overland emigrants collected at Independence, St. Joseph, Kanesville, and other frontier communities.

They assembled in May, chafing for the end of spring rains and the chance to get moving. They formed wagon trains, elected officers, imposed military discipline, hired guides, and set out. Within days they split up, changed officers, hunkered up with like-minded individuals, and confronted the realities of a difficult, tedious journey of four to six months across the continent.

The Oregon Trail traversed some of North America's most diverse geography: Great Plains, Rocky Mountains, Snake Plateau, Blue Mountains, Columbia Plateau, and the Cascade Range. The route extended 1,924 miles across prairies, rivers, deserts, rocky ascents, sagebrush plains, forested mountains, and rolling tablelands.

The voices of the pioneers speak of the land, its beauties, and its dangers. Some viewed the "picturesque and sublime" aspects of nature through the eyes of Romanticism; others took a more common approach and

fixed names of places and things from home on rocks, rivers, and passes.

Many carried a heavy load of "intellectual" baggage: they brought their prejudices about Indians, blacks, and ethnic minorities with them to Oregon. They engaged in heroic actions but were an imperfect people, sometimes selfish, quarrelsome, and bigoted.

So why did they risk their lives, families, and fortunes to make the journey to Oregon? The answer lies in the complex matters of "push" and "pull" factors. The promise of free land legislation in Congress, difficult economic conditions, and seeming population pressure persuaded many to get moving. The glowing accounts of Oregon, preaching of missionaries returned from duty in the region, letters from friends, and the prospects of adventure fed the "Oregon Fever."

Then came word of the discovery of gold in California and successive rushes to new places in the Pacific Northwest. Complex factors and simple decisions contributed to the movement of thousands over the Oregon Trail into the Oregon Territory, a place not yet a part of the United State until 1859.

THE BARLOW ROAD: THE LAST LEG

When emigrants reached the crest of the Blue Mountains they often glimpsed, far to the west, the final challenge of their long journey. The snow-capped peaks of the Cascades loomed on the far horizon. Bone-weary, their cattle jaded and wagons shaken almost to pieces, the pioneers pressed on across the Columbia Plateau.

As they neared The Dalles, they faced a momentous decision. Should they risk the dangerous water transit of the Columbia Gorge? Or should they follow the wilderness trace opened in 1845 by Samuel K. Barlow and Joel Palmer across the southern slopes of Mount Hood? Many had no choice—they lacked the financial resources to hire Indians or others to assist them in descending the river. Thousands headed toward Tygh Valley and began the ascent of the Cascades.

The Barlow Road proved a major test. After paying their toll, emigrants entered the forest for an arduous ascent to Barlow Pass. Their route led via the watershed of White River to Summit Meadows. They found mud, rocks, dark stands of timber, and chill nights. Sometimes the rains had begun and in the higher elevations they were beset with snow. The livestock bellowed for fodder and found none. The emigrants cut willow and other "brouse," threw away possessions and even their wagons, and coped with steep descents, swift rivers, and despair.

Some did not survive and died just short of their goal. Thousands more, however, endured and came down the western slopes of the Cascades to the end of the trail. They liked what they saw. Oregon was a place of promise.

ARRIVAL IN OREGON CITY

Founded as a milling site by Dr. John McLoughlin of the Hudson's Bay Company, Oregon City was both the end of the Oregon Trail and central to Oregon's history. It was,

for a time, the metropolis of the Pacific Northwest. Oregon City was the site where emigrants secured needed supplies, searched for winter shelter, and fanned out across western Oregon to secure lands. The growing city became a point of commerce, industry, government, culture, and testing of old ways in a new land.

Oregon City served as the seat of the Oregon Country Provisional Government (1843-48), the seat of the Oregon Territorial Government (1848-52), the first seat of American Government in the Old Pacific Northwest, the site of the first Oregon Territory Legislative Assembly (1847), and the informal first capitol of the State of Oregon. Oregon City also was the publication site of the first newspaper on the West Coast (1846), initial location of the U.S. Army's Mounted Riflemen (1849), and location of churches, schools, lodges, and other cultural developments. Its mills produced flour, lumber, and jobs.

Oregon City possessed a unique location. It was the crossroads of pioneer Oregon. Those who entered the Willamette Valley passed through the town. Farmers who wanted to sell their crops and livestock came down the river or over the roads which converged on the community. Shippers pressed their vessels up the Willamette to provide a flow of manufactured goods from the East and the Orient to the retail shops. Oregon City craftsmen made tables, chairs, cupboards, tinware, and countless other essential articles and implements for everyday life. Seamstresses designed and sewed clothing, hats,

and bonnets. Women labored over hot stoves to produce meals in the community's boarding houses and hotels. The small community served as a hub of new settlement and institutional development.

THE FIRST OREGONIANS

The Oregon Trail pioneers found a land already tested and used by humans. For more than 12,000 years American Indians had resided in the Pacific Northwest. In quiet, gentle ways, they had used the land. Living with a subsistence economy, they hunted, fished, and gathered nature's free samples. Occasionally they left traces of their presence - an inscribed boulder, a midden of shells, bone, and fire-cracked rock, a stone cairn where a lonely adolescent had gone on a "spirit quest." They lived in harmony with nature and sought to understand her rhythms and ways.

The Willamette Falls served as a major meeting place for the Indians west of the Cascades. The fishery served as the primary attraction. The Clackamas and Clowewalla, bands of Chinookan-speakers, held the river below the Falls, while the Tualatin and Ahantchuyuk, bands of Takelman-Kalapuyan-speakers, resided above.

These Indians, residing in cedar and bark lodges, gathered along the river to catch salmon, sturgeon, and eels. They bartered hides, shells, foodstuffs, furs, and slaves. Their voices, recorded on wax cylinders early in the twentieth century, tell the old tales of the beginning of things and sing songs from

times which changed, forever, with the advent of Euro-American settlement. The arrival of the Euro-American immigrants, following preceding European exploration and fur trading periods, resulted in appropriation of Indian ancestral lands, treaty-signing, relocation to reservations, and in some cases termination of Federal recognition status.

FANNING OUT

Almost as soon as they arrived, many pioneers resumed their journey. For some, Oregon City was the end of the trail. For tens of thousands more, it was the stopping point only until they found work, located a land claim, or found kinfolk or old neighbors.

As early as 1843 the emigrants had pressed up the Willamette to the southern margins of French Prairie. By 1845 they were taking claims in the mid-valley on the Santiam and Mary's rivers. By 1847 they had reached the head of the valley and filed for lands on the coast and middle forks of the Willamette and the Long Tom Rivers. In 1849 some spilled over the divide into the Umpqua Valley and in 1850 settlement commenced at the mouth of the Umpqua River.

The fanning out was a natural process. The Oregon Donation Land Act drove the process and dispersed the population. Congress promised in 1850 a half section (320) acres to each settler, including women. Married couples thus obtained a square mile if they had arrived in Oregon by the end of the year.

An amendment in 1853 extended the law, under less generous terms, to 1855. The Donation Land Act both served as a magnet to draw settlers in a period prior to the Homestead Act (1862) and a means of scattering settlement. The size of the claim was far more than any individual or couple could possibly work. The land law drove the dispersal. So did opportunity.

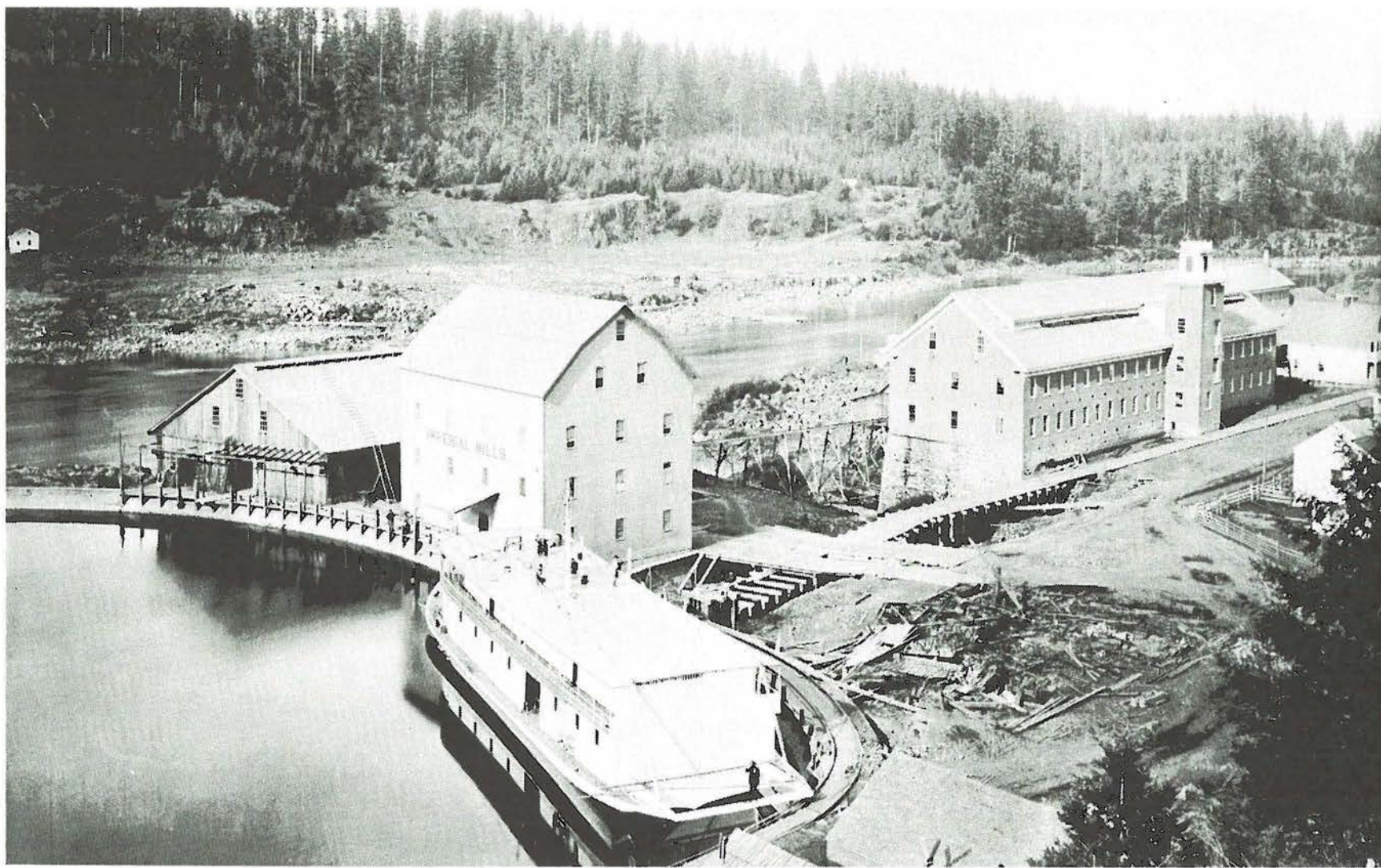
Overland pioneers grasped the potentials of Oregon. Some turned to logging and lumbering. They established water-powered mills, then steam sawmills, on the rivers. Those who knew the skills of shipbuilding established yards on the estuaries where they laid the hulls of a new generation of schooners and barkentines.

Some turned to mining, first in California, then in the new gold fields of the Pacific Northwest in the 1850's and the 1860's. Doctors, lawyers, and "drummers" gathered in the new towns, offering services and charging fees for their professional advice. Teachers taught school during the short summer term between planting and harvest.

OREGON: LAND OF PROMISE

The pioneers seemed driven. Lord Tennyson summed up that kind of motivation with his words "To strive, to seek, and not to yield." That determination moved a generation. Oregon gave freely and kept its promise. The Oregon Trail was a great "rite of passage," a measure of endurance and accomplishment. The end of the trail was a time of beginning. For many it was resuming

that which was familiar. For others it was starting on a new endeavor. Few left, and those who did often came back. No place else looked quite so good. Oregon, somehow, had gotten into their blood.



Oregon City Flour and Woolen Mills, below the falls, 1867.

INTERPRETIVE APPROACH AND ORGANIZATION

The Master Plan for the End of the Oregon Trail is intended to address issues such as interpretive content, facility siting and design, and to further provide an appropriate design and operational context.

The heart of the End of the Oregon Trail is the powerful and compelling storyline - the lure of the Oregon country, how the pioneers traversed 2,000 miles of the western American continent in the mid-1800's, what it was like to arrive in Oregon City at the end of the Oregon Trail, how and where the pioneers settled and farmed in the Willamette country, and their relationship with the Native Americans of the region.

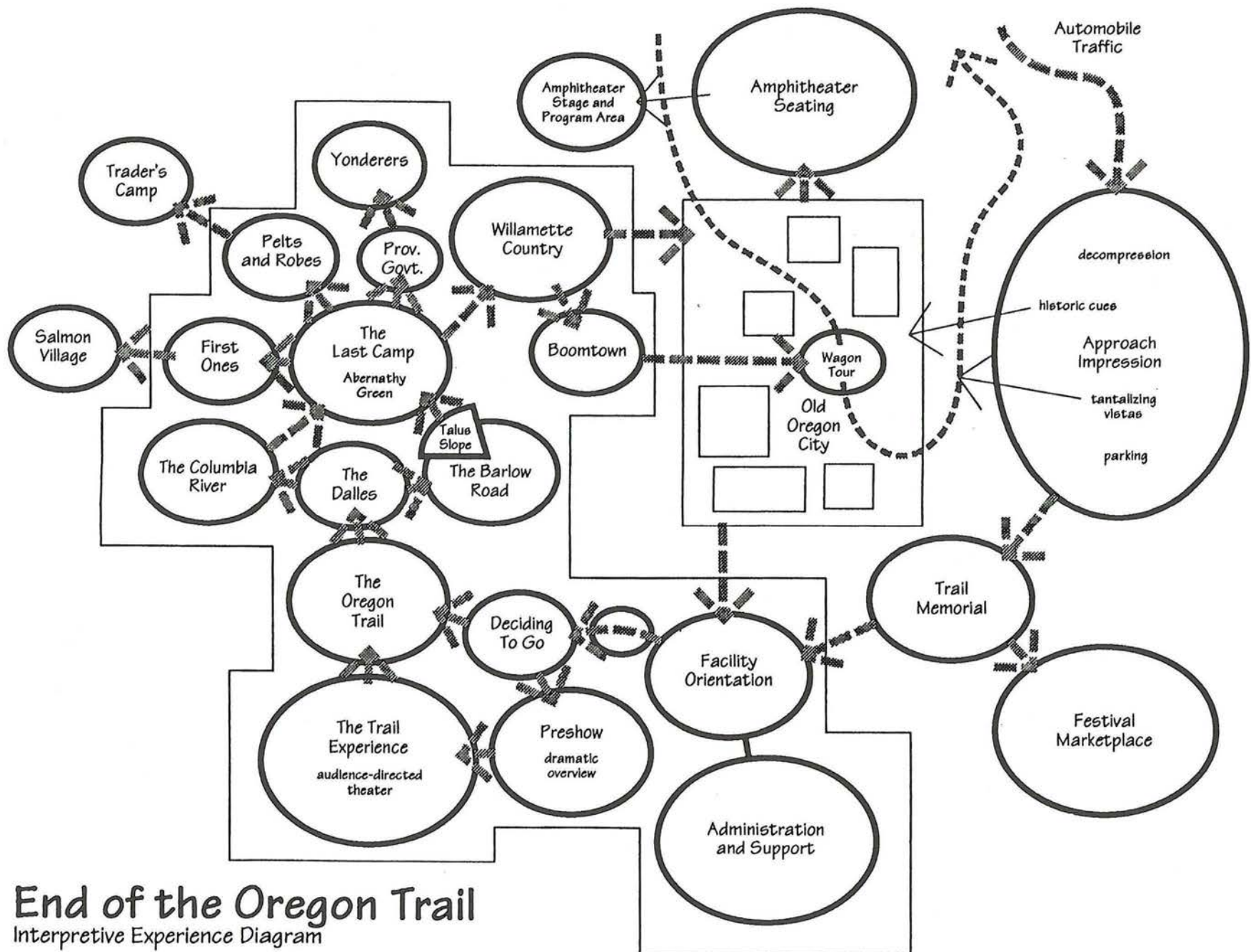
One of the highest imperatives in interpretive planning is to consider visitor needs, expectations, and enjoyment. The following narrative, an amalgam of experiences which visitors might encounter is based on that imperative, the established goals and objectives, and the wealth of ideas which have emerged through the master plan process.

Subsequent design phases and budget considerations will determine more concrete realization of the interpretive details. For now, this conceptual walk-through serves as an effort to express the historic significance of the Oregon Trail, early Oregon City, and the Willamette Valley through an engaging interpretive experience.

VISITOR APPROACH IMPRESSION

The End of the Oregon Trail interpretive experience begins off-site, on the major highways. Visitor anticipation will increase as glimpses of white-topped wagons and livestock trundling across the meadow are seen from adjacent highways. Visual experiences like the sight of campfire smoke from the outdoor living history area or the movement of wagon wheels will also add to the impression. The alluring landscape of the existing site already holds an immense attraction. This landscape will be enhanced by careful screening of intrusive contemporary buildings, slowly erasing cues of our contemporary world and replacing them with those of an earlier time.

After parking, visitors will find a feast of themed options within comfortable walking distance. They might explore the centrally located Emigrant Park, a commemorative community space dedicated to memory of the sturdy travelers who left their homes for new beginnings in the valley 150 years ago. Within the Park, commemorative plaques or markers engraved with emigrants' names will stir the imagination as visitors look for, and sometimes find, their own family name. From there, they can visit the Performance Amphitheatre, or the Interpretive Center with its indoor and outdoor program elements. All the facilities will evoke a delightful and realistic impression of mid-19th century vernacular architecture on an intimate human scale.



INDOOR ELEMENTS

Entering the Interpretive Center, a structure at once reminiscent of early Northwest vernacular wood architecture such as mills, barns, or homesteads, visitors orient themselves to the facility and the interpretive theme in the lobby. Thematic elements here might include sculptures, live interpreters, busking musicians, models, and trail and wagon scenes, as well as glimpses of Early Oregon City. Moving on to a smaller gathering area, visitors begin to immerse themselves in the story of the Oregon Trail with interpretation about the national context of mid-1800's and *Starting Out*.

Starting Out will give visitors two main keys to the exhibit: the Oregon Trail as a cultural conduit; and the importance of decision-making about and on the Oregon Trail, especially at trail's end. Like a "Venturi" phenomenon, thousands of people converged at "jumping off" towns, flowed along the trail compressing their lives, culture and dreams into a thin line of covered wagons, and poured it all out again into the Willamette Valley and points beyond.

As they considered individually the big step of emigration, they consulted with family members, neighbors, and others. When they arrived at a Missouri frontier town, they became a part of a larger company or wagon train where decision-making grew in complexity. Then, all along the trail, the emigrants faced tough choices which put in jeopardy their tight schedules, few possessions, and even their lives.

At the end of the trail the large groups broke up again, scattering into families and individuals who had to decide the larger question: What do we do now? Concepts such as tracing the flow of decision-making and allowing visitors to discover what happened when emigrants became settlers, will guide the interpretive set-up in *Starting Out*. Leaving this area, visitors might move to the central exhibits or opt to take in other educational offerings through a range of multi-media presentations.

Visitors might encounter an intriguing three-dimensional theme element running through the center of the exhibit area. A topographic scale model of the Oregon Trail, broken into physiographic sections, illustrates in three dimensions the length and hardships of the journey. Miniature wagons or light animation trace the emigrants' route from Missouri to Oregon City. By activating video touch screens visitors tune into wagon trains in that section and learn about life along the trail, such as creative wagon repair, loss of livestock, Indian encounters, and sudden death.

Quotes from emigrant journals provide an ample supply of harsh, humorous, and historic facts. Overhead banners might indicate miles passed and days out. The Oregon Trail overview provided by this topographic element will complement the theatre experience, and lead naturally to an exploration of another major decision point near the end of the Trail: *The Dalles Decision*.

Here visitors, much like their emigrant counterparts, choose to take either the *Barlow Road* or the *Columbia River* adventure. One idea for this area involves dynamic kinesthetics. In the *Columbia River* area, they see real water combined with a painted backdrop to represent an inlet along the bank. As the water slaps and sloshes, it might toss about a crumbling raft with a worn wagon on top. A riverboat scene could be depicted using real water, or perhaps a portage railroad diorama dominates the area.

As an alternative, budget and space permitting, a "dark ride" could be built to carry visitors along on rafts or in canoes. They would float past islands of light which illuminate Indians looking down from the bluffs of the Columbia Gorge or terrified emigrant travelers descending the rapids of the jagged rock outcrops.

If visitors choose the *Barlow Road*, they enter the Cascades Range, the world of treacherous hills, early snows, narrow tracks, and the heartstopping talus slope of Laurel Hill. Dimly lit and shadowy with dense forest, figures at the top of a talus slope appear to lower a wagon down a steep and rocky incline. With tree branches tied to the rear axle as a brake, the wagon, nearly empty and stripped down to the essentials, slowly descends the hill. As in the river exhibit, a "dark ride" could be established behind the slope. A combination of full-scale dioramas, dynamic interpretation rich in content would create an unforgettable experience.

The next, and largest section of the exhibit, is devoted to the prehistory and

history of *Willamette Country*. Beginning with Abernethy Green, *The Last Camp* represents the End of the Oregon Trail in Oregon City. This entire exhibit area should exude a sense of arrival – and of new beginnings. A broad space flooded with green to symbolize the lush river bottomland, *The Last Camp* might also exhibit parked wagons, grazing livestock, and camp scenes.

Other interpretive elements might express the weariness, confusion and stubborn determination of the emigrants at the end of the trail. The idea of choosing and making hard decisions could be reinforced here, with focus more on family and individuals.

Through computer graphics, visitors would be invited to choose between a series of options and learn about the consequences of their choices. "Should we stay here in the Valley and start all over? Or should we move on to California? Go north above the Columbia? Follow the gold rumors back East?" "We've only got \$3. What should we buy in town?" Having survived a 2,000 mile ordeal, the emigrants had to keep on moving - to found a homesite, build a home, find a job, or move on again. Computer graphic representations of early plat books might allow visitors to select a parcel of land and actually see what the area is like.

The physical exhibit flow from *The Last Camp* could emulate the historic dispersal from Oregon City. Topic areas called *Back on the Road* and *Stake Your Claim* form inviting cul-de-sacs in the Center for further exploration. Visitors can go further back in time and enter the world of *The First Ones*, the

American Indian tribes who lived near the sacred falls of the Willamette River. *Pelts and Robes* would look at the early days of fur trade and missionaries. Then in *Willamette Country*, exhibits would focus on the growth and settlement, including provisional government of the region.

The last exhibit area could become one of the primary elements of the entire End of the Oregon Trail Center: *Early Oregon*. Here visitors are transported to a 19th century Oregon City or a fictitious Willamette Valley town where streets of stores, churches, boarding houses, and other structures are represented. Part of the magic of *Early Oregon* would come from the way it physically dissolves into the streets of reconstructed exterior buildings behind it, the outdoor living history area, perhaps called *Oregon Town*, or other descriptive title.

OUTDOOR ELEMENTS

Articulated exterior walls in the Center would create indoor "pockets" for *Early Oregon* exhibits. These pockets would gradually extend the visitor experience into Old Town, as would carefully positioned window openings. This concept would apply to the other outdoor living history sites. Blending inside with outside creates a magical three-dimensional effect of depth as well as an impression of realism. The barrier between inside and outside would appear to dissolve. Visitors could enter a shop front, move out the back door, and find themselves "in another part of town" in an early Native

American encampment, or on the Barlow Road.

By providing sheltered routes as a protection against inclement weather, these exterior areas can be integrated into the entire experience at any time. All the outdoor living history subject areas would come alive with historically dressed role players or interpreters, period accouterments, and activities to add to the historic flavor.

By weaving other interior and exterior elements together into an interlocking strand of exhibitry, the flow of sensory input and learning experience can be maintained. For instance *Salmon Village*, a Native American village as an exterior outdoor living history component with several cedar plank long houses, could complement the *First Ones'* indoor full-scale lodge and create an even larger, more embracing interpretation. *Pelts and Robes* would also work well as an indoor/outdoor experience with outdoor living history. An exterior setting with brigade trappers' lean-tos and tents would enliven and deepen the experience of the interior exhibits. The outdoor living history subject areas are more fully detailed in the section on Outdoor Living History.

The performance amphitheatre, interpretive center, indoor and outdoor elements, and surrounding historical landscape could all work together to create a seamless, integrated experience. The rear wall of the stage could be scaled and articulated to blend into the Center's articulated form and *Oregon Town* structures. A backdrop treated to depict an Oregon City scene could be lowered between

performances. As a programming area, the natural stage would not only provide a special sense of historic place, but also might serve as a "village green" or "town center" with daily programs and demonstrations.

A simple water element, engineered to flow through *Salmon Village* and along the trappers' camp, might wind its way around or along the stage. The open grass meadow rolling down toward the amphitheatre could also play a part in the performances by expanding the stage dimensions. After nightfall at auspicious moments, dramatic lighting might reveal wagons rolling down the slope, splashing through the creek, as well as highlight significant buildings in *Oregon Town*, symbolizing a goal attained.

DESIGN FRAMEWORK

The Oregon Trail experience with its terminus in Oregon City has been recognized as a unique event in U.S. History. The mandate of the Master Plan is to establish at the end of the Oregon Trail in Oregon City a national heritage center that would accurately interpret for the public this epic event. The Master Plan Project Area has historical significance as the arrival area for overland emigrants and as the terminus of the overland route of the Oregon Trail. Today, even with Phase One of the Center complete, the area is characterized by its discordant usage and lack of remaining, in-place, historical elements or features.

In response to the nature of the site and the mandate for historical interpretation, the Master Plan solution would attempt to immerse visitors into a very unique physical environment. The intent is to re-create a strong sense of historical place that is consistent with the importance of the End of the Oregon Trail. The sense of historical place would be achieved by developing a separate historic precinct into which visitors enter and become immersed in the world of the history of mid-1800's.

The sense of historic place would be realized through: judicious use of landscape species indigenous to the time and place; accurate re-creation or representation of building structures of the vernacular architecture of the original early Oregon City townsite; dynamic interpretive exhibits; and development of accurate outdoor living

history programs. It would be reinforced by complementary standards of land use, protection, and design for the greater Master Plan site area.

OVERALL SITE DIRECTIVE

The Master Plan project area is demarcated by I-205, a major freeway, creating the west boundary of the site. In evaluation of the site attributes of the project area it was determined that the eastern district which is largely landfill should be allocated for open space and light-weight living history structures and the western portion be designated for major interpretive center architectural elements.

The Barlow Road, the most western segment of the Oregon Trail, terminated in the area known today as Abernethy Green, part of the original homesite of George Abernethy, the first provisional Governor of the Oregon Territory. Currently, the site is occupied by Phase One of the Center. Oregon City and Clackamas County development over time has radically altered the general site area. However, the area remains largely open space and could be restored in a manner reminiscent of an early Oregon landscape. The project site's major attribute resides in its historic locational integrity as the End of the National Historic Oregon Trail.

Site development for the End of the Oregon Trail Center should be concentrated at the southern corner of the historic resources district. In 1990, the Kelly Field was chosen for facility development primarily because of

its historical significance. Existing public ownership, close proximity to north-end Oregon City, and significant acreage outside the landfill zone were other factors.

Future design phases must respond to the site within the 100-year flood plain. As of this writing, the flood plain is established at 45.0 feet. Given the events of the February 1996 flooding, it is crucial that the protection of future facilities from flooding become paramount. It is not unlikely that the flood plain will be adjusted significantly upward.

A major planning and design criterion has been to create "a sense of historic place," a historic enclave buffered from surrounding contemporary uses. Arriving tourists and residents should become aware of a very unique environment, significantly different from the one they have just left. This would be accomplished through visitor immersion into a significant "rural" landscape development, strategic siting of buildings, appropriately themed structures, and streetscape alterations and other site improvements.

INTERPRETIVE CENTER DESIGN CONSIDERATIONS

Facility design considerations for further development of outdoor and indoor project elements should be:

- Create an authentic sense of place. Create anticipation by allowing hints of what lies ahead. Allow glimpses or filtered views during the approach

to give visitors a chance to slowing absorb the experience.

- Screen intrusive elements. Using existing trees and the Center's architectural mass and surface articulation, discordant features such as the industrial, residential and office buildings, and highway noise can be mitigated.
- Respond to the area's historicity by integrating project elements into a consistent and appropriate style. Explore ways of developing a strong, stylistic relationship between the Center, Amphitheatre, and Outdoor Living History sites. Forming such a physical and visual relationship will enfold visitors in a continuous experience.
- Consider all-weather pedestrian routes integrated into the historic fabric between interior and exterior elements.
- Make interpretive elements accessible to those handicapped by age, impairment, or development.
- Consider one-stop parking. Allowing easy access to all the site opportunities would obviously increase visitation to other area resources and help revitalize the area. School group and

tour bus drop-off points could have separate area for entry and processing.

- The open meadow and creek areas present recreational opportunities for tours, authentic wagon rides, cook-outs, and encampment scenes. Although visitors in the meadow should be screened from off-site elements, those approaching on the highway should be able to glimpse exciting fragments of many of the activities.
- Oxen- or mule-drawn wagons might provide an easy ride from parking areas, between remote sites, as well as a historic prelude for approaching visitors.

A primary objective of the End of the Oregon Trail Center is to create a positive educational-recreational experience for visitors, both tourists and residents, also inducing people to return. To ensure a positive visitor experience, it is imperative that one's visit be sequential, controlled and designed from the I-205 "gateway" exit to the Center's front door, and to the Center's interpretive exhibits and outdoor living history areas. Visitors should have an opportunity to decompress, i.e. to make the transition from the accelerated pace of freeway travel to a slower, more leisurely paced approach into the setting of the Center.

The most significant gateway or entrance experience would occur at the north end of

Washington Street, as visitors leave OR 213. As visitors enter the historic district, they become immersed in the "historic landscape" through a variety of controlled glimpses into the site of covered wagons and oxen in the open meadow and of reconstructed outdoor living history areas or perhaps a territorial farm with its pioneer orchard, grain fields, and pastures.

To enhance the arrival experience, Washington Street would be realigned and redesigned to create a change to smaller scale and slower movement. The image and feel would be more rural and pastoral, as visitors move from contemporary freeway along a divided "rural" roadway within a woodland environment. Landscape species for the main historic enclave would be representative trees, shrubs, and grasses that would have originally been present in the mid 1800's. Landscape massing would be used to frame desirable views, screen unwanted views, and create an appropriate scale and texture.

Vehicular circulation and parking would be sited and designed for convenience and safety, thereby minimizing conflicts between movement of vehicles and pedestrians. A tree-lined surface parking lot would be sited in close proximity to the building entrance with surge or overflow parking on a grass "meadow" to the north. Parking would be provided for standard and compact automobiles, RV's, school buses and tour coaches. The physical components or functions of the all-season End of the Oregon Trail Center are situated within an enclave of indigenous vegetation simulating an

indigenous landscape. Pedestrian linkages are envisioned that connect the Center with historic downtown Oregon City, the Clackamette Cove precinct, and the rivers. Pedestrian movement would be encouraged among all the elements by means of appropriately landscaped walkways and path systems.

Opportunities for additional heritage facilities and programs at branch locations and along the Barlow Road corridor, at Clackamette Cove, and along the Clackamas and Willamette Rivers should be considered.

In the broad view, enhancement of public open space and greenway areas along river edges also needs to occur. Incompatible commercial operations should be relocated, additional public green space and parks should be introduced, and pedestrian pathway system should be expanded.

DESIGN IMPLICATIONS OF ATTENDANCE

Attendance was estimated in 1990 to potentially build to the level of 350,000-400,000 annual visitors level. It is reasonable to assume those visitation projections are achievable. The physical planning implications of this level of attendance are influenced by seasonality of attendance, design-day attendance levels and length of stay at the facility.

The peak monthly attendance at the End of the Oregon Trail was estimated to be approximately 20 percent of annual attendance and occur in July. Utilizing the 400,000

annual attendance value, the expected peak monthly attendance was estimated to be 80,000 visitors. The peak weekly attendance during this month was estimated to be approximately 18,000 visitors. It is judged that the peak daily attendance during a typical week in July would occur on a weekend day and was estimated to be approximately 4,000 visitors.

Not all of the design-day visitor population would be at the center at one time. The proportion of the day's attendance which would be there at one time depends on the arrival pattern throughout the day and the average length of stay at the Center. It is judged that the length of stay would be approximately two to three hours and that the peak in-grounds crowd would occur around 2 p.m. and represent approximately 40 percent of the day's attendance. Thus, some 1,600 visitors would be expected to be at the facility at one time. It is important to note this is the key design parameter and can be controlled by controlling the length of stay and the arrival pattern.

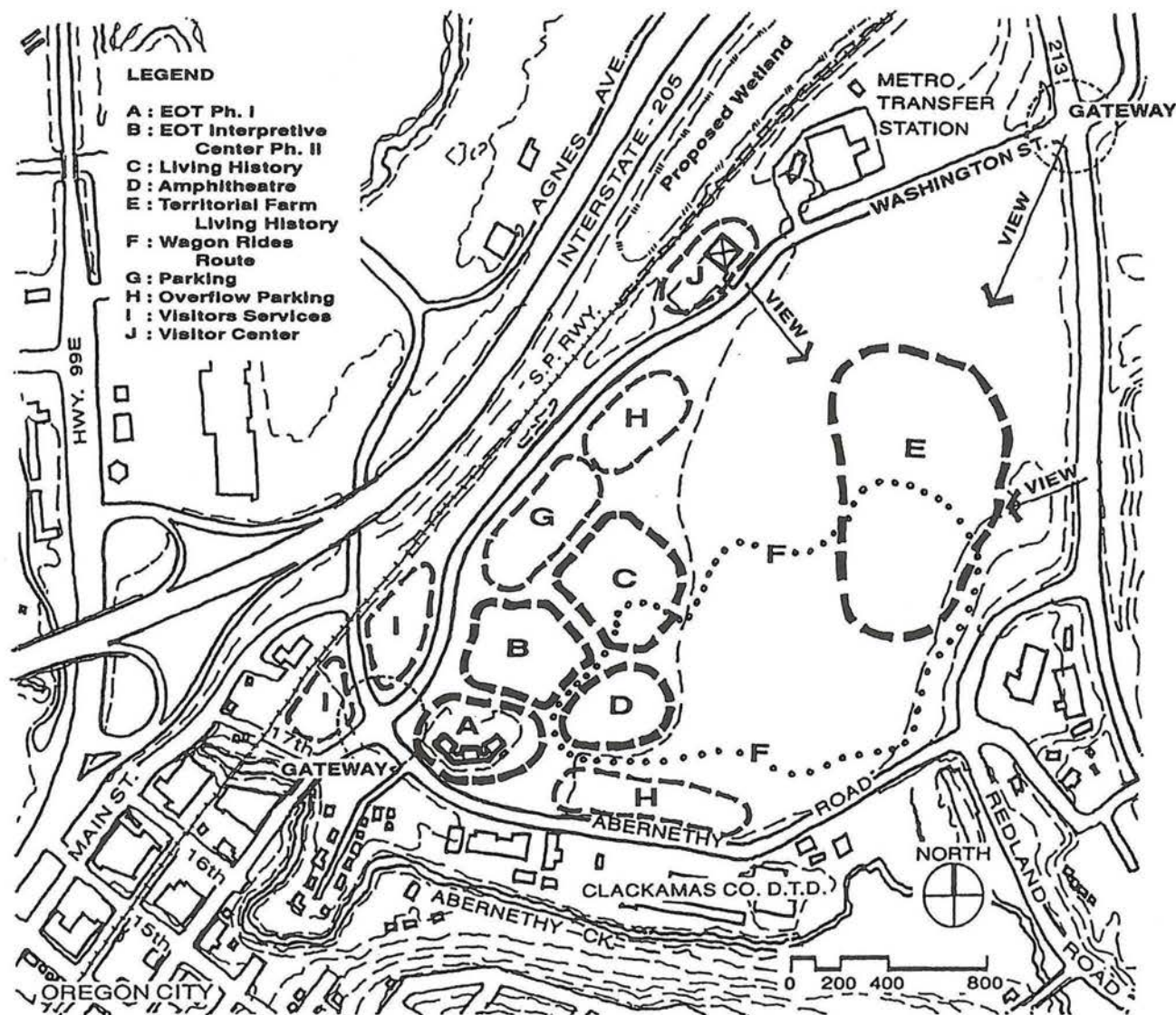
The minimum area required for the Center is a function of the indoor/outdoor presentation. Fortunately, peak crowds are expected to occur when the weather is favorable, thus permitting considerable outdoor activity, especially as concerns the outdoor living history aspect of the Center. Assuming a two-thirds/one-third split between indoor and outdoor occupancy, then on the order of 1,000 people or 30-40,000 s.f. of indoor space would be required and 600 people or 55,000 s.f. of outdoor space would be required. Based upon

comparable facilities these represent minimal space requirements for the nature and quality of the experience. Its presentation will control the actual space requirements. For example, the presentation of pastures or fields, wagon train trails and areas for special performances are large consumers of land. Thus, while the project might be designed to fit into 3-4 acres (excluding parking), the actual land area for all project elements required might be upwards of 15-20 acres. Parking will be required to accommodate on the order of 450 cars or roughly 4-4.5 acres of land.

The other project components such as Group Cookout areas (in reasonably close proximity to the Trail site) and Trail Encampment (at a remote location) can require upwards of 7 acres of land, excluding parking. The parking requirement will be a function of the scheduling of these events and activities.

One of the highest imperatives in interpretive planning is to consider visitor needs, expectations, and enjoyment. The following narrative and design considerations are based on that imperative as well as established goals and objectives, and the wealth of ideas which have emerged throughout the planning process. The educational facilities and programs of the End of the Oregon Trail Center, coupled with the vast array of historical offerings in Oregon City can produce the necessary "critical mass" that would enhance historic Oregon City's image, re-establish its national heritage and significance, and contribute to local economic revitalization.

The End of the Oregon Trail Center and Oregon City can provide visitors with a rich, rewarding educational and recreational experience that would encourage them to stay for extended periods and to return at another time.



END OF THE OREGON TRAIL CENTER - PROPOSED SITE PLAN

DESIGN COMPONENTS:

The Master Plan components listed below would create the necessary sense of historic place, provide for a positive visitor experience, and attempt to establish a self-sustaining institution. The combination or mix of these components would create a heritage center that is unique in the United States. In order to achieve the Master Plan goals and to create a truly unique education-recreation experience, the following components are recommended for the End of the Oregon Trail Center:

MASTER PLAN COMPONENTS

1. *EOT Interpretive Center:*

A visitor facility, center, or museum which employs an array of educational "delivery" devices or media to interpret the history of early Oregon and the Oregon Trail era. This is a "gated" operation with an admission fee. This facility is sized at approximately 36,000 s.f., excluding Phase I below.

2. *EOT Center, Phase I:*

Existing 10,000 s.f. interpretive center that presents the history of the Oregon Trail and its terminus in Oregon City. The story is presented through a combination of mixed-media, audio-visual productions, minor static exhibits, and a museum store. Phase I was conceived as a

transitional use until more substantial facilities are designed and constructed in future phases.

3. *Living History:*

An outdoor and indoor educational experience in which interpreters or role players dressed in period clothing and performed typical daily activities, simulate this period of Oregon history. This operation is "gated", working in conjunction with the Interpretive Center education program.

4. *Outdoor Amphitheatre:*

A highly functional outdoor arena which is reserved for a range of historical outdoor dramas, pageants, concerts, performances, lectures, and other programs. This is a seasonal operation with a "gated" program.

5. *EOT Administration/ Education Facility:*

The eventual popularity and success of the End of the Oregon Trail Center and its educational programs will allow school groups, teachers, and adults to participate in heritage-related, hands-on activities as part of the educational mission of the Center. Conversion of existing facilities within the area could potentially provide an administrative headquarters, education center, and maintenance center for the End of the

Oregon Trail Center. Administrative facilities might co-locate with the Regional Visitor Center.

6. *Historic Landscape and Open Spaces:*

Restoration of a historic landscape that is representative of the period and the natural environment. Restoration would be accomplished through introduction of native plant communities and elimination of non-native plant species where appropriate. This provision supports the preceding plan element and encourages preservation and development of public open areas and greenways along the water edges and surrounding bluffs, to ensure continuity of public passage and enjoyment. Specific provision is made for restored wetlands and bottomlands that are integrated within the overall setting, most directly with the outdoor living history elements. The area should be analyzed and engineered to address threat from future flooding.

7. *Group Cookout:*

Area(s) for group rentals set aside for catering parties; reserved for activities such as company picnics. Cookout areas would be unique settings and seem remote or secluded. They could be accessible by covered wagon shuttles. This operation is also a revenue source.

8. *Emigrant Park:*

The open space could commemorate the journey of overland emigrants with areas designated for quiet contemplation, relaxation, public ceremonial events, and civic gatherings. The open space will contain historical markers that designate the End of the Oregon Trail as a national historic site.

9. *Pedestrian Environment:*

Appropriate scale of pedestrian spaces and the use of materials and street furniture in support the overall design theme of historic period.

10. *Regional Visitor Center:*

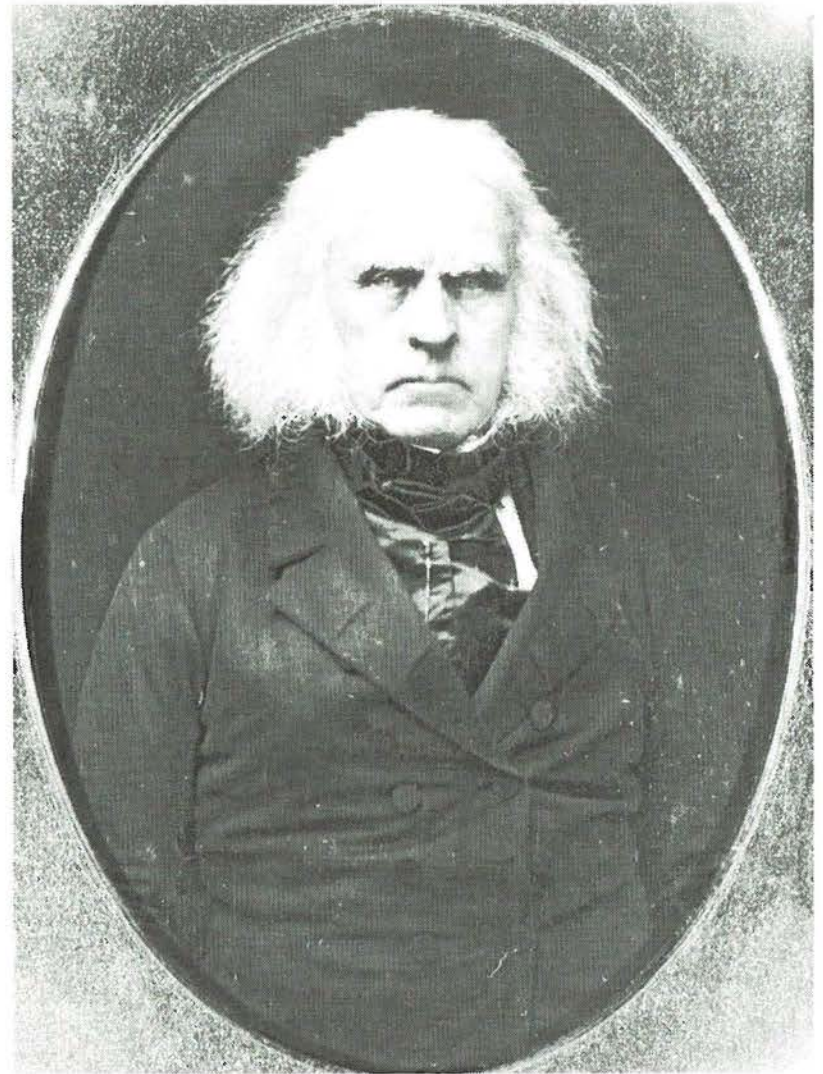
Visitors would receive information on area attractions and services in Oregon City, Clackamas County, and the State of Oregon.

11. *Programming and Special Events:*

A range of educational programs, workshops, seminars, and hands-on activities about Oregon frontier life along the Oregon Trail and in Oregon and the Pacific Northwest. The Education Department of the Center would create and direct these programs. Special programs would be developed for schools and tour groups. The space needs for this master plan element are not related to one specific building, but are distributed throughout the Center's complex.

12. *Trail Encampment:*

An educational program set in a more rugged remote area. Visitors would experience aspects of frontier life on the trail or at one of the remote historic homesteads in the area. The camp would allow a diverse group of individuals (with an emphasis on youths) to enlist for a journey back in time.



Dr. John McLoughlin, (1784-1857) Founder of Oregon City.

INTERPRETIVE CENTER

As the "flagship" and central component of the End of the Oregon Trail complex, the Interpretive Center will have the overall responsibility to interpret events surrounding the emigrants' experience along the Oregon Trail, over the Barlow Road, their arrival in Oregon City, and their dispersal into other areas of the Oregon Territory. The Interpretive Center will also have the responsibility to collect, preserve, interpret, and exhibit historic artifacts necessary for the overall program.

The Interpretive Center would receive and welcome visitors, orient them to the historical facilities and programs on-site, and in addition, direct them to the network of historical resources within the immediate community, the region, and the State. Information would be available for visitors to organize their stay whether for the day or for the week.

The core of the Interpretive Center will be the "shows and exhibit areas" that will rely upon an array of media to interpret the subject areas, deliver the story's message, and ultimately educate the visitor. The success of educational experience will be influenced by creating compelling exhibits that invite, provoke, or motivate visitors to learn more.

Dynamic interpretive exhibits would employ a variety of two-dimensional and three-dimensional media. A range of interactive exhibits would invite the visitor to participate in learning about the lifeways of the indigenous Native Americans, the

Oregon Trail experience, or life in early Oregon City. Multi-sensory exhibits would enhance the learning experience and make that experience an enjoyable and memorable one. Interpretive exhibit areas and outdoor living history areas will be mutually supportive and reinforce each area's "delivery."

The Interpretive Center would be created within the design idiom of Pacific Northwest regional architecture with extensive use of natural materials, i.e. wood and stone. The building structure itself would be educational as an expression of Oregon's architectural heritage in wood. The building structure would capitalize on the Northwest's rich tradition of heavy timber construction expressing traditional materials, structural systems, and manufacturing joinery techniques. The broad expanse of wood-shingled, steeply pitched roofs and exposed timber construction would recall the vernacular architecture of early Oregon City buildings and Willamette Valley barns, homesteads, and mill structures.

Other design considerations restricted to the Interpretive Center include the following:

- The use of a 19th century early Oregon City vernacular architecture fits the historic setting; also, larger interior spaces offers a larger visitor capacity.
- Although in some places window and door details might allude to historic architecture; in others sheer glass panes would make exterior views and transition to *Old Oregon Town* more convincing.

- Exhibitory should combine dramatic full-scale scenes with rich, historic content.
- High-tech media should be used carefully and should reinforce the visitor experience of history, not weaken it.
- Exhbitry should be interactive, multi-sensory, and appeal to visitors of all ages and abilities. Individuals as well as groups should be accommodated. Visitor requirements for a safe, comfortable, accessible experience should be addressed.
- Small programming and gathering areas should be provided throughout the Center.
- Pacing – the orchestration of the experience of interactive and contemplative exhibits – is a primary consideration. A mix of open, “high road” routes and smaller cul-de-sacs with more detailed interpretation should be maintained.

The Interpretive Center facilities are sited at the existing Phase One site on an elevated ground plane of structural fill above the 100-yr. flood level. Visitors arrive at a highly visible and protected building entrance. Visitors would reach or depart the entrance via a gently sloping foot path.

From the entrance/orientation area, internal circulation for visitors is primarily circular and sequential. General visitors would enter and leave the Interpretive Center at the same arrival point. A separate

entrance/orientation would be provided for handling school and tour groups.

Visitors move through orientation, previewing and theatre spaces to extensive indoor exhibits and outdoor living history areas back to the point of beginning. At this location, the museum store will provide opportunities for purchasing gifts and souvenir items from a vast selection of quality merchandise before departure.

INTERPRETIVE CENTER SPACE ALLOCATION

The following major use categories summarize the area and space requirements for the Interpretive Center. A more detailed presentation of functions and associated space requirements is presented in the appendix.

1. Public Spaces	9,940 S.F.
2. Exhibit Galleries	15,000 S.F.
3. Administrative Services	1,964 S.F.
4. Technical Services	7,452 S.F.
5. <u>Support Spaces</u>	<u>1,612 S.F.</u>
Total Gross Area	35,968 S.F.

LIVING HISTORY PROGRAM

In conjunction with the Interpretive Center and in support of its overall theme and exhibitry, excellent living history opportunities exist for the End of the Oregon Trail Center. Living history is an outstanding medium for educating because of the immediacy of the experience and the opportunity for extended dialogue with interpreters. Living history has the potential to bring people in touch with the texture of life in the past, i.e. how the past actually looked, smelled, sounded, felt, and tasted.

In general, living history programs simulate life in another time. In living history interpretation, live performers or interpreters, dressed in historically accurate clothing and employing reproductions of historical implements, play out the daily and seasonal activities of life in a certain historical period.

Living history as it is presented at historical museums can be either first person (i.e. "I shear my sheep in this manner") or third person (i.e. "The pioneers would shear their sheep in this manner") interpretation.

However, living history programs are a serious undertaking for an institution and can be expensive to sustain and improve. Most credible and viable outdoor living history museum programs are developed over a long period and are continually monitored, evaluated, and modified as serious educational endeavors. Outdoor living history programs invariably require financial support or subsidies from other funding sources.

Most obvious advantages of living history program for the End of the Oregon Trail:

- generally very appealing to the visitor
- technique not duplicated nearby
- great way to learn/teach history
- artifacts can be reproductions
- interpreters provide security

Perceived disadvantages:

- demands constant staff training and evaluation
- expensive payroll
- high site maintenance costs
- weather sensitive (if out of doors)
- limiting in scope of interpreted time in history
- takes support staff, e.g. food, costumes, laundry, scheduler, researcher
- takes constant research: must be accurate and authentic
- little control of the final product
- local residents will come once, maybe twice, then tire of it
- some visitors don't "catch on" and are uncomfortable with it

Cautions in developing living history include:

- presentation must emphasize end of the Oregon trail.
- must choose a specific year or period to interpret

- interpreters are not closely scripted so they must be adept at improvisation as well as historic accuracy.
- accuracy is of the essence because this is real history
- living history is a major undertaking, not to be entered into lightly
- needs up-front capital and adequate preparation/construction time
- prepare a realistic pro-forma to avoid income/expenditure surprises
- needs critical mass to create ambiance and allow visitor immersion
- need to identify two or three, maximum, messages you want the visitor to leave with: they will only absorb so much and concentrate so long without becoming confused.

The actual education and research program for the living history areas would be directed by the Center's administration and shaped by the center's education /research department. The program's content must be historically accurate utilizing re-created or authentic artifacts and structures and authentic techniques.

Undoubtedly, part of a living history education program would entail the need for diligent curation of historical artifacts and facilities, but would also require extensive initial and sustained research and scholarship into the history of the Oregon Trail and early Oregon. An effective living history education program would require monitoring and renewal or re-adjustment for accuracy of interpretation for the visiting public. The

living history program would provide excellent opportunities for co-operative programs with other heritage and educational institutions.

The commitment to a living history program also creates "behind-the-scenes" demands. Staff and facilities are needed for production, maintenance, and storage of authentic or recreated buildings, furnishings, clothing, tools, etc. For the End of the Oregon Trail Center, potential primary subject areas for historical simulation and interpretation would be: Salmon Village (Native American village), Fur Trappers Brigade Encampment, The Barlow Road, Oregon Town (early Oregon City), Pioneer Territorial Farm(s). These would be extensions of primary indoor interpretive elements, but would also function independently as well.

Other activity subjects such as sawmills and related timber harvesting activities or steamboat construction and operations on the Willamette River would undoubtedly be introduced as the Center develops and matures.

SALMON VILLAGE (NATIVE AMERICAN VILLAGE)

Both visual and textual materials document the long-vanished traditional villages of the Clackamas, Clowewalla, Tualatin, and Ahanchuyuk peoples who resided in the vicinity of Willamette Falls in the mid-nineteenth century. Samuel Parker provides a useful account on November 30,

1835, of a village on the west bank of the Willamette River below the Falls.

These diary entries and other narrative, archaeological data, and contemporary visuals would make feasible the design and reconstruction of a traditional village. Simulation of an American Indian village would be set along a gravel bar or terrace of a large re-created stream. Interiors of cedar dwelling might simulate a typical living condition along with accurate re-creations of furnishing, tools, clothing, etc. Through dialogue with Indian "informants" visitors could learn of life in pre-contact times with Euro-Americans. Visitors could learn about the physical and spiritual existence of these first people, their relationships, and in response to their environment in making shelter, tools, and clothing, and gathering food. The values and beliefs would be expressed through story-telling, explanations of myths, social structure, and family, among countless other subjects.

Potential structures could include:

- Plank-slab dwelling(s) - 4 or 5 structures.
- Canoe-way with several beached canoes and some under various stages of construction.
- Fish-drying racks and berry-drying areas.
- Re-created stream and riparian vegetation with re-circulated water system stocked with live fish.

- Ethnobotanical landscape of plants used for food, medicine, and shelter.

FUR TRAPPERS' BRIGADE ENCAMPMENT

Commencing in 1812 with the explorations and labors of Alexander Henry, the fur trappers and traders entered the Willamette Valley. Over the next 30 years the Pacific Fur Company (U.S.), the North West Company (Canada), and the Hudson's Bay company (Great Britain) sent employees to the area. These companies utilized the "brigade system" whereby expeditions of men with Indian wives, children, horses, trade goods, and supplies, would venture out for months or even a year or two to work in the wilderness.

It is feasible to consider simulating and interpreting a fur trappers' brigade encampment near the Indian village. Such a development would not duplicate structures or major elements of the storyline and exhibitry at Fort Vancouver. Rather, interpreters would provide a new perspective on the field operations of the fur trade and its important interface with the Indians of the Oregon country, 1810-50.

Potential structures could include:

- Three-sided (Adirondack) lean-to of small logs, tree bark and branches.
- Canvas tents.
- Temporary corral for horses and mules.

- Re-created beaver dam and pond, re-circulated water system, stocked with fish and perhaps beaver and river otters.

BARLOW ROAD

Barlow Road was the last overland segment of the Oregon Trail opened in the fall of 1846. Developed as an alternate route to the perilous water passage down the Columbia River, the Barlow Road became the choice of thousands of emigrants in the subsequent years. The Barlow road route had been carved out of the dense forests of the Cascades range by Samuel Barlow, his family, and others in the fall of 1845 and the spring and summer of 1846. For the next seventy-three years this route served travelers in Oregon. The Barlow Road, Oregon's first toll road, operated longer than any other route under private ownership.

In the fall of 1846 one of Barlow's sons-in-law began collecting fares at Barlow's Gate on Gate Creek at the foot of the eastern slope of the Cascades. An estimated 145 wagons and nearly 1,000 emigrants used the route that year. Barlow stated that 1,559 head of horses, mules, and cattle and 13 sheep had also used the route. The fare was \$5 per wagon and 10 cents a head for livestock.

Re-creation of the overland route to Abernethy's homestead would be an added outdoor living history dimension. Following along simulated wagon wheel ruts, "families" of interpreters with their oxen and wagons, and livestock might re-enact the arrival and

trail-life encampment scene of weary emigrants. Role players or interpreters would bring to life their experiences of the 5-6 month journey.

OREGON TOWN (EARLY OREGON CITY)

Overland emigrants found a bustling, muddy village hemmed in by basalt cliffs at the base of Willamette Falls in the 1840's and 1850's. Oregon Town might emulate the format Conner Prairie's "Prairie Town" as a fictional Oregon town that would accurately represent early life in the Oregon Territory.

Opportunity for historical simulation of local activities, structures, and goods include:

- Furniture makers (chairs, tables, bureaus).
- Pottery works (documented at Peoria and Buena Vista farther up the river in the 1850's).
- Printing shop (opened in 1846 by William G. Tvault to publish the *Oregon Spectator*).
- Sawmill (established by McLoughlin).
- Gristmill (established by George Abernethy).
- Mercantile store (established by Archibald McKinley).
- Tinsmithing.
- Blacksmithing.
- Weaving.
- Dressmaking/millinery shop.

- Cooper (barrels to basket-making).
- Land Claims office.
- Pharmacist, doctor, barber, etc.
- Homelife for women, children.

Research can confirm these and other enterprises, their original proprietor, and the range of wares, products, or services. The list will grow. The cast of early pioneer residents such as George Abernethy, Hiram Straight, Joe Meek, and Archibald McKinley should be researched for interpretive roles in Old Town.

PIONEER TERRITORIAL FARM

Commencing in 1829 retiring employees of the Hudson's Bay Company ascended the Willamette to establish subsistence farming on French Prairie. This settlement became the nucleus of agricultural development in the Pacific Northwest. By the mid-1840's a number of farmers had settled in the watershed of the Clackamas and Tualatin Rivers.

The prospects for developing a "territorial" farm, as it would have looked through the proclamation of territorial status in March, 1849, are strong. Early pioneers such as Hiram Straight and George Abernethy established farmsteads on their donation land claims. Straight and Abernethy held claims in the Project Area, just north of McLoughlin's claim for Oregon City.

Potential structures might include:

- Land Claim cabin (constructed of hewn logs).

- Clapboard house (constructed of milled lumber).
- Weaving house with hand loom and spinning wheels.
- Barn (constructed of logs).
- Stock buildings (for oxen, milk cows, hogs, sheep, goats, poultry, and other livestock).
- Smokehouse (for processing meat).
- Granary (double-walled grain storage facility).
- Blacksmith shed.
- Cooler (double-walled, semi-subterranean storage building).
- Corral and split-rail fences.

Special mid-1800 farm features might include:

- Pioneer orchard with grafted fruit stock from 1840's.
- Vegetable garden of the period.
- Grain fields.
- Pastures with representative livestock.

EMIGRANT PARK

Emigrant Park is conceived as an ungated public square or community greenspace that would acknowledge and commemorate the ordeal of those emigrants who attempted the epic journey, those who arrived in Oregon City, and those who perished during the trip. It would include and maintain the last few hundred yards of the original Oregon Trail corridor.

As a central element in the overall system of public space for the project area, Emigrant Park is programmed as a multi-use open space of undetermined size. It would serve not only as part of the approach/departure experience for visitors, but it also would serve as a quiet place for contemplation, relaxation, or programmed public events. The space would be landscaped in an informal manner incorporating native plant species of trees and shrubs that emigrants might have encountered on the western side of the Cascades range, and along Abernethy Creek.

Participation in the planning and funding of this park by descendants of pioneer families should be encouraged. Opportunities for interpretive sculpture and registry of emigrants might also be included.

REGIONAL VISITOR CENTER

Visitors to Oregon City and the region would receive information on area attractions and services. The visitor center would be conveniently accessible to both residents and tourists. Co-location with the End of the Oregon Trail Center contributes to the notion of a heritage complex and information "hub" for visitors. Since the proposed 10,000 s.f. center would most likely be built before Phase Two, it could provide space for the End of the Oregon Trail administrative staff as an interim condition in close proximity to the project site. Additional primary tenants for the Visitor Center are Chamber of Commerce and Clackamas County Tourism Development Council.

PROGRAMMING AND SPECIAL EVENTS

Although the activities addressed below would be accommodated in other components of the master plan, the information is included in support and explanation of the overall functioning and operation of the Center.

The End of the Oregon Trail Center and its future Education Department would have responsibility for creating and directing the educational agenda and its content. The Center might offer a wide range of educational programs, workshops, hands-on educational/recreational activities throughout the year. These programs and events might also be tied to the seasonal cycles of emigrant life.

The Education Department would very likely target education program activities to school curricula with in-depth tours, activities, and teacher workshops. Adults would be able to enroll in special programs and workshops. Special needs of tour groups would also be considered and programmed accordingly. The Education Department would be responsible for the content and implementation of the Trail Encampment program as well as the outdoor living history elements.

Programs should be tailored to needs of school groups. Students could participate in field study at the Center with program themes and content perhaps centered around "Family", "Work", and "Community Life" of the emigrants and Native Americans.

Program duration and content would be structured according to school grade levels. Special teacher workshops could also be available.

Special events throughout the year should be scheduled to sustain interest and attendance at the Center. These special events and activities would allow visitors to experience the daily life, work and community celebrations of emigrants. A special events calendar for the Center might be tied to seasonal cycles. Events and activities could vary in duration and could include craft demonstrations and hands-on activities.

Events or celebrations could include Dr. John McLoughlin's and Governor George Abernethy's birthdays, Independence Day festivities, and Women's History Day. A Pioneer Fun & Games Weekend might focus on historical games and play, story-telling, music and dance. Pioneer Foods Day might offer dishes and meals of the period, showing food preparation and preservation techniques. Ox and Wagon days could give visitors intimate experiences of the harsh realities of travel on the Oregon Trail through discussion and live demonstrations. A Pioneer Gardens program could talk about gardening techniques, flowers and shrubs of the mid-1800's. Emigrant Homes seminars and restoration workshops might discuss historic decoration styles, period paint colors, wallpaper designs, floor coverings, and interior furnishings.

The First People program could expand visitor awareness of the contributions of

Native American culture. Programs might be offered about food preparation and preservation, canoe construction, clothing and decoration, along with religion, folklore, dance, songs, and story-telling.

Frontier Farmlife might offer seasonal demonstrations of plowing, planting and harvesting crops, and preserving foods. Learning techniques in barn construction could also prove to be fun and educational. Farmlife activities might include opportunities for cow-milking, cream separation, butter-churning as well as apple harvesting and cider-making.

General workshops and demonstrations might be offered in trades and crafts such as wool dyeing, weaving, blacksmithing, coopering, tinsmithing, or pottery-making.

Historically-oriented performances would be programmed either in the Amphitheatre or at selected sites in the outdoor living history areas. Performances could include outdoor historical dramas and musicals, period music, song, and dance by groups or individuals, historic recitations and orations, lectures by noted historians and educators, and staff talks by interpreters and education employees.

EOT ADMINISTRATION AND EDUCATION CENTERS

As an educational resource for the local community and residents of Oregon, the End of the Oregon Trail Center's administration and education operation would be positioned to provide an invaluable educational service in Oregon Trail history. With its eventual

success and popularity, the End of the Oregon Trail Center will undoubtedly continue to develop and improve its education programs and content as part of the Center's educational mission.

As the institution matures and develops enhanced programs and staffing, the Center's functional needs will require additional space to provide high quality Oregon Trail history-based education programs. Additional staff in the administration and education-research areas will become necessary within the long-term organizational structure for the overall Center. An adequately staffed and equipped educational department will continue to develop and direct education programs for public enjoyment and enlightenment.

The education-research operation would continue to monitor and improve Oregon Trail specialized research and education, provide out-reach education programs to area schools, and to provide "on-site" workshop spaces for school groups, teachers, and adults to participate in hands-on, heritage-related activities. These on-site programs conducted by the education department staff would be linked with educational-interpretive content at the main End of the Oregon Trail Center. Education programs and activities could be conceived and implemented in association with other heritage institutions in the county and region.

The education department in delivering programs and special events would use a range of classrooms, workshops or labs, appropriately furnished and equipped to teach specialized subject areas of frontier life.

For example, school groups from Oregon or Washington would arrive by bus fully prepared by teachers for an entire day's journey into the past. After a morning of orientation and hands-on activities in historic crafts and trades, students could, in the afternoon, experience outdoor living history areas and visit with costumed interpreters for further reinforcement of the morning's activities; or students might have the option to tour the Interpretive Center to gather factual data on the Oregon Trail and emigrants as a special follow-up assignment before returning to the Education Department and departing on their bus.

With the site of the End of the Oregon Trail in Oregon City, the education department might logically become a special research and repository facility for information and artifacts unique to the Oregon Trail. As an Oregon Trail research center, and extensive concentration of computer data as well as memorabilia would attract scholars, writers, and interested lay people to probe specific subject areas, events, or individuals associated with the overland migration, dispersal and settlement of the Pacific Northwest.

The education center would also contain spaces for maintaining and improving outdoor living history programs with specialized spaces for Oregon Trail research, living history interpreter instruction and debriefing, as well as costumes and replicated artifacts construction, maintenance and storage.

PERFORMANCE AMPHITHEATRE

The outdoor amphitheatre would accommodate a range of historically-based programs and performances throughout the day and into the evening during the summer season. Potential activities would include historical drama, historical music and dance of the period, as well as lectures and educational programs linked directly to the Interpretive Center.

A notable event at the Center will be the Oregon Trail Pageant and its popular musical drama productions. The popular Pageant has been relocated to the Phase One, End of the Oregon Trail Center mini-amphitheatre.

The outdoor performance amphitheatre would operate in conjunction with the other Center education programs and facilities. The amphitheatre would be gated, operating within the boundaries of the Center. An admission charge for daytime amphitheatre programs could possibly be either a one-time, separate fee or included as part of an overall admission ticket package. Evening events could be ticketed separately after the main Center has closed.

The amphitheatre as an uncovered, outdoor facility should be designed to seat 1,500-2,000 visitors. However, the market and capacity should be analyzed further through a separate research study. It would be sited in close proximity to the Interpretive Center/Outdoor Living History areas to accommodate ease of visitor movement to and from programs during daytime hours. Evening performances would be gated separately.

The audience seating area would be sited on a sloping, landscaped earth embankment that is screened visually and acoustically from Abernethy Road and I-205 Freeway. For optimum sight-lines, spectator seating would be arranged roughly in a semi-circular geometry with structured concrete slab terrace stepping down the slope. Maximum distance from performer to spectator should be 135 feet for seeing the actor's facial expressions. Orientation of visitor seating should be due north. Consideration should be given to covered performance and seating areas during warm, but rainy days. The audience area should be furnished with seats with backs for visitor comfort.

From the seating area, vistas for spectators are framed to the east for select views of wagon trains approaching on the Barlow Road and the wagon encampment that could be incorporated into historical programs or performances. Vistas to the north and west would frame the re-created early Oregon City structures.

The stage house might be designed to resemble the vernacular architecture of early Oregon and to be visually and physically integral with the outdoor living history area of early Oregon City. The stage platform would be designed into the landform to allow oxen and covered wagon access from the re-created Barlow Road and the emigrant encampment areas for certain performances.

The stage configuration could be a thrust platform that would be removable for flexibility in productions of a variety of programs. Side stage and backstage spaces

would be programmed and sized to accommodate performers, live animals, scenery props, and other special requirements. Visitor services such as rest rooms and concessions would be conveniently located for patrons. Given the complexity of a specialized program with highly technical requirements, it is recommended that outdoor drama and lighting consultants be included for future facility design.

GROUP COOKOUT AREA

As an inconspicuous or low-profile component of the Center's program, the Group Cookout function would be part of the overall operation and an important source of additional revenue. A market exists for paid group functions or outings that are staged in unique or highly unusual settings such as the End of the Oregon Trail Center.

The Group Cookout operation would book group activities that might be accommodated within the interpretive center, outdoor living history areas or at secluded areas within the grounds of the greater End of the Oregon Trail Center area. The cook-out areas could be accessible by oxen and covered wagons or other historically-themed modes of travel.

Remote rural sites perhaps along the Barlow Road or at one of the historic homesteads are also alternative site possibilities. Opportunities of off-site location for group bookings should be investigated for acquisition and operation or as lease arrangements.

Group bookings also would have the added benefit of exposure and promotion of the Center and its programs to Group Cookout participants who would become future or repeat interpretive center visitors. The timing and extent of development for this function would be dependent upon future operational priorities of the Center.

TRAIL ENCAMPMENT

The Trail Encampment is an extended outdoor education-recreation program for visitors and is another source of revenue for the End of the Oregon Trail Center. As an added dimension to the historical education mission of the Center, the Trail Encampment program would be marketed to all age groups with primary focus on the school-age groups. The program would offer structured outdoor educational experiences lasting a few days to perhaps a week. Participants would be exposed to program content directed at recreation with an emphasis on historical education of possibly the mid- to late-1800's. Emphasis would be placed on experiencing pioneer life and times through representative activities of the period.

Participants might retrace the Barlow Road over the course of several days, or become involved in songs, dances, and games of this period, or learn techniques for making baskets and other goods. An expanded program might provide daily experiences at the Territorial Farm of shearing sheep, carding and spinning wool, or crafting wood for barrels, buckets, or other implements.

Opportunities also abound in learning Native American folkways and folklore, how the first people's daily lives were entwined with the natural forces of this particular region. Who were the first people in the valley? What were their daily activities? What games did they play? What were their beliefs? What did they wear? Participants might learn about netting and drying techniques for salmon, or about gathering and preserving other foods.

The Trail Encampment concept would be integral to other education programs and activities that would be developed and coordinated by the Center's education department. The Trail Encampment program should occur at remote historically-based sites (e.g. Foster's place at Eagle Creek or Rock Corral at Marmot on the Sandy River) that provide unique settings for this enjoyable, educational experience. This program could be implemented in partnership with those institutions.

HISTORIC LANDSCAPE, OPEN SPACE, AND GREENWAYS

Public park space and greenbelts are invaluable community amenities and are important elements in the design of the End of the Oregon Trail Center and for the project area's overall development. Preservation, protection, and enhancement of public greenways along all water edges and other site locations is a major objective. Public greenspace plays a silent but important role,

and provides for a wide range of community activities and experiences.

In keeping with the objectives of the Willamette River Greenway Program, the maximization of greenways along water edges will provide valuable continuity of public use and enjoyment.

Parks and greenbelt improvements should be implemented and enhanced along the Willamette and Clackamas Rivers, Clackamette Cove and Abernethy Creek. The wetlands area west of the Metro Transfer Station should be restored and expanded.

Historic landscape, community open space, and greenbelts are also important design components in the Master Plan. Extensive landscaped areas at the perimeter of the End of the Oregon Trail Center provide necessary enclosure. This historic landscaped buffer would set the Center apart from incompatible off-site uses, and provide the necessary enclosure and isolation to re-create an historic place or enclave. Newly created woodlands and wetlands of indigenous vegetation within the Center's grounds and at its perimeter help heighten the sense of historical immersion by screening objectionable sights, framing and enhancing vistas, and enveloping visitors.

The backdrop of the wooded hillsides of the bluffs that cradle the End of the Oregon Trail Center site are very important and should be protected by a scenic or conservation easement and other controls. The woodlands are important visually and offer a setting for future hiking trails.

A system of greenways, restored historic landscapes, and water bodies would also attract a spectrum of interesting wildlife, thereby providing an added dimension to the visitor experience. This component should be integrated with the Oregon City Regional Center Master Plan process.

VI. IMPLEMENTATION



Oregon City downriver from Willamette Falls, 1857.

DEVELOPMENT SEQUENCE

The Master Plan for the End of the Oregon Trail provides for an overall directive in restoring/managing the greater site, defining content of the interpretive program (show and visitor experience), and establishing the feasibility and long term benefit to the community.

It is intended as the beginning of a program that should evolve as needs and priorities change. With consensus on what ought to happen, the focus of the Master Plan can shift to timing, funding, and how to best organize and marshal resources to put the project together.

TIMING

Subsequent project phases are entirely dependent on having necessary funds available for a design consultant team to proceed. In the best case funding scenario the project could be designed and built in approximately four years. It is possible to separately fund and phase the major project tasks identified below which would obviously extend the overall timeline. Phase I would operate concurrently with future construction. Obviously, coordination will be required to mitigate negative or undesirable effects of construction activity upon on-going activities of the Phase I facility.

A broad outline of the timeline, based on development of other, comparable facilities, is as follows:

- Architectural, programming history content research: 6 Months
- Design, construction documents (architecture, engineering, exhibits): 14 Months
- Construction, exhibit fabrication/show production, preliminary staffing: 24 Months

DEVELOPMENT BUDGET

The fundamental areas of expense over the next three to five years will be:

- Project Development and Management.
- Assembly, Preparation of the Site.
- Capital Facility Development.

The centerpiece of the facility development program will be the Interpretive Center. Given the nature and space requirements of the interpretive package, along with initial phasing priorities, an overall project budget is outlined below:

INTERPRETIVE CENTER SUMMARY PROJECT BUDGET (Note: Costs are exclusive of land costs)

1. Interpretive Center (See Appendix B)	\$11,769,982
2. Amphitheatre (1,500 seats)	\$2,500,000
3. Living History Farm (allowance)	\$200,000
4. Living History Town (replicated 10 bldgs. @ 3,000 s.f. average)	\$500,000
5. Living History Sites (allowance)	\$300,000
- Native American Village	
- Fur Trappers Brigade Encampment	
6. General Site Development (allowance)	\$250,000
Total	\$15,519,982

FUNDING RESOURCES AND CONSIDERATIONS

The sources for project funding generally are not new. From time to time certain programs (mostly federal) are withdrawn and others created. The sources of capital improvement funding may be divided into governmental and private.

Governmental Sources:

- Federal Grants – grants from one or more programs of federal agencies; these grants can be related to the facility or its contents.
- Federal Sponsorship – the development of an exhibit (e.g., the National Park Service).
- State Grants – moneys from a state program (e.g., the state lottery program).
- Local Governmental Funding – through general obligation bonds, revenue bonds, special tax districts, in-kind services, and the like (e.g., use of the newly formed State of Oregon Housing, Educational and Cultural Facilities Authority).

Private Sources:

- Private Donation – from individuals, clubs, private non-profit organizations (e.g., an environmental organization), and for-profit companies.

- Private Grants – from private organizations such as corporations and private non-profit foundations, often in the form of “challenge” grants.
- Services – in lieu of cash, individuals and organizations may provide services and/or materials for the development of the attraction.

Operational assistance may be provided by many of the same sources as stated above. Corporate sponsorships have been effective means of involving the local business community and enabling a business to be identified as providing the support to maintain a given exhibit or educational program, for example. Further assistance should be possible as there are a myriad of means of developing support - these include, operating/research grants from foundations, corporate sponsorship of individual elements of the attraction, volunteer services, annual membership fees to a Friends group, in-kind services from governmental bodies and private organizations, and the like. Another excellent operating subsidy source might be to get a combination of a publishing or communications company to play a major role in the advertising and promotional responsibilities of the End of the Oregon Trail Center.

In most historical attractions, science centers, aquariums, museums and other non-profit attractions, there is a “mindset” that such attractions cannot, and even, should not generate operating surpluses. Thus, these facilities are generally operated in that

manner and there is neither an ability to retire any debt nor finance new capital improvement projects. The typical scenario is for a facility to be totally funded initially by "found" money (donations, grants, in-kind spending, sponsorships, etc.), for its operating expenses to be partially subsidized, and for any capital improvements to be funded through new found moneys. Often operating endowments are formed to uphold the operations of such projects.

Voter-approved bond levies for capital construction are another possible packaging of funds. It may be advantageous to pursue a regional bond measure through Metro, similar to the recently successful measures. It is possible that up to 75% of the total project cost might be raised by the region, matched by a 25% Federal share. This strategy might expedite the schedule of development, since funding might be acquired fairly quickly.

A combined funding approach that keeps several options open may make the most sense, at least for the time being, but this would require a broad coordination effort, if not an early pledge of local resources (e.g., hotel/motel moneys) to demonstrate the seriousness of the community toward the project. The obvious primary sources are Federal, State, Regional (Metro), and local corporate and individual giving.

KEYS TO SUCCESS

The history of the Oregon Trail is part of the epic of the development of the American West. Traversing the continent, its route served as a conduit for thousands of pioneers and a testing place for their institutions, ideas, and commitments. An End of the Oregon Trail Center at Oregon City has unique appeal and represents an opportunity of great potential value.

To distinguish the End of the Oregon Trail as a center which fully engages the visitor, receives the commitment of the community, and is ultimately successful, a number of conditions should be present and/or on-going:

- **Maintaining a Strong Theme and Authenticity:** The theme and its purity should be maintained as far as is practicable; thematic continuity throughout the End of the Oregon Trail Center should be offered, even though sub-themes may be employed. Emphasis should continue to be placed on providing visitor with authentic experiences to the extent possible.
- **Delivering a Memorable Experience to the Visitor:** Every exhibit should be visitor focused and challenged by asking "Is this going to yield a memorable experience?" Or, "How can we best deliver the message of this exhibit to the visitor?"
- **Maintaining a Marketing Plan:** A well-conceived, budgeted, and executed marketing plan should be sustained; this includes public relations, press relations, brochure creation and distribution, media buys (especially well-placed billboards), promotions (with local commercial outlets a chain of fast food stores, market chain, etc.), group sales (schools, companies, agencies, etc.), directional signage, and other marketing devices.
- **Achieving National Historic Landmark Status:** The End of the Oregon Trail is deserving of recognition as a national site in view of its uniqueness and significance in the settlement of the American West. A process should be established for investigating the potential for national status in view of its historic significance, but also for added stature and revenues that come with that stature and designation. At a minimum, consideration should be given to incorporation of the word "national" within the facility name in an appropriate manner.
- **Developing Financial Strategies:** Attractions such as the End of the Oregon Trail Center have difficulty in repaying significant debt from surplus operation revenue. Ideally, the funds for the initial capital improvements

should be "found" money, without a payback requirement. In so doing, any operating surplus can be utilized to provide new capital improvements from time to time.

- **Making a Unique Statement:** The Center should offer some feature or means of delivering a meaningful experience that stands above the competition.
- **Strengthening Identity:** Contributing to the uniqueness and distinctiveness of the End of the Trail by identifying a unique street address.
- **Developing a Signature Exhibit:** The Center, ideally, should have a signature exhibit (greatly assisting the marketing effort).
- **Focusing on a Large Number of "Moderate" Size and Impact Exhibits:** Aside from the "signature" exhibit (which need not necessarily be large), the Center should focus on moderate size exhibits rather than one or two mammoth exhibits and a multitude of small ones.
- **Offering Interface:** By developing "hands on" exhibits and outdoor living history programs, the visitor can interact with knowledgeable staff, thereby receiving interesting episodes and aspects of the Oregon Trail and settlement life that would

be virtually impossible to communicate otherwise.

- **Providing Space for Evening Events:** The design should view the facility as a reception venue, including sit-down dining for multiple groups in an evening for revenue enhancement.
- **Providing Space(s) Which are Highly Programmatic:** Areas should be reserved for rotating exhibits, possibly including exhibits that might be created at the Center and then sent on "tour" to other museums for a fee; programmatic exhibits can provide new entertainment content to be marketed to the public. Again, these exhibits and programs would feature lifeways of immigrant and Native people.
- **Implementing Design Guidelines:** Institute design guidelines, standards, and technical review procedures for all development proposals (private as well as public); to provide quality control and monitoring of performance, especially within the "primary historic resource district" and greater project area. Since the quality of the physical environment will greatly impact the visitors experience and, in turn, the success of the Center, it is imperative that credible, consistent design guidelines be implemented. Adoption by Oregon City and Clackamas County is essential.

VII. APPENDIX

APPENDIX A. PROPOSED FACILITY PROGRAM

1. INTERPRETIVE CENTER SPACE ALLOCATION

a. SUMMARY

1) PUBLIC SPACES	9,940	SF.
2) EXHIBIT GALLERIES	15,000	SF.
3) ADMINISTRATIVE SERVICES	1,964	SF.
4) TECHNICAL SERVICES	7,452	SF.
5) SUPPORT SPACES	1,612	SF.
TOTAL GROSS AREA	35,968	SF.

b. PRELIMINARY SPACE ALLOCATION

1) PUBLIC SPACES

• Lobby: Reception, Orientation, Ticketing	800	SF.
• Coats, Lockers, Telephones	200	SF.
• Museum Store, Office, Stockroom	1,500	SF.
• Public Restrooms	500	SF.
• Assembly Area	200	SF.
• Multi-Use Auditorium (120 seats)	2,800	SF.
• Classroom/Discovery Room	1,000	SF.
• First-Aid Room	100	SF.

Sub Total Net Area	7,100	SF.
Circulation/Services @ 40%	2,840	SF.
Gross Area	9,940	SF.

2) EXHIBIT GALLERIES

• Permanent Exhibits	10,000	SF.
• Traveling/Photographic Exhibits	2,500	SF.

Sub Total Net Area	12,500	SF.
Circulation/Services @ 20%	2,500	SF.
Gross Area	15,000	SF.

3) ADMINISTRATIVE SERVICES

• Reception/Secretarial	200	SF.
• Director	175	SF.
• Public Relations Director	100	SF.
• Development Director	100	SF.
• Accounting/Bookkeeping	100	SF.
• Vault	50	SF.
• Cash Room	80	SF.
• Conference/Board Room	250	SF.
• Meeting Rooms (2 @ 100 sf)	200	SF.
• Workroom, Supply Storage	200	SF.

Sub Total Net Area	1,455	SF.
Circulation/Services @ 35%	509	SF.
Gross Area	1,964	SF.

4)	TECHNICAL SERVICES		
	• Curator of Collections	120	SF.
	• Curatorial Workspace	200	SF.
	• Collections Storage	1,000	SF.
	• Registrar/Archivist	100	SF.
	• Research Library/Archival Storage	500	SF.
	• Artifact Freezer Room	50	SF.
	• Exhibit Maintenance	100	SF.
	• Exhibit Preparation, Shop	1,000	SF.
	• Education Director	100	SF.
	• Education Offices	300	SF.
	• Costume Shop and Storage (Living History)	500	SF.
	• Laundry (Living History)	100	SF.
	• Food Storage (Living History)	100	SF.
	• Womens Dressing/Lockers (Living History)	400	SF.
	• Mens Dressing/Lockers (Living History)	300	SF.
	• Photo and AV Technician	100	SF.
	• AV Equipment Room	150	SF.
	• Volunteers Coordinator	100	SF.
	• Volunteers Workroom	300	SF.
	• Meeting Rooms	200	SF.
	Sub Total Net Area	5,520	SF.
	Circulation/Services @ 35%	1,932	SF.
	Gross Area	7,452	SF.
5)	SUPPORT SERVICES		
	• Staff Breakroom	200	SF.
	• Staff Restrooms	120	SF.
	• Janitorial	120	SF.
	• Crate Storage/Holding	500	SF.
	• Shipping, Receiving Vestibule	300	SF.
	Sub Total Net Area	1,240	SF.
	Circulation/Services @ 30%	372	SF.
	Gross Area	1,612	SF.
	TOTAL INTERPRETIVE CENTER GROSS AREA	35,968	SF.

2. REGIONAL VISITOR CENTER SPACE ALLOCATION (CONCEPTUAL)

1)	PUBLIC SERVICE AREA	3,000	SF.
2)	VISITOR CENTER STAFF	450	SF.
3)	EOT CENTER STAFF	900	SF.
4)	CHAMBER OF COMMERCE	600	SF.
5)	MEETING ROOM (50 People)	1,000	SF.
6)	FOOD PREPARATION	200	SF.
7)	SUPPORT AREAS	1,300	SF.
	SUBTOTAL NET AREA	7,450	SF.
	CIRCULATION @ 35%	2,608	SF.
	TOTAL GROSS AREA	10,058	SF.

APPENDIX B. PROJECT BUDGET BREAKDOWN

END OF THE OREGON TRAIL INTERPRETIVE CENTER

A.	Interpretive Center	35,968 sf @ \$145 sf =	\$5,215,360	
B.	Indoor Exhibit	10,000 sf @ \$275 sf =	\$2,750,000	
C.	Fixed Equipment (3% of Line A)		\$156,461	
D.	Movable Equipment, Furnishings (4% of Line A)		\$208,614	
E.	Site Improvements, Parking (8% of Line A)		\$417,229	
F.	Sub-Total Costs *		\$8,747,664	
G.	Design & Construction Contingency (15% of Line F)		\$1,312,150	
H.	Total Construction Budget			\$10,059,814
I.	Design Consultants (16% of Line H)		\$1,609,570	
J.	Client Administrative Costs (1% of Line H)		\$100,598	
K.	TOTAL PROJECT BUDGET **			\$11,769,982

* Includes General Contractor Overhead & Profit

** January 1996 Dollars

APPENDIX C. COMPARABLE ATTRACTIONS

Comparable attractions, both regional and national, were reviewed in order to illustrate current activity levels and to demonstrate the potential for an End of the Oregon Trail heritage attraction.

Regional facilities were selected primarily because of their focus on historical themes and, in some cases, because Outdoor Living History is part of the attraction's historical interpretation approach. The six regional historic attractions are:

- Fort Vancouver, Vancouver, WA
- Champoeg State Park, St. Paul, OR
- Aurora Colony Museum, Aurora, OR
- High Desert Museum, Bend, OR
- Oregon Historical Society, Portland, OR
- Museum at Warm Springs, OR

Additional perspective on regional demand patterns is provided by examining attractions which do not have a direct link to historical interpretation. The eight include:

- Multnomah Falls, Cascade Locks, OR
- World Forestry Center, Portland, OR
- Oregon Museum of Science and Industry (OMSI), Portland, OR
- Washington Park Zoo, Portland, OR
- Bonneville Dam, Cascade Locks, OR
- Oregon Shakespeare Festival, Ashland, OR

- Mt. St. Helens Visitor Center, Castle Rock, WA
- Oregon Maritime Museum, Astoria, OR

Historical sites or monuments, outdoor living history museums and other facilities that are considered to be of interest to the End of the Oregon Trail Center include:

- Barkerville Historic Provincial Park, Prince George, B.C.
- Bent's Old Fort National Historic Site, LaJunta, CO
- Cahokia Mounds, Collinsville, IL
- Conner Prairie, Noblesville, IN
- Fort Clatsop, Astoria, OR
- Fort Markley and Indian Village, Seneca, KS
- Homestead National Monument of America, Beatrice, NE
- Jefferson National Expansion Memorial, St. Louis, MO
- Jorvik Viking Center, York, England
- Mission Mill Museum, Salem, OR
- Old Aurora Colony Museum, Aurora, OR
- Old Sturbridge Village, Sturbridge, MA
- Plimouth Plantation, Plymouth, MA
- Sutter's Fort State Historic Park, Sacramento, CA
- Wyoming Pioneer Memorial Museum, Douglas WY

SECTION D: PHOTO CREDITS

Cover Photo:	Oregon State Capitol Rotunda Mural Painted by Frank Schwarz
Page 2	Clackamas Historical Society, Oregon City, Oregon
Page 6	Oregon Historical Society, Portland, Oregon ORHI 59756
Page 14	Oregon Historical Society, Portland, Oregon ORHI 46193
Page 22	Oregon Historical Society, Portland, Oregon ORHI 21591
Page 30	Oregon Historical Society, Portland, Oregon ORHI 21598
Page 36	Oregon Historical Society, Portland, Oregon ORHI 21602
Page 52	Oregon Historical Society, Portland, Oregon ORHI 248
Page 68	Oregon Historical Society, Portland, Oregon ORHI 21079