



Interpretive Plan

Thompson's Mills

State Heritage

Area



Interpretive Plan

for

Thompson's Mills State Heritage Site

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February 28, 2008

Acknowledgements

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Martin Thompson, Friends of Boston Mills

Our thanks for all your time and effort. It was a pleasure working with all of you.

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Introduction

Overview

The Oregon Parks and Recreation Department (OPRD) acquired Thompson's Mills State Heritage Site in 2004. The acquisition included the 1863 Mill Building that had been enlarged and modified on numerous occasions, a Queen Anne-style house, several outbuildings, about 20 acres of Willamette Valley farmland, and some of the oldest intact water rights in the State of Oregon. The property was acquired in large part for the water rights so water flow could be maintained for fish during low water periods. However, the mill is a significant cultural resource, representing an era when such mills were the catalyst for cultural activity.

Interpretive planning for Thompson's Mills is another in a recent series of efforts by Oregon Parks and Recreation Department (OPRD) to develop and/or upgrade the quality and array of interpretive opportunities in Oregon State Parks. These efforts will enhance the recreational experience of all visitors and communicate information valuable to managing the resources.

Purpose of Interpretive Plan

This plan is a first step in a series of actions to integrate interpretive opportunities into the visitor experience at Thompson's Mills. It provides guidance in the form of a set of recommendations plus design concepts for interpretive, orientation, and wayfinding strategies that support the visitor experiences at the sites and also support the agency's mission.

While reading the plan, please consider the following points:

- This is a *plan*, not a design. An Interpretive Plan provides a manager with sufficient information to make decisions regarding funding priorities and a designer with sufficient information to design.
- Although environmental education is an

integral part of the Oregon State Parks system, this is an interpretive plan – not an education plan. It does not address environmental education programs, other formal education opportunities, or educational standards.

- The format of this plan is consistent with other interpretive plans currently being prepared for OPRD and the content of this plan reflects the current vision for interpretation in the system of Oregon State Parks.
- This plan represents a snapshot in time. The recommendations represent our best professional guess based on information and circumstances that are true *at this time*. They are intended to be guidelines to suggest direction and are not set in stone. As circumstances, audience, goals, and information change, the plan should be modified accordingly.

Organization of the Plan

The plan is organized based on the 5-M model of interpretive planning introduced by Lisa Brochu in the book "Interpretive Planning: The 5-M Model for Successful Planning Projects." However, in some cases only parts of the information gathered and analyzed are presented within the main document. In such cases, the headings reflect the specific content. For example, information on mission, goals and objectives is gathered and analyzed within the context of Management – the first "M" – as is information on budget, staffing, and other management issues. Since only the information on goals is included in the body of the document, the section is entitled "Goals and Objectives."

ADA versus universal access

The intent of ADA provisions is to promote equal access to the built environment for those with impairments. Braille and audio supposedly address the needs of those with visual impairments; elevators, lifts, grade and surface of trails, and other modifications to the physical environment address the needs of those with mobility impairments; and visuals and text, including captioned multi-media programs, address the needs of those with auditory impairments. However, most of the ADA provisions focus on physical access to information, not content. They also do not address the needs of these audiences at the experiential level. We prefer to use a universal design approach, which focuses on creating experiences that can be enjoyed by all parts of the target audience, including those with impairments. This approach involves integration of multiple delivery strategies that include all senses. The result is an overall experience with opportunities that meet the needs of the few while enhancing the experience of everyone. When this project moves to the design phase, a universal design approach should be used by the designer.

Goals

Goals

Goal #1: Protect and conserve natural and cultural resources of Thompson's Mills while using them to provide recreational and educational experiences.

Goal #2: Increase public support and strengthen the constituency for OPRD in general, and for the efforts at Thompson's Mills specifically.

Goal #3: Increase the number of visitors taking advantage of interpretive opportunities, both fixed and programmatic.

Objectives

Goal #1:
Protect and conserve natural and cultural resources of Thompson's Mills while using them to provide recreational and educational

Objective 1-1: An increase in the sense of personal value to visitors for Thompson's Mills and the interpretive opportunities provided at the site.

Objective 1-2: An increase in awareness among users of negative personal impacts to the cultural resources at the site and ways those impacts can be minimized.

Objective 1-3: An increase in appropriate use patterns and behaviors among users of the site and those who take part in interpretive opportunities at the mill and within the Heritage Site.

Objective 1-4: An increase in awareness of the story of Thompson's Mills and the impact it and mills like it had on the history of the area specifically, and of the West in general.

Goal #2:
Increase public support and strengthen the constituency for OPRD in general, and for the efforts at Thompson's Mills specifically.

Objective 2-1: An increase in the personal value, to visitors, for the mill and associated interpretive opportunities provided within the mill and on the grounds.

Objective 2-2: An increase in awareness of the identity of the OPRD and the Friends group as the entities responsible for the preservation, restoration and management of the site, and for the interpretive opportunities provided within the mill and on the grounds.

Objective 2-3: An increase in satisfaction by visitors as a result of the information network at the mill site.

Objective 2-4: An increase in appreciation/approval of OPRD due to providing high quality interpretive, recreational, and/or educational experiences associated with the mill.

Objective 2-5: An increase in the number of people volunteering time and/or donating money to State Parks in general and to Thompson's Mills specifically to support preservation, restoration and interpretation.

Objective 2-6: An increase in the number of people who will vote 'yes' in 2014 on the use of lottery dollars to fund State Parks.

Objective 2-7: An increase in support for management actions regarding protecting and/or enhancing fish habitat. (

Objective 2-8: An increase in membership in the Friends group.

Goal #3:
A significant increase in the number of visitor days to the mill.

Objective 3-1: An increase in awareness on the part of the potential traveler of the array of desirable visitor opportunities associated with a visit to Thompson's Mills.

Objective 3-2: An increase in the perceived value of the interpretive experiences associated with the mill.

Objective 3-3: An increase in the number of people from communities surrounding the Heritage Site using interpretive opportunities associated with the mill.

Goal #4:
Increase local support and strengthen the constituency for OPRD in general, and for the efforts at Thompson's Mills specifically.

Objective 4-1: An increase in the personal benefit, to local residents, for the mill and associated interpretive opportunities provided within the mill and on the grounds. (Benefits can include an increased sense of pride and an increase in patronage of local businesses by visitors.)

Objective 4-2: An increase in respect for farmers and the agricultural industry by visitors.

Objective 4-3: No net increase in negative behaviors by visitors that impact local residents. (This includes behaviors associated with lack of tolerance for farm activities, such as the presence of slow-moving farm equipment on the roads, dust from plowing and smoke from burning fields.)

Objective 4-4: An increase in membership by local residents in the Friends group for Thompson's Mills.

Themes

Organization of themes

The elements of the theme hierarchy reflect the direction for theme development in Oregon State Parks. There are four types of themes in this hierarchy:

Primary Theme

This is the key concept reflecting the significance of the park.

Themes

These are the ideas or concepts that together support the primary theme. Ideally, all visitors will understand at least one of the themes based on their specific area of interest (cultural history, natural history, etc.)

Sub-theme

These are the concepts that support a theme.

Supporting Stories

These are the stories that communicate a sub-theme or theme.

Themes

Primary Theme

Thompson's Mills, Oregon's oldest surviving water powered mill, is a remnant of an era when such mills were the cornerstones of life and catalysts for settlement.

Theme 1: The opening of Thompson's Mills had significant impact on the patterns of life for pioneers in the southern Willamette Valley.

Sub-Theme 1-1: Opening of the mill and the consequent shift of activity to that site prompted the platting of the town of Boston, Oregon.

Storylines: The importance of a flour mill in an agrarian society that depended on flour, and the importance of Thompson's Mills in the lifestyle of early settlers. Bread was a staple of the diet for early

EuroAmericans so flour mills were a key link in the process of producing flour (and bread) from grain. The key to communicating this message is to have the visitor see the mill surrounded by the beginnings of a community; to understand how much time and effort a farmer expended getting the wheat to the mill and the flour home; to see how much time and resources mill owners expended to obtain necessary equipment; and to see the activity swirling around this area when the mill was the center of cultural lifestyles.

Communicating this theme effectively will naturally lead to the question, "Why isn't it a hub anymore?"

Theme 2: As other small mills died out, Thompson's Mills survived in part by continually adapting to changes and events in the world.

Sub-Theme 2-1: Thompson's Mills adapted to new technology (such as switching to rollers from millstones).

Sub-Theme 2-2: Thompson's Mills prospered due to an increase in the need for flour during significant world events (such as the California Gold Rush, increasing trade with China and World War I).

Sub-Theme 2-3: Changes in American lifestyles resulted in changes to the mill (switched to an emphasis on animal feed as bread began to be bought at stores instead of baked in the home).

Sub-Theme 2-4: Mill owners were constantly trying to find ways to gain a competitive edge (such as becoming a merchant mill instead of a custom mill, diversifying by selling electricity, and focusing on animal feed).

Storylines: Trace the history of the area and the world through the changes in the mill. This includes but is not limited to the shift from millstones to roller milling to become a merchant mill; the expansion of the mill to produce more

flour, especially during WWI; the shift from flour to animal feed as home life changed and bread was baked in bakeries and sold in stores rather than baked at home; the shifts in technology to gain efficiencies – this includes and the shift from using needle and thread to sew sacks to sewing machines for that purpose; the shift to electrical power when the technology became available; the shift from wagons to trucks as that technology became available and roads were improved; and the shift from hand tools (such as a broad axe) to power tools as they became available.

Theme 3: Water was a key to success for Thompson's Mills.

Storylines: The importance of water to provide power to the mill. This ties into the larger story of the importance of power to the development of industry. Whether generated by muscle, animal, water, steam, electricity, coal, petroleum or other substances, power is a key to cultural activity and industrial efficiency.

Theme 4: The combination of transportation systems and routes and the location of the raw ingredient (wheat) were keys to the success and demise of Thompson's Mills and the fledgling town of Boston, a story repeated over and over throughout the United States.

Sub-theme 4-1: Keys to the success of Thompson's Mills included its location near major transportation routes and near the wheat fields.

Sub-theme 4-2: The location of the railroad almost 2 miles from the platted town of Boston spelled its demise, but was a boost to the establishment of Shedd Station and for transporting flour to market.

Sub-theme 4-3: Keys to the demise of Thompson's Mills included a shift in the location of wheat fields, and the rise in efficiency of transportation systems

throughout the northwest so that wheat, although grown in remote areas, could be transported to market cheaply and easily.

Storylines: The importance of transportation routes and systems in the lifestyles of humans in the Willamette Valley, from Native Americans to present. Waterways were the initial travel corridors and hubs of activity for Native American cultures. When the EuroAmericans arrived, they used the same routes, and towns sprang up along major rivers and along the coastline. Thompson's Mills, on the Calapoopia, was adjacent to a major north-south travel route for early settlers and those going to and from the gold fields of California and southern Oregon. When the railroad was located less than 2 miles away, the fate of Boston was sealed as Shedd Station became established. Towns along railroad lines in Oregon, or along steamboat routes, flourished. Even today, with the establishment of Interstate 5, we see a shift in cultural activity to interchange sites and towns immediately adjacent to the freeway. A nearby example is the town of Albany in comparison with Corvallis. This is a site-specific application of a transferable theme – that transportation routes were and are a key to cultural activity.

Theme 5: Establishing and maintaining Thompson's Mills (and a farm) in the mid-19th century in the Willamette Valley required ingenuity, perseverance and hard work.

Storylines: For visitors to gain an appreciation for what was accomplished at Thompson's Mills, it is important to understand how isolated it was at the time it was built. The mill owner could not easily obtain spare parts – they often had to be shipped from other countries, loaded onto ground transport when they arrived in Oregon and hauled to the site. The entire process could take many months. As a consequence, to start and

keep the mill running required forethought, patience, hard work, perseverance and ingenuity. This can be communicated through a variety of features, including, but not limited to:

- The hand-hewn timbers for framing the structure;
- The elevators for moving the grain;
- The adaptation of belt technology for a wide variety of purposes;
- The use of wooden pegs;
- Fashioning hinges out of old belts;
- Adapting simple technology to the milling process;
- Tracing the journey of millstones from France;
- The use of wooden bushings;
- The adaptive re-use of everything from old belts to entire sections of a building;
- The mechanism for selecting and controlling the flour for bagging;
- The entire system of dams, ditches, waterways and control gates to use water from the Calapooia.

This same theme can be used to tell the story of farmers at that time and in the present. In other words, to succeed as a farm at that time also required the same qualities.

The Plan: Phase 1

Introduction

The interpretive network will be developed in phases. We recommend three phases based on the development of the infrastructure to support the experience.

- **Phase 1:** The Grounds are open but the public has limited access to the Mill Building (with supervision) and the Visitor Center is not built.
- **Phase 2:** The Mill Building has been rehabilitated to allow the public to self-guide through the building, but the Visitor Center is still not built.
- **Phase 3:** All parts of the network, including the Visitor Center, are open to the public.

Future Experience after Phase 1

Before arriving at the Mill, visitors will encounter information about Thompson's Mills from the **Web Site**, **Table Teasers** or from people who know about the site because of **Familiarization Tours**.

After leaving home to visit the Heritage Site, visitors are guided by maps downloaded off the **Web Site**, or obtained from a Welcome Center or Chamber of Commerce. Directions are reinforced by **Directional Signage** on Highway 99E and on Boston Mill Road. Upon arriving at the site, they park in the new parking area and go first to the Site Orientation Panel (see Figure 1).



Figure 1: Orientation Panel

Their next stop, after gaining an overview of the story of the mill site from the Thematic Overview Panels (see Figure 2), is the mill building.



Figure 2: Thematic Overview Panels

As they enter the building they are drawn to the **Welcome Wall** where they get a sense of the levels of the mill (see Figure 3). The opposite wall contains an exhibit focusing on how the outside world affected the mill and the mill affected the outside world (**World Connections**) and an exhibit chronicling how the mill managed to survive as a functional mill for over a century by adapting to changes (**Survival Through Time**). While in this room, visitors will pick up the simple park brochure and the **Sense-ational Treasure Hunt** and purchase the **Guide to Thompson's Mills State Heritage Site**, which contains a walking tour of the outside plus additional detail about the inside of the mill.

The remainder of their visit in the mill is by **Guided Tour**, which includes a stop at a simplified **Mill to Market Exhibit**, depicting the extent of the mill's market at various points in history and how the product was transported to those markets and a stop at an exhibit depicting how water power is turned to energy to power the mill and how three simple machines are utilized to move the raw material and product throughout the mill (**A Simple Process and Making the Wheels Go Round Exhibit**). In the main mill room visitors will also be able to weigh themselves on a scale used for weighing product, compare a roller mill to a set of millstones, examine a simple set of wheels

and belt; operate cranks to operate an auger and elevator to move grain through a simple demonstration exhibit, and have a look at the millrace from the back of the mill.

When they exit, armed with the Guide to Thompson's Mills Heritage Site and the Sensational Treasure Hunt, visitors set off to tour the grounds. Various stops, keyed to features, provide interpretation of the mill race and water rights, the silos, and various other features visible on the façade of the mill building, the hay barn and surrounding agricultural fields, the miller's house and the town of Boston. Occasional benches allow the group to rest.

Specific Actions

At the time this plan was completed, temporary versions of the Site Orientation Panel, the Thematic Overview Panels and the Welcome Wall were in place. The design concepts for all those strategies have been approved.

1. Develop a training program for guides and begin developing the Interpreter's Guidebook (this will be ongoing).
2. Finalize the Site Orientation Panel and Thematic Overview Panels and Welcome Wall and install the final versions.
3. Fabricate and install the World Connections, Survival Through Time, Simplified Mill to Market and Making, and the Wheels Go Round/A Simple Process exhibits, and the Interpretive Labels as described in this section.
4. Write and print the Guide to Thompson's Mills State Heritage Site, Sense-ational Treasure Hunt and Table Teasers as described in this section.
5. Develop the standard Site Orientation Map/Brochure for the site.
6. Plan a Special Event for the Grand Opening.
7. Develop the Web Site for this site as described in the following section.
8. Conduct familiarization tours.
9. Develop a plan for field trips and the associated Teacher's Packet.
10. Train the living history presenters as described in this section.

Web Site

Objectives

After interacting with this opportunity, visitors will:

- Want to visit Thompson's Mills;
- Know the major themes associated with this interpretive network;
- Have a simple map of the area with directions to the site (downloaded as a PDF);
- Be aware of the next major special event at the mill;
- Have contact information.

Themes

All themes will be communicated at some location within the web site.

Description and Concept

The Web Site contains marketing information, thematic overview and general orientation information. It also contains phone numbers and other information so browsers could call to get a visitor's packet or other site-specific information. The home page has up-to-date information on what is happening at the mill and upcoming events. It also has a link to a suggested visit to Thompson's Mills that includes highlights along the access route to increase the attraction power of an "outing in the countryside" that includes the mill. Links allow a person to delve into the history to the extent he or she wants. This strategy needs to be updated constantly to provide information on special events and changes in the menu of opportunities and other important trip planning information.

Table Teasers

Objectives

After interacting with this opportunity, visitors will:

- Be interested in visiting Thompson's Mills;
- Know where they can obtain more information.

Description and Concept

Table Teasers are intended to grab a visitor's attention and interest so he or she is more likely to visit Thompson's Mills, or pick up the Site Orientation Map/Brochure if it is available. Table Teasers can take the form of place mats, laminated cards, or booklets to name a few possibilities. Whatever the form, they should be available at dining tables in restaurants within about a 50-mile radius for visitors to browse while waiting for or eating food. Table Teasers focus on presenting interesting tidbits of information associated with the stories covered by the interpretive network. They should also contain directions to the site and contact information, such as phone numbers, so visitors can obtain more orientation and/or interpretive information.

Site Orientation Map/Brochure

Objectives

After interacting with this opportunity, visitors will:

- Feel comfortable in their ability to find their way to and around the site;
- Feel like spending some time taking advantage of the interpretive and recreational opportunities;
- Be aware of all the interpretive and recreational opportunities;
- Be aware of the opportunities that are fully accessible;
- Have a simple map of the site;
- Have the Walking Tour of Thompson's Mills Heritage Site (insert in the map/brochure)
- Know that development plans call for tours of the mill and a new Visitor Center;
- Be inspired to contribute time and/or money to the effort;
- Be inspired to come back in the future;
- Have contact information.

Description and Concept

This free publication provides brief, user-friendly orientation to the site and associated interpretive and recreational opportunities. It should be small enough to be carried easily. It should include the following elements:

- Map showing how to get to Thompson's Mills;
- Map of the site with recreational and interpretive opportunities identified;
- Brief description of the interpretive and recreational opportunities;
- Where to get additional information (such as the web site);
- The interpretive walking tour (brief "didjacks" associated with each stop);
- Related sites to visit.

Comment

This is the standard OPRD map/brochure for the site.

**Guide to Thompson’s Mills State
Heritage Site**

Objectives

After interacting with this opportunity, visitors will:

- Know all the major themes;
- Know why the mill was located here;
- Know the role and importance of water to the mill;
- Know the importance of flour mills to early settlers of the area;
- Know that this site was once the center of activity in the area;
- Know that this is a State Heritage Site;
- Be inspired to find out more about the history of the town they live in and its origins.

Themes

All themes will be included within this publication

Description and Concept

The first version of this booklet takes the place of the exterior panel clusters until they can be developed, and provides detail within the mill building that takes the place of exhibits that will come later. It contains four exterior stops – the mill race, the miller’s house, a point allowing a view to the west and the northeast corner of the hay barn viewing the mill. It also includes information related to each of the interior rooms in the mill building. The following are the stops and focus of each stop.

Stop	Focus
1. Mill race south of mill building	The importance of water in siting the mill; the system of ditches and canals used to feed water to the mill; the importance and issue of water rights.
2. The house	The life of a miller, rural electrification, family transportation through the years.
3. The space between Hay Barn and back of house	The platted town of Boston; The agrarian landscape through time; The rise and fall of Boston and the reasons behind it; The importance of gardens and orchards to food supply
4. Northwest corner of the mill	The workings of the mill; adaptation over time – the mill story. The role of silos in the operation of the mill as a merchant mill.
5. Entry Room in building	Introduction to interior tour with emphasis on the fact that they are going the opposite direction from how the grain would move through the space.
6. Center room	The markets and how the flour was transported over time. This is an expansion of the story introduced by the simple exhibit. It includes the viewing alcove with a focus on selection and bagging of product.
6. Main mill room	The operation of the mill and the change to that room over time to adapt to new technology and changing markets. The idea is to provide more detail on ideas and topics introduced in the exhibits and the small interpretive labels. Detail will be included on sacking and sewing up sacks, millstones versus roller mills, and the impact on the room from the conversion to pellet mills. Detail on what it was like to work in the mill will be included, again from a worker’s point of view. Visitors will be invited to step outside and take a look at the view from the deck. The importance of water will be emphasized.

Sense-ational Treasure Hunt

Objectives

After interacting with this opportunity, visitors will:

- Have personally experienced key features of the site using all of their senses;
- Be motivated to explore the natural and cultural environment both within and outside the site.

Description and Concept

This strategy focuses attention on different aspects of the interpretive experience and encourages visitation to all parts of the interpretive network and beyond by asking participants to find various features or engage in various experiences throughout the site and area. The actual device can be anything easily carried and used as an identification guide and check-off list, such as a small booklet or set of cards with pictures. Whatever is used, it should contain descriptions and images of features to look for and check off. In this case, each item to be experienced will have two columns for check marks, one for the presentation of information in interpretive opportunities such as exhibits and signs, and one for the actual features. For example, a visitor could see a model of an elevator used in the mill in an exhibit or on a sign and also see an actual elevator in the mill. That item will have two columns to check in the Sense-ational Treasure Hunt – one for experiencing the feature in the exhibit and one for seeing the actual feature. Experiences are not limited to visual. Items can include operating an auger, operating an elevator with the use of a hand crank, and other experiences involving physical interaction with devices in the mill. It will also not be limited to cultural items. For example, it could include the feel of wheat chaff.

Teachers' packet for field trips

Objectives

After interacting with this opportunity, educators will:

- Be able to plan a trip to Thompson's Mills;
- Be interested enough to plan and implement a field trip;
- Know where to get more information;
- Have student activities for before, during and after the field trip;
- Have originals of the Site Orientation Map/Brochure and Sense-ational Treasure Hunt for copying;
- Have contact information;
- Have a clear list/description of key stewardship behaviors expected of visitors to the site.

Description and Concept

This packet should contain the following information:

- Directions for accessing the site;
- A map of the site for copying if necessary;
- A description of the opportunities available;
- Information for scheduling visits and arranging for special programs;
- A suggested itinerary, including surrounding sites, with time required for travel and visit;
- The Sense-ational Treasure Hunt to be copied for each student;
- A suggestion of information to be presented prior to a trip;
- What to take and what to wear;
- Written projects that could be copied and used first in the classroom with a follow-up involving an actual trip to the mill.

The Teacher's Packet could be made available in a printed format and on CD, DVD and VHS for flexibility. One or more of the latter formats could also be used to provide a quick overview of this opportunity on a touch-screen monitor at the Visitor Center.

Familiarization Tours

Objectives

After interacting with this opportunity, participants will:

- Be aware of the interpretive and recreational opportunities at Thompson's Mills;
- Know where to direct people for additional information on these opportunities;
- Have copies of the Site Orientation Map/Brochure to distribute.

Description and Concept

Focus on giving people associated with tourism and/or trying to market the cultural and natural history of the area a clear idea of what a visitor can expect on a visit. Tours should be offered every time a significant improvement is instituted, such as opening the mill for tours and building the Visitor Center.

Guided Tours

Objectives

After interacting with this opportunity, participants will:

- Be aware of the interpretive and recreational opportunities at Thompson's Mills;
- Know all the themes;
- Be motivated to learn more;
- Be motivated to support Thompson's Mills in some way.

Themes

All themes should be communicated at some point within the guided tour.

Description and Concept

These tours can be of the external grounds, the internal part of the mill or both. In all cases, guides should be trained in the themes, question and response strategies, and general strategies for guiding tours. The tour itself can be highly variable depending on the amount of time available, the specific group and the weather. However, it should not exceed an hour and could be even less time.

Site Orientation Panel

Location

Along the access from the parking area to the Thematic Overview panels.

Objectives

After interacting with this opportunity, visitors will:

- Be motivated to explore the site;
- Have the Site Orientation Map/Brochure and Walking Tour insert;
- Feel comfortable in their ability to find their way around the site;
- Feel like spending some time taking advantage of the interpretive opportunities;
- Be aware of all the major interpretive and recreational opportunities at the site;
- Be aware of the opportunities that are fully accessible.

Description and Concept

Use a stylized bird's-eye perspective from a viewpoint above and behind the panel so a visitor can 'see' where he or she is in relation to the overall site. Images of structures should reflect key details so visitors can identify all the key buildings and features. The map would also clearly show the parking area, restrooms and any other amenities. A brochure dispenser attached to the panel or structure would be used to distribute the Site Orientation Map/Brochure. Figure 3 depicts the approved draft design of this panel.

Thematic Overview Panels

Location

At the edge of the parking area where a visitor transitions from the parking area to the actual experience. During Phase 1 and 2 (prior to building the Visitor Center), this will be at the northeast corner of the parking area across from the house. When the new parking area is constructed, this will be at the southeast corner of the parking area with clear visual access to the Mill Building.

Objectives

After interacting with this opportunity, visitors will:

- Know all the basic themes;
- Know where to get more information.

Panel 1: Why Here?

Themes

- Theme 3: Water was a key to success for Thompson's Mills.
- Sub-theme 4-1: Keys to the success of Thompson's Mills included its location near major transportation routes and near the wheat fields.

Description and Concept

This panel focuses on why Thompson's Mills was located here. The reasons should include the existing transportation routes, lack of a competing flour mill in this area, easy access to wheat and perhaps most important, the presence of water for power.

Panel 2: Thompson's Mills as a Hub

Themes

- Theme 1: The opening of Thompson's Mills had significant impact on the patterns of life for pioneers in the southern Willamette Valley.

Description and Concept

This panel focuses on the first few years after the mill was established and the associated businesses in the town of Boston had begun to spring up.

Panel 3: Adapting to Change

Themes

- Theme 2: As other small mills died out, Thompson's Mills survived in part by continually adapting to changes and events in the world.

Description and Concept

This panel focuses on how the mill was affected by outside events and how it responded, changing over time to stay in business.

Didjakhnows (Interpretive Labels)

Location

At various locations in the main mill room

Objectives

After interacting with this opportunity, visitors will:

- Be motivated to learn more

Themes

Depends on the interpretive label, but it is possible that any or all of the themes can be reflected in the combination of labels.

Description and Concept

These are small interpretive panels containing an interesting fact about a machine or focusing attention on a particular feature. The text is brief and any supporting visual should be simple. The goal is to have people get interested in these tidbits so they read all of them and are motivated to learn more.

School Field Trips

These will be guided tours facilitated by developing a **Teacher's Packet** with pre-trip and post-trip activities and lessons.

The Interpreter's Guidebook

Description and Concept

This is a guide for preparing interpretive presentations. It should contain basic information, such as effective questioning and response strategies, and it should also contain detailed information about the cultural and natural history of Thompson's Mills Heritage Site so everyone is telling the same story.

Interpretive Guide Training

Description and Concept

The Interpreter's Guidebook would be the basis for the training session, which would involve developing good techniques for personal interpretive presentations and also learning the stories of Thompson's Mills.

Special Events

These include such opportunities as talks, programs and other activities that are not a part of the basic program. Possibilities include a Farmer's Market, a Harvest Festival in the fall during which time the mill would grind flour and people could sell goods made in Oregon, such as produce, jams, jellies etc., and a Springfest for planting the wheat.

Special Tours

These are guided tours to areas not accessible to the general public. They should be offered to residents and mill enthusiasts. A senior's tour is also a possibility. All tours should be customized for the specific audience. Ideally, a series of tours called 'What's in Your Backyard' should be developed for residents to help build a local constituency for the mill.

Welcome Wall

Location

Within the North Room of the Mill Building
(see figure 4)

Objectives

After interacting with this opportunity, visitors will:

- Understand in general how the mill is laid out and what functions take place in what area.

Description and Concept

This is a large cutaway image of the mill, highlighting functions and layout. It would be used as an overview of the mill building and how it functions so visitors would be able to put what they see into the context of the entire mill.

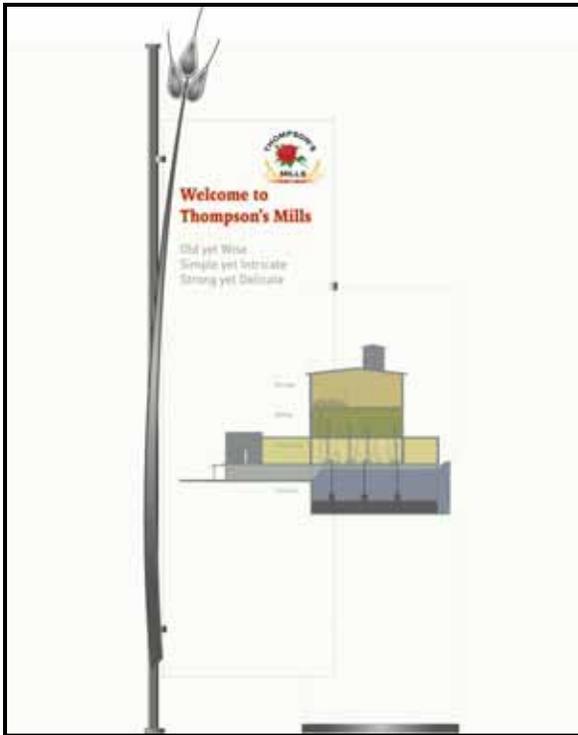


Figure 3: Welcome Wall

(The design of this panel has been completed and approved.)

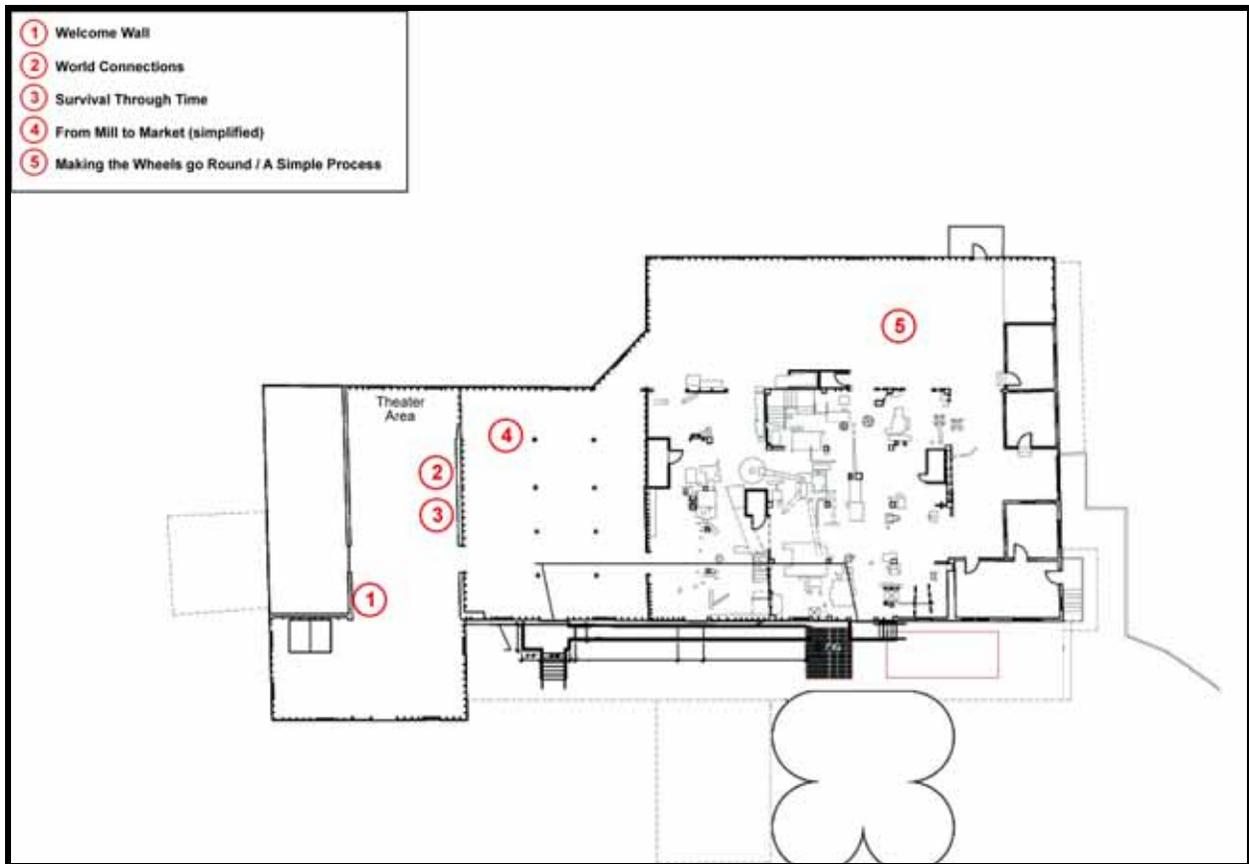


Figure 4: Location of interior exhibits after Phase 1

Living History Presentations

Instead of attempting to modify the setting to represent one period in time as a basis for doing living history presentations, we recommend having individuals trained as living history actors and/or actresses to present different parts of the story. The following are some possibilities.

The Loading Man

Location

Within Thompson's Mills at the site of the conveyer belt

Themes

- Sub-theme 4-1: Keys to the success of Thompson's Mills included its location near major transportation routes and near the wheat fields.
- Sub-theme 4-2: The location of the railroad almost 2 miles from the platted town of Boston spelled its demise, but was a boost to the establishment of Shedd Station and for transporting flour to market.

Description and Concept

When possible, a 'worker' busy taking flour off or putting flour on the conveyer belt will stop and talk to people about the chapter of the mill story dealing with transport of product in and out of the mill site. He or she could use the maps and exhibits to explain about the changes in transportation and how it caused impact on operations at the mill and changes to the surrounding area. He could also step into the first alcove (doorway from the center room into the core area of the mill) where he or another living history person would explain how they chose the product to be bagged, bagged the product and weighed it. The first person could then cart the filled bag to the conveyer belt for storage.

The Bag Man

Location

Within the Mill Building at the point where the floor is worn out by workmen's boots engaging in the same motion day after day for years.

Themes

- Theme 3: Water was a key to success for Thompson's Mills.
- Theme 5: Establishing and maintaining Thompson's Mills (and a farm) in the mid-19th century in the Willamette Valley required ingenuity, perseverance and hard work.

Description and Concept

When possible, an actor would play the part of the workman who bagged product at the location where the floor is worn out by the repetitive movement of shoes. He would take a break from his work and explain how simple the system is, perhaps using the exhibits along the perimeter and then pointing to the same devices in the interior. He would also explain the turbines while having people look down into the turbine chamber. Another actor could be hauling the bagged product from that point back to Room #2, and would stop his work to discuss the eventual delivery locations for the products.

Jack of All Trades and Managing a Flour Mill

Location

Within Thompson's Mills in the alcove between offices on the south side of the main building

Objectives

After interacting with this opportunity, visitors will:

- Understand the importance of ingenuity in operating a mill far from stores and machine shops;
- Understand the milling had closely guarded trade secrets.

Themes

- Theme 5: Establishing and maintaining Thompson's Mills (and a farm) in the mid-19th century in the Willamette Valley required ingenuity, perseverance and hard work.

Description and Concept

This area could have one or two living history actors to tell part of the story. One would be located in the alcove with the exhibit. He could be working at fabricating hinges out of old belts or making some other alteration to create a piece of equipment. He would talk about construction of the building and the ongoing modifications with limited materials necessary to keep it running. A second living history actor would come out of the office and tell the workers to go back to work. He would be suspicious of the visitors, asking where they came from. He would eventually explain that nobody got to see the interior of the mill because the milling process was a trade secret and was very important to the success of the mill.

World Connections

Location

Within the North Room of the Mill Building (see figure 4)

Objectives

After interacting with this opportunity, visitors will:

- Know that Thompson's Mills influenced the world and that the world influenced Thompson's Mills;
- Be able to name at least two events in the outside world and the impact they had on the mill.
- Be able to name at least one change at the mill that affected the surrounding communities in a significant way.

Themes

- Sub-Theme 2-1: Thompson's Mills adapted to new technology (such as switching to rollers from millstones).
- Sub-Theme 2-2: Thompson's Mills prospered due to an increase in the need for flour during significant world events (such as the California Gold Rush, increasing trade with China and World War I).
- Sub-Theme 2-3: Changes in American lifestyles resulted in changes to the mill (switched to an emphasis on animal feed as bread began to be bought at stores instead of baked in the home).

Description and Concept

This is a set of interconnected gears that can be turned by the visitor. The large gear contains events and changes in the outside world; the smaller gear contains corresponding impacts in the mill operation. As a person turns the large gear the changes and impacts line up. Figure 5 depicts one concept for this exhibit.

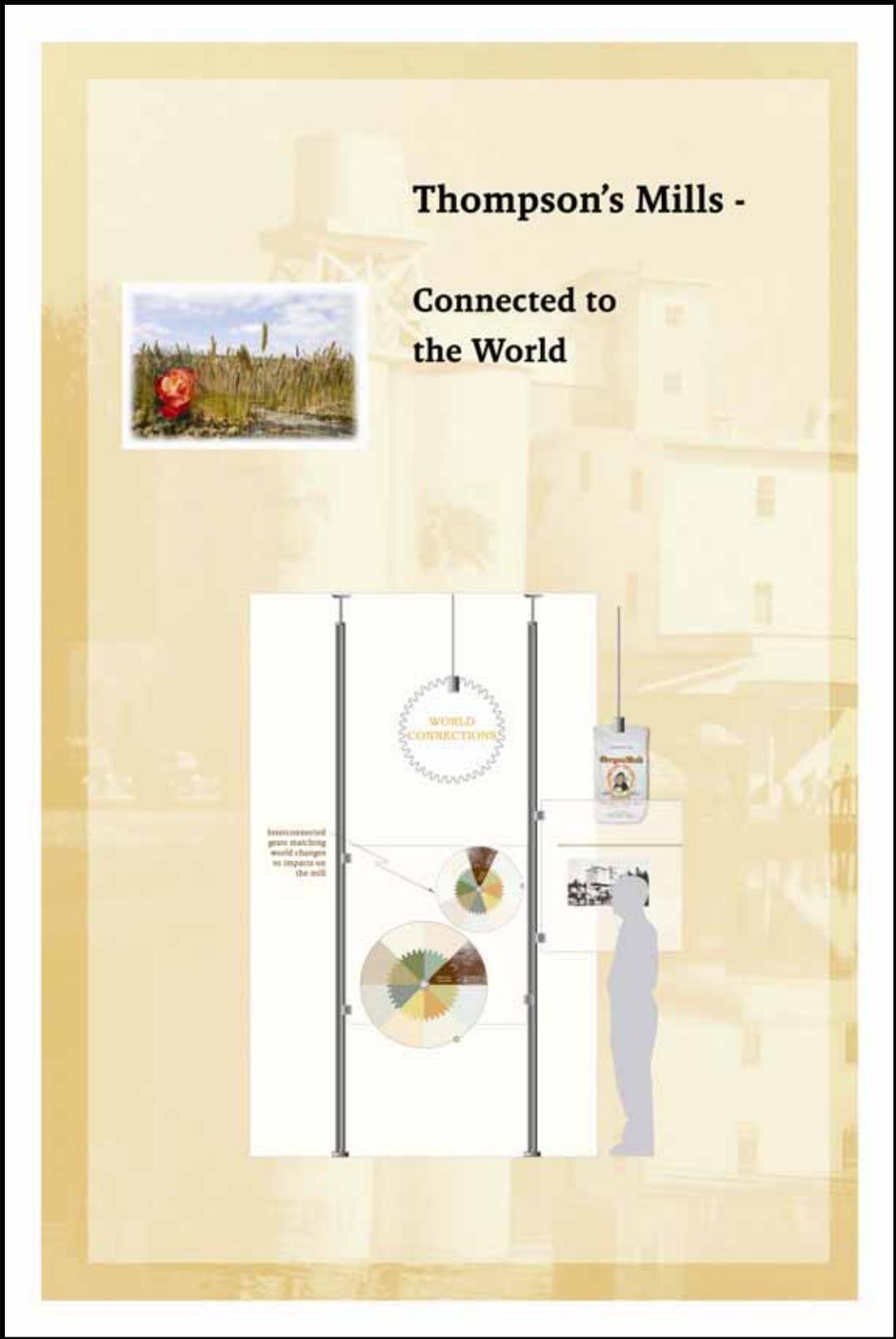


Figure 5: Concept for World Connections exhibit

Grinding it Out -

For over a Century

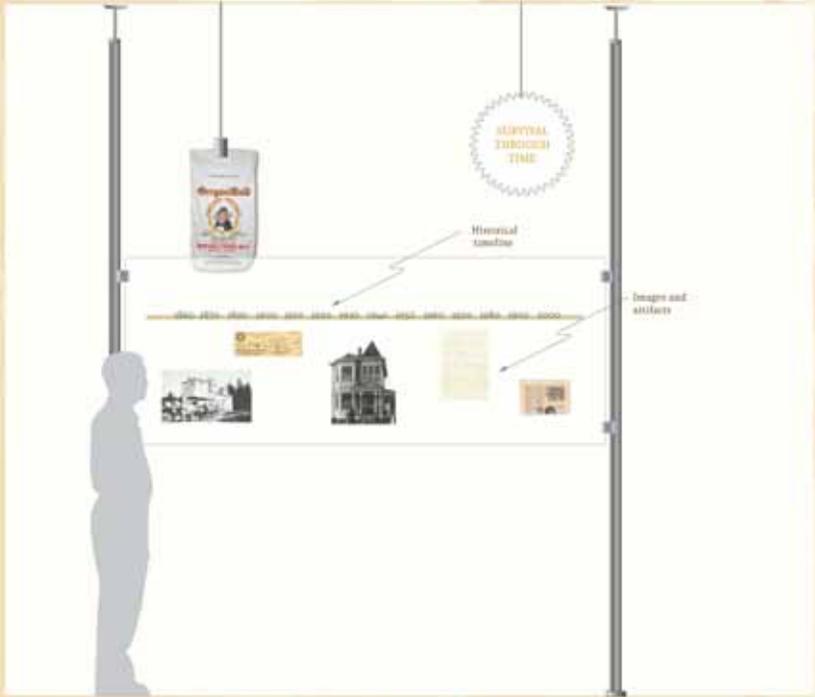


Figure 6: Concept for Survival Through Time exhibit

Survival Through Time

Location

Within the North Room of the Mill Building
(see figure 4)

Objectives

After interacting with this opportunity, visitors will:

- Know that Thompson's Mills underwent a lot of changes in its history in an attempt to remain viable;
- Know that changes in the mill were influenced by changes in technology, changes in cultural norms and outside events.

Themes

- Theme 2: As other small mills died out, Thompson's Mills survived in part by continually adapting to changes and events in the world.

Description and Concept

This exhibit chronicles the changes in the mill and the forces and events on the outside that forced those changes. It uses a time line of world events corresponding with a time line of changes in the mill as a backdrop for a series of sub-exhibits highlighting some of the changes. Sub-exhibits include artifacts that could be touched and handled if possible. Topics could include a focus on change to a roller mill (using millstones and a roller in the display), the impact of the railroad being built, the impact of other mills in the area coming on line, increased production during WWI, the change in home life (women stopped baking bread at home) and the subsequent shift to an emphasis on animal feed. As a corollary exhibit, a scrapbook on a podium could contain a combination of news articles about changes in the mill juxtaposed with articles relating to the outside events that caused those changes. Figure 6 depicts one concept for this exhibit.

From Mill to Market: Simplified Version

Location

Within the Center Room of the Mill Building
(see figure 4)

Objectives

After interacting with this opportunity, visitors will:

- Have a sense of the transportation systems used by the mill to get the product to market at different periods in its history;
- Understand the extent of the markets for the product from the mill at different points in time.

Themes

- Sub-Theme 2-2: Thompson's Mills prospered due to an increase in the need for flour during significant world events (such as the California Gold Rush, increasing trade with China and World War I).
- Sub-theme 4-1: Keys to the success of Thompson's Mills included its location near major transportation routes and near the wheat fields.
- Sub-theme 4-2: The location of the railroad almost 2 miles from the platted town of Boston spelled its demise, but was a boost to the establishment of Shedd Station and for transporting flour to market.

Description and Concept

This is a series of 4 simple visuals with text representing different eras in the mill's history. The prominent graphics associated with each visual are the dominant modes of transportation and the extent of the markets for the mill at that time. For example, in the early 1900s the product was being transported by rail and sailing ship to China. Eras represented include the early years of the mill; the early 1900s; the 1940s and the last years of the mill operation. Figure 7 depicts one concept for this exhibit.

From Mill to Market -



By Trail, Rail,
Sail, & Truck

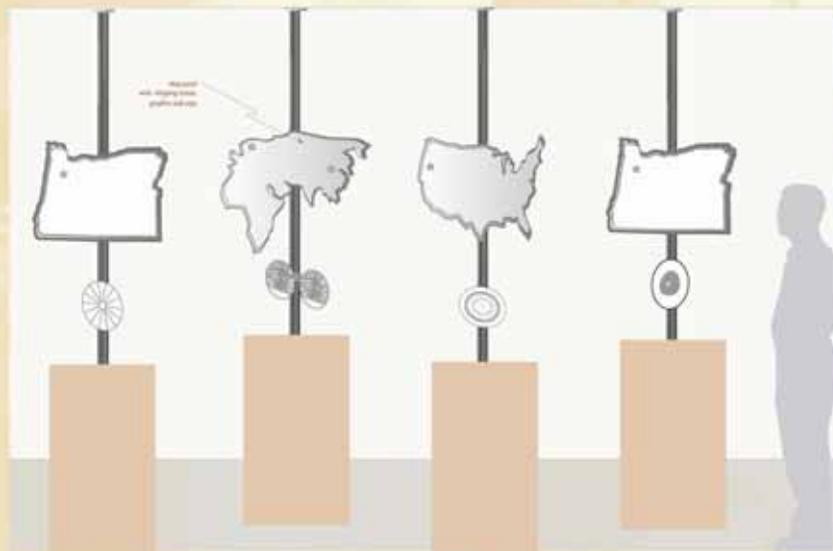


Figure 7: Concept for the simplified version of From Mill to Market

Making the Wheels Go Round and It's a Simple Process

Location

Within the Mill Building along the east side of the core mill area (see figure 4)

Objectives

After interacting with this opportunity, visitors will:

- Know that water power provided the mechanical power to turn the turbines that turned the wheels that turned the belts that powered the mill;
- Understand the concept of 'head' as it applies to water power;
- Know that the system eventually was converted to harness electrical power to run the mill and supply electricity to the house, and to sell.
- Understand that the mill operates using simple mechanical devices;
- Be able to name three of the devices used in the mill and explain what they are used for.

Themes

- Theme 3: Water was a key to success for Thompson's Mills.
- Theme 5: Establishing and maintaining Thompson's Mills (and a farm) in the mid-19th century in the Willamette Valley required ingenuity, perseverance and hard work.

Description and Concept

This exhibit is a combination of two sub-exhibits – one focusing on the conversion of water power to mechanical power and the other focusing on the combination of simple machines used to move the product through the mill. The overall exhibit is a series of stations representing different aspects of the mill operation. The first focuses on water being let in to power the turbines. The visitor will turn a wheel similar to the one in the mill, which will activate a short video depicting water rushing in through the gates. Simulated water flow can make the turbine turn, thus turning the wheels and the

attached belts. The idea is to have an extensive model so the belt turned by the water ends up enabling a lot of other machines to work.

The focal points of the next sub-exhibit will be the elevators, chutes, and augers that are used to move grain around in the mill. Each one of the machines will be able to be operated by the visitor using muscle power that turns a wheel that turns a belt. This is to emphasize that wheels and belts were used to power everything. In each case the manually activating the machine will activate a video depicting that machine in use. Supporting graphics are designed so the visitor can quickly identify features in the core area, leading to an understanding that the core area is filled with elevators, chutes and mills. A simple explanation of 'head' in terms of water power is included. The exhibit is designed to encourage people, once they understand a particular device or mechanism, to find that device or mechanism in the core area of the mill as part of the Sense-ational Treasure Hunt. Figure 8 depicts the concept for this exhibit.

Elevators, Chutes & Augers -



Simple Machines - Simple Process

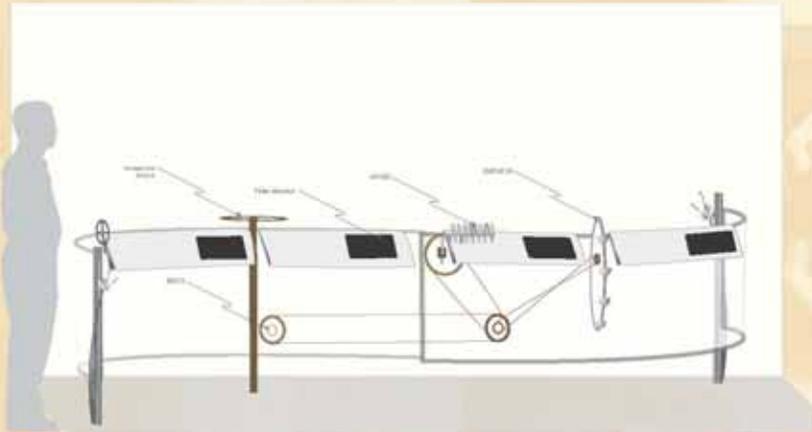


Figure 8: Concept for Making the Wheels Go Round and It's a Simple Process

The Plan: Phase 2

Future Experience after Phase 2

The presence of numerous interpretive panel clusters (see figure 9) causes some visitors to walk the grounds first to visit the various interpretive panel clusters. At the Mill Race cluster they learn about the water system developed to provide water to the mill race and some of the issues with the water rights; at the Miller's House cluster they get a glimpse into life in the miller's family during the early years; the Town of Boston cluster focuses on the story of Boston and the impact of transportation; and the Mill cluster chronicles changes in the mill structure over time.

The interior experience has changed also. Upon entering the building, the Welcome Wall still greets them, as will a staff person at the **Information Desk** in the **Friend's Gift Store** to their left. They pick up the park brochure and Sense-ational Treasure Hunt, purchase the Guide to Thompson's Mills and head to the **Mills: The Cornerstone of Pioneer Life** exhibit where they grind some wheat they have picked outside. After taking in the World Connections and Survival Through Time Exhibits, they wander over to the small video theater area and take in a short **Thompson's Mills Video**.

In the next room visitors encounter a room clearly reflecting its use, complete with the packing containers used to ship product, the dollies used to move containers around, and sacks of flour to demarcate the visitor transit corridors. The north and east walls are decorated with a series of flour and feed sacks arranged chronologically, with associated photographs of product in those sacks being transported from the mill. This is a backdrop for the complete **Mill to Market** exhibit, which focuses on the destination of product and the source of material at different points in time. They also spend time at the **The Railroad – a Double-Edged Sword** exhibit, which focuses on the impact of the railroad on the mill and area.

They just finish when they are approached by a **Living History** 'worker' who uses the maps and exhibits to explain how the changes in transportation affected operations at the mill. He leads them to the alcove and explains how they chose the product to be bagged, bagged the product and weighed it.

Upon entering the main room, visitors encounter the **Moving Every Which Way** exhibit, which turns out to be a game where the visitor moves a marble or other item representing grain up with elevators to bins, down with chutes and horizontally with an auger. The visitors then weigh themselves on the scale and read the small interpretive label, take in the Making the Wheels Go Round and A Simple Process exhibit, and move to **Rolling With the Flow**. This exhibit focuses on the change from millstones to roller technology, and the change from a custom mill to a merchant mill. They also take in the **Changeable Exhibit**.

In the alcove in the south end of the building they encounter a Living History actor in the **Short on Materials: Long on Ingenuity** exhibit. He is working at fabricating hinges out of old belts or making some other alteration to create a piece of equipment. He talks about construction of the building and the ongoing modifications with limited materials necessary to keep it running. As he finishes his story, another actor comes out of the office and tells the man to go back to work. He is suspicious of the visitors, asking where they came from. He eventually explains that nobody got to see the interior of the mill because the milling process was a trade secret and was very important to the success of the mill.

Upon turning back to the core area, they take in the small interpretive panel on the man lift and the **Panoramic Identifier Panels**. The first uses the view in front as a backdrop to label all machines and devices; the second contains the same view as it would have looked when this was primarily a flour milling operation, again with all machines and devices labeled.

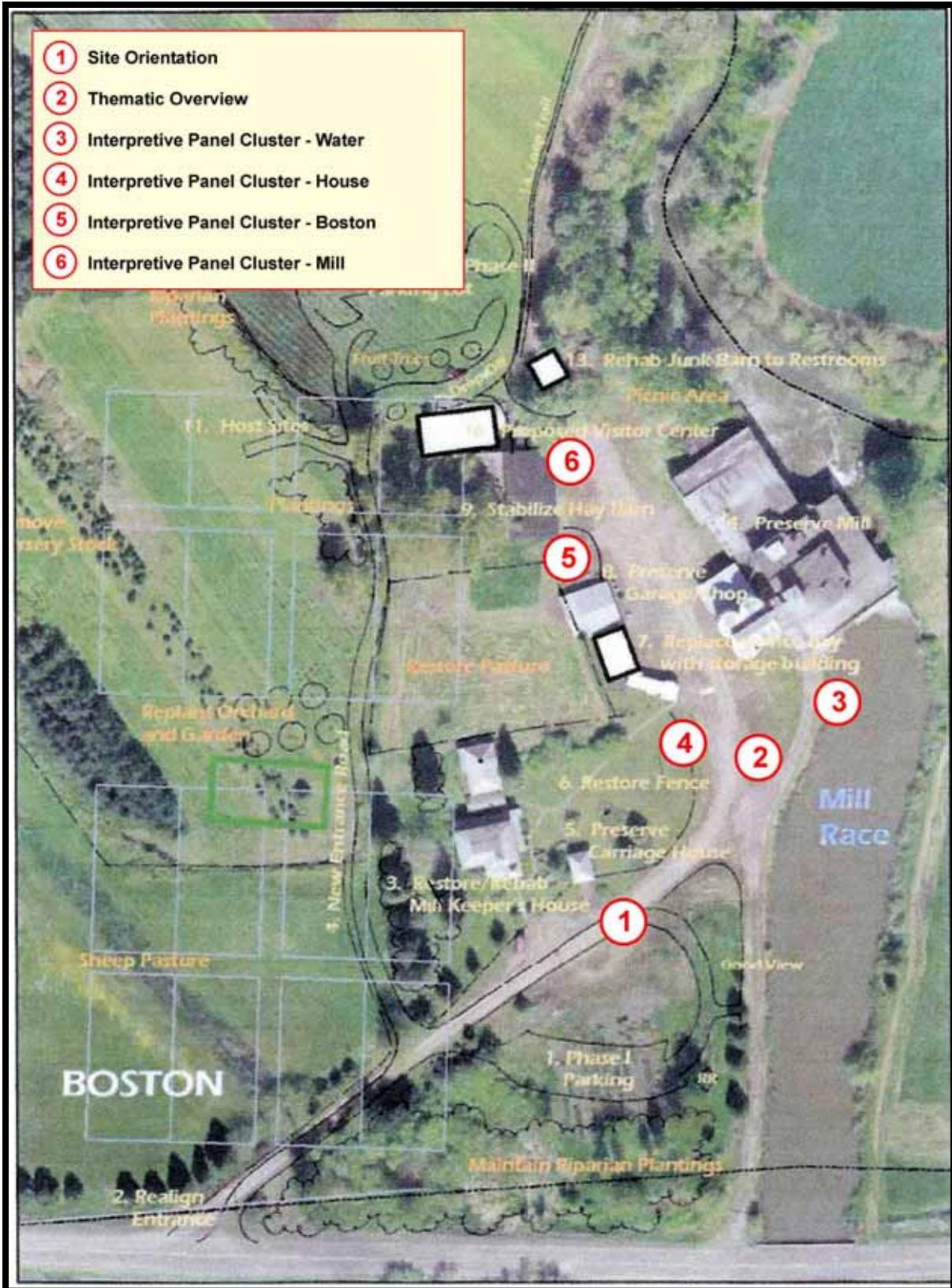


Figure 9: Location of interpretive panel clusters after Phase 2

Specific Actions

1. Eliminate the simplified version of the Mill to Market exhibit.
2. Put in the information desk and gift store.
3. Develop the small theater area in the back of the first room.
4. Fabricate and install the complete Mill to Market, Mills: The Cornerstone of Pioneer Life, Rolling with the Flow, The Mill Game, the Changeable Exhibit, and Short on Materials-Long on Ingenuity exhibits in the Mill Building based on the concepts presented in this section.
5. Fabricate and install the Mill, River, Town of Boston and Miller's House Interpretive Panel Clusters based on the concepts presented in this section.

Mill Interpretive Panel Cluster

Location

These panels are located between the hay barn and equipment shed with clear visual access to the Mill Building (see figure 9)

Objectives

After interacting with this exhibit, visitors will:

- Know that the mill was in continuous operation for over a century;
- Know that the transport system changed with changing technology;
- Know that the Mill Building was modified on several occasions in the ongoing attempt to remain viable;
- Know that the mill operation involved a combination of relatively simple devices;
- Feel that it took ingenuity and perseverance to continue operating the mill as a viable enterprise despite constant change.

Panel 1: The Working Mill

Themes

- Theme 2: As other small mills died out, Thompson's Mills survived in part by continually adapting to changes and events in the world.
- Sub-Theme 2-3: Changes in American lifestyles resulted in changes to the mill (switched to an emphasis on animal feed as bread began to be bought at stores instead of baked in the home).

Description and Concept

Use a cut-away image of the mill building to highlight the activities and functions of each part of the mill. Supporting text will focus on the mill operation from the time the wheat arrived to the time flour was shipped out. The text should include the fact that animal feed was always a by-product of the process. The time period selected for the image should be when it was primarily a flour mill. An inset image will show the same cut-away but in more modern times when it was producing animal feed. Supporting text will focus on the change to animal feed as

the primary product. Figure 10 contains a concept for this panel.

Panel 2: The Changing Face of the Mill

Themes

- Theme 2: As other small mills died out, Thompson's Mills survived in part by continually adapting to changes and events in the world.
- Sub-Theme 2-2: Thompson's Mills prospered due to an increase in the need for flour during significant world events (such as the California Gold Rush, increasing trade with China and World War I).
- Sub-Theme 2-4: Mill owners were constantly trying to find ways to gain a competitive edge (such as becoming a merchant mill instead of a custom mill, diversifying by selling electricity, and focusing on animal feed).

Description and Concept

Use a sequence of images of the mill from this perspective (photographs would be better) highlighting the changes to the mill structure over time. This should include the addition of the office area, the addition of silos and moving the building section to the back. As the images change, the vehicles used for transport (located in front of the loading doors) should change. Supporting text should identify the changes and focus on the catalyst or reason for the change with emphasis on changes in society that contributed to the decision to make the alteration. The text should also emphasize the thriftiness of the miller in terms of adaptive reuse of structures and machinery. Figure 11 contains a concept for this panel.

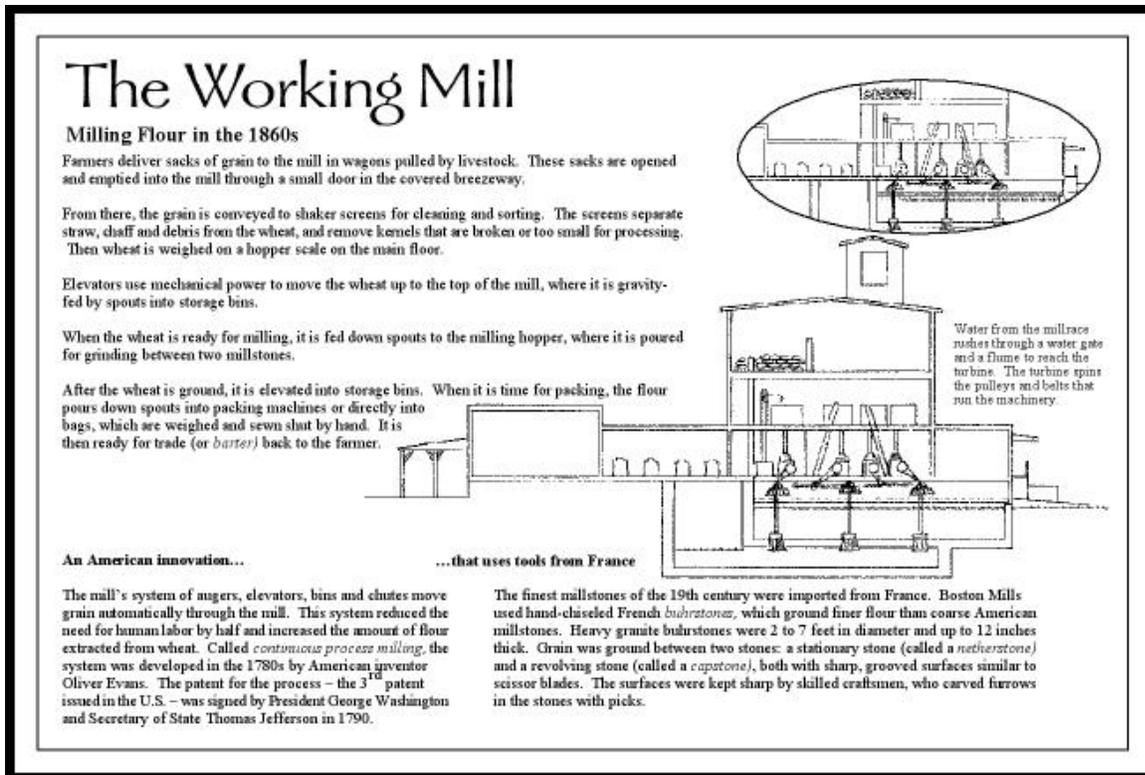


Figure 10: Concept for The Working Mill panel

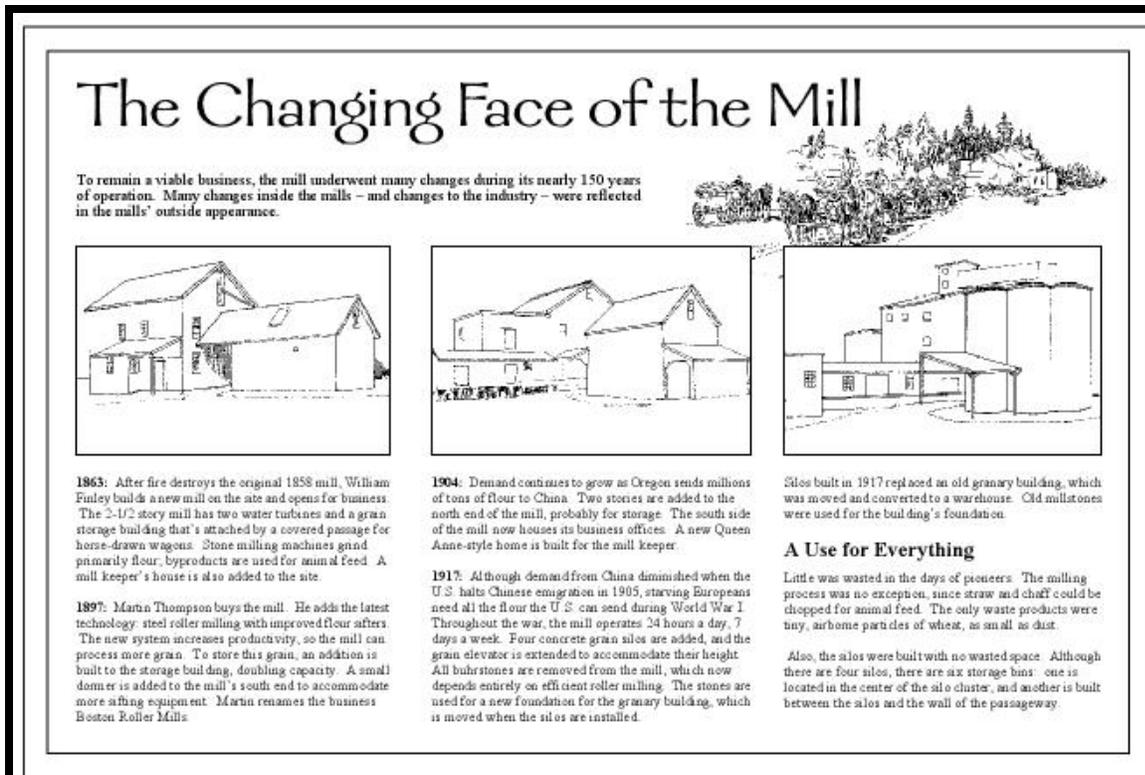


Figure 11: concept for The Changing Face of the Mill panel

House Interpretive Panel Cluster

Location

On the east side of the house (see figure 9)

Objectives

After interacting with this opportunity, visitors will:

- Respect the perseverance of the miller and farmers;
- Understand the significance of electrification of the site.

Panel 1: The Life of a Miller

Themes:

- Theme 5: Establishing and maintaining Thompson's Mills (and a farm) in the mid-19th century in the Willamette Valley required ingenuity, perseverance and hard work.

Description and Concept

Focus on the first family who lived in this house and their lifestyle. Include how the children were schooled, how the family got food and other supplies and the roles the family played in the community. Use historic photographs of the family engaged in various activities to highlight the lifestyle. Highlight the isolation but convey the sense of independence and adaptive capability of pioneer families. Figure 13 depicts a concept for this panel.

Panel 2: Rural Electrification

Themes:

- Theme 5: Establishing and maintaining Thompson's Mills (and a farm) in the mid-19th century in the Willamette Valley required ingenuity, perseverance and hard work.
- Sub-Theme 2-4: Mill owners were constantly trying to find ways to gain a competitive edge (such as becoming a merchant mill instead of a custom mill, diversifying by selling electricity, and focusing on animal feed).

Description and Concept

Focus on electrification of the mill and subsequent electrification of the house long before most rural houses had electricity. Compare a typical farmhouse with this house – during the day – after it was electrified. An inset would illustrate the electrification of the mill. Use supporting text to focus on the timing of, reasons for and benefits of electrification of the mill. A sidebar would depict different stages in the electrification of Oregon with emphasis on when this site was electrified compared to other rural areas in Oregon. Figure 14 depicts a concept for this panel.

Panel 3: Not by Bread Alone!

Themes:

- Theme 5: Establishing and maintaining Thompson's Mills (and a farm) in the mid-19th century in the Willamette Valley required ingenuity, perseverance and hard work.

Description and Concept

Focus on the importance of the garden and orchard in supplying fresh fruit and vegetables for the dining table. Emphasize the isolation and distance (in time) from market. Depict the wife and perhaps children working in what the garden and orchard area might have looked like at that time. Figure 15 depicts a concept for this panel.

Panel 4 The Carriage House over Time

Themes:

- Theme 5: Establishing and maintaining Thompson's Mills (and a farm) in the mid-19th century in the Willamette Valley required ingenuity, perseverance and hard work.

Description and Concept

Use the vehicles housed in this structure over time to chronicle the issues with transportation early in the history of the mill and also the socioeconomic status of the miller and how it might have changed over time. Figure 16 depicts a concept for this panel.

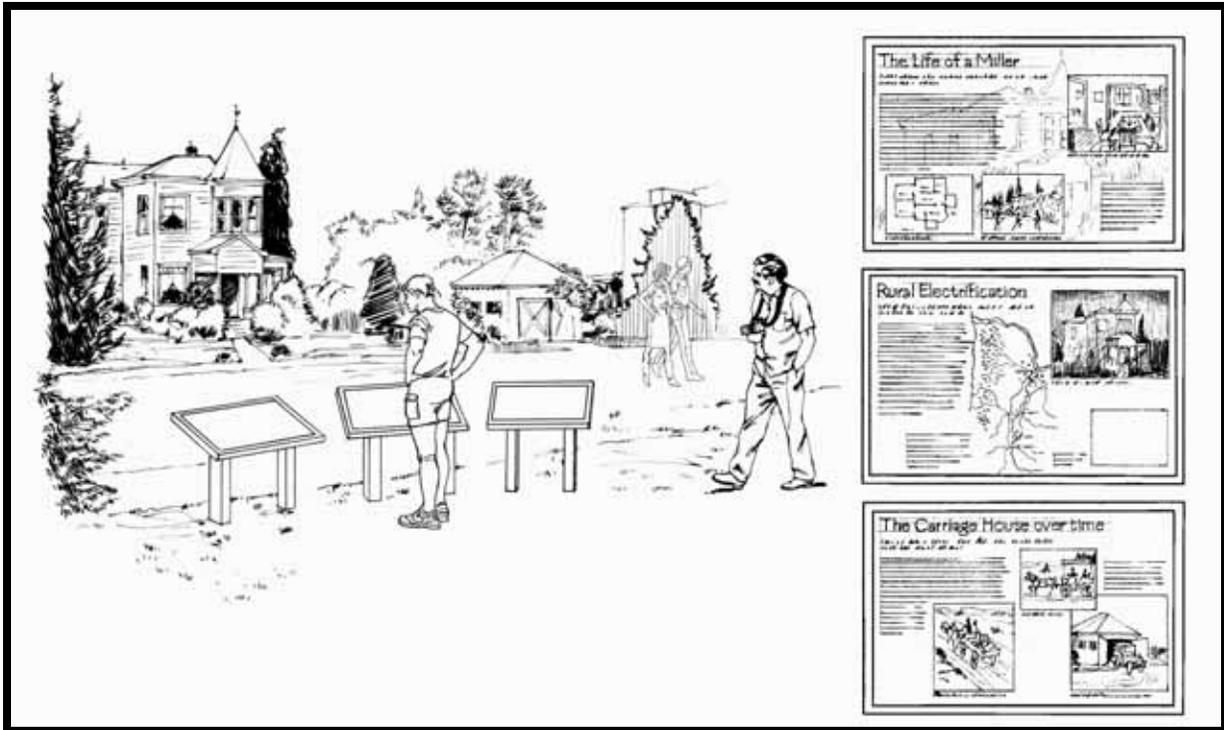


Figure 12: Miller's House Interpretive Panel Cluster

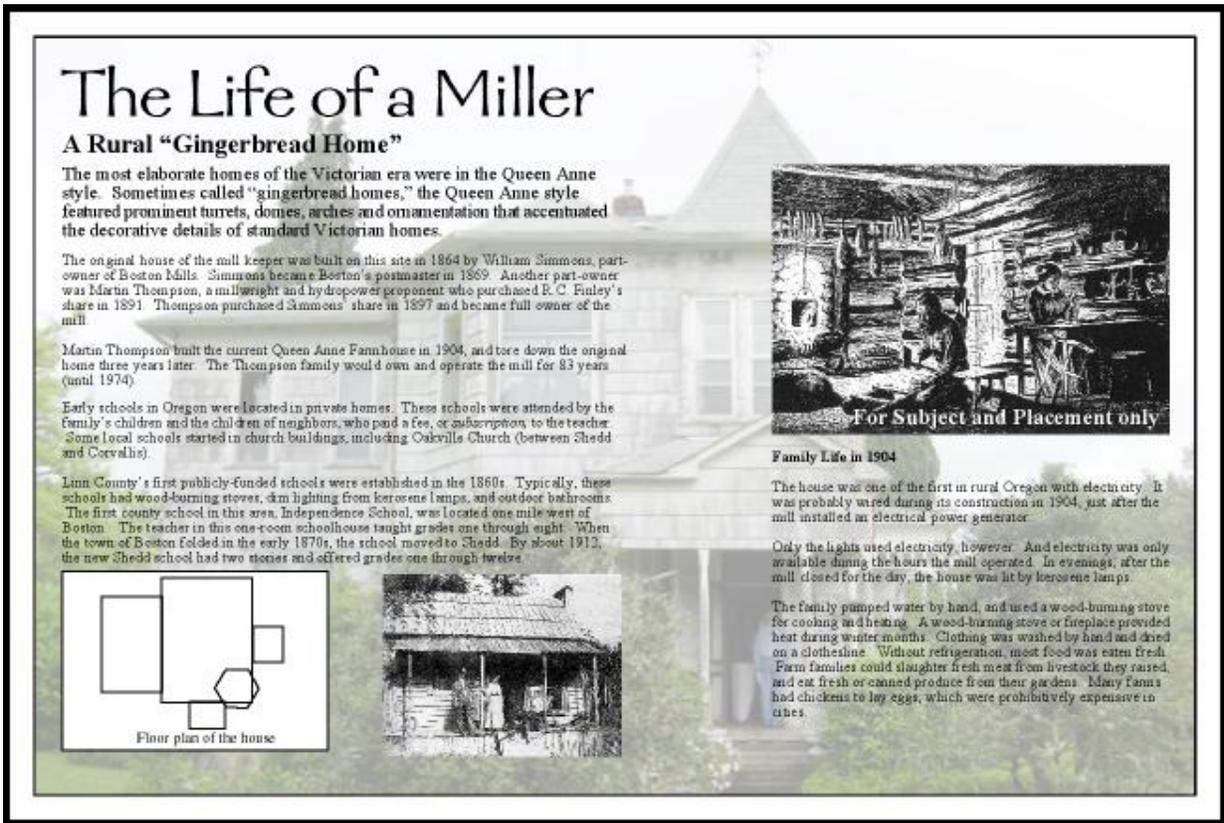


Figure 13: Concept for The Life of a Miller panel

Rural Electrification

The Age of Invention, 1880-1929, spawned a myriad of inventions powered by electricity. Electric lights, heating systems, water pumps, refrigerators and many more innovations simplified life for households with electricity.

Those households were in cities, where power plant transmission lines could be run the least distance to the largest number of businesses and homes. In rural America, 90 percent of households had no electric power in 1929. Those that had electricity typically paid rates that were twice as high as urban customers. The U.S. was divided into the urban "haves" and the rural "have nots."



The mill and house were completely powered by water until after World War II. By operating "off the grid" with hydropower, mill owners used a renewable source of electrical energy and avoided paying electric bills.

The mill and house were connected to commercially-produced electricity around 1950. Running "on the grid" during summer months meant the mill diverted less water from the Calapooca. This provided upstream farmers with sufficient water to irrigate their crops. In exchange, the farmers paid the electric bills for the mill.

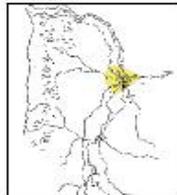
In 1931, Oregon became one of about 30 states to pass a rural power initiative. The measure allowed farmers, Granges and other rural customers to form and operate their own electrical distribution systems.



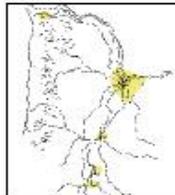
Electricity "Off the Grid"

Boston Mills was the first building in the area with electrical power. In 1903, the mill was using a small hydropower generator to produce its own electricity.

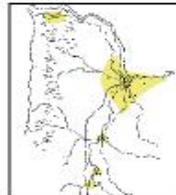
Electrical power was used only to light the mill and the house. These lights were convenient and greatly enhanced safety at the mill, which was dark and filled with combustible materials (such as flour).



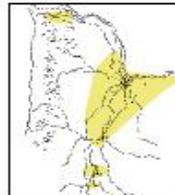
1890



1903



1929



1949

Figure 14: Concept for Rural Electrification panel

Not by Bread alone!

The mill keeper's wife and children tended the garden and orchard, providing the family with fresh fruits and vegetables. Excess produce was traded to other families, or canned to provide food throughout the winter.

Gardens were even more important during times of war. During World War I, citizens of the U.S., Canada and the United Kingdom were encouraged to plant "War Gardens" to reduce food shortages. The gardens were also intended to boost the morale of citizens, who felt they were contributing to the war effort.

The more optimistically-named "Victory Gardens" became popular during World War II, when 20 million Americans answered the call to "Plant More in '44." At the peak of the program, these gardens provided almost 40 percent of the nation's vegetables, easing food shortages and rationing during the war.

The popularity of Victory Gardens in the U.S., along with round-the-clock production of flour, helped save an entire country from starvation.

In 1914, Germany occupied Belgium and refused to provide food for its people. Great Britain, fearing that food imported into Belgium would be confiscated, blocked the country's ports. Dependent on imported food, millions of Belgians were left to fend for themselves.

An American engineer living in London, Herbert Hoover, launched a campaign to show the suffering of the Belgian people and organized a vast hunger relief campaign that would feed 7 million people every day for nearly four years. During those years, Americans were encouraged to eat corn and send all wheat flour to Belgium. Like flour mills throughout the U.S., Thompson's Mills operated 24 hours a day, 7 days a week throughout the war.



Figure 15: Concept for Not by Bread Alone panel

The Carriage House

Traveling West in the 1800s

Huge, heavy Conestoga wagons were used to haul freight back and forth along the Oregon Trail. Traveling up to 15 miles a day, Conestogas carried up to 8 tons of freight and were hauled by up to a dozen mules, oxen or horses.

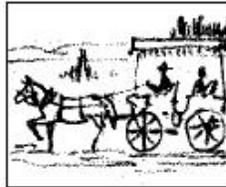
Conestoga wagons were too cumbersome to be driven by emigrant families moving west. They used smaller farm wagons overflowing with supplies for the journey of 2,000 miles or more, tools to establish their new homesteads in the Oregon Territory, and a few precious belongings.

Once settled on their homesteads, farm families continued to use these utilitarian wagons for hauling and passenger transportation. Smaller buckboard wagons were used to carry lighter loads.



The Carriage Era

Boston Mills was built during the height of the Carriage Era in the 19th century. The most common passenger vehicle of the era was the horse-drawn buggy with a single bench seat, used by families that could afford a second vehicle in addition to their wagon. These second vehicles could be used to transport 2 to 3 passengers or freight.



Carriages were considered luxury vehicles. With double bench seats, they carried 4 to 6 passengers. These vehicles required better roads than buggies and, until the late 1800s, were too expensive for middle-class travelers to own.



Building a structure to house a carriage – like this one, built in 1904 – was a sign of the family's wealth.

The Automobile Era

The first passenger trucks and automobiles were powered by steam. While these vehicles were in use in the 1800s, they were unpopular in rural areas, where dirt roads had potholes and deep rut ruts on wagon wheels. Steam-powered trucks were sold in the U.S. until the beginning of WWI.

Petroleum-fueled, motorized vehicles were developed in the 1800s. They did not become popular, however, until Henry Ford developed a more affordable mass-produced automobile, the Model T, in 1908.

By 1930, one in three U.S. farmers owned a car. Model Ts were modified for hauling and use in fields. Gas-powered trucks were rare in farm country, however, until the 1930s and '40s.

Figure 16: Concept for The Carriage House panel (optional)

Town of Boston Interpretive Panel Cluster

Location

Just south of the southeast corner of the hay barn with a view to the west across the fields (see figure 9)

Objectives

After interacting with this opportunity, visitors will:

- Know that the southern Willamette Valley was and is prime agricultural land;
- Know that a community almost started around the mill but was moved to become Shedd Station with the coming of the railroad;
- Know that the life of a farmer is not easy;
- Know that agricultural is and always has been a big contributor to the lifestyle of Oregonians.

Panel 1: The Breadbasket of Pioneer Oregon

Themes

- Sub-theme 4-1: Keys to the success of Thompson's Mills included its location near major transportation routes and near the wheat fields.

Description and Concept

Focus on the productivity of farmland in the Willamette Valley and the importance of the food surplus in providing a basis for the surrounding pioneer communities to take root. Also focus on the lifestyle of farmers during that time period. Use side-by-side visuals of various farm activities as they would have looked in the mid-19th century and as they look now to highlight the changes. For example, plowing a field with plow pulled by livestock compared to plowing with a tractor. Use supporting text to focus on the ever-changing challenges of making a living as a farmer in Oregon. An inset would focus on how the Willamette Valley is still an important agricultural area today. Figure 17 depicts a concept for this panel.

Panel 2: The Mill as a Magnet

Themes

- Sub-Theme 1-1: Opening of the mill and the consequent shift of activity to that site prompted the platting of the town of Boston, Oregon.

Description and Concept

Focus on the Mill as a magnet for specific types of businesses when it first opened due to the delay in processing wheat to flour. Farmers had to do something while they waited so various businesses sprang up in proximity to the mill. This led to the dream and platting of the town of Boston. Use an artist's rendition of what the view from this point may have looked like with the few businesses that had begun to cluster around the mill. Businesses would be named and briefly described. Next to this image would be one of how Boston might have looked had it been built – perhaps this image could be within 'cloud' lines to indicate that it was a dream. A reproduction of a plat map of Boston could also be included. Supporting text would focus on the rise and fall of the dream of Boston due to changes in the transportation system and subsequent movement of businesses to Shedd Station. Figure 18 depicts a concept for this panel.

Note: The interpretation of Boston could be expanded by mowing part of the town site to represent the streets and providing information on what buildings stood where so people could 'stroll' along the town streets. However, this is maintenance-intensive so perhaps it could be done on an occasional basis, such as for a special event.

The Breadbasket of Pioneer Oregon

Even before the Donation Land Claim Act of 1850, the fertile Willamette Valley was the breadbasket of the Oregon Territory.

As early as 1849, Linn County produced more wheat than any other county in the Territory. Since most pioneers needed only a small portion of their land to provide food for their families, farmers were able to grow surplus crops to sell. This enabled many settlers to focus on occupations other than food production.



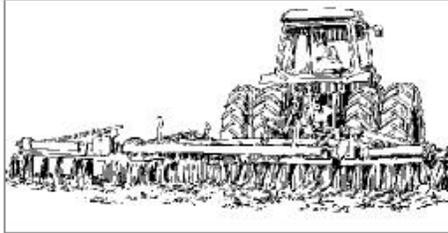
By the mid-1800s, equipment like the horse-drawn threshing machine had revolutionized farming. Threshing crews moved from field to field, hauling harvested wheat to these machines in horse-drawn wagons. Threshing machines separated straw from grain, and blew the straw into a pile. Workers poured the grain into sacks, which they piled on the wagon for delivery to the mill. As a threshing crew finished one field, they moved on to the next.

Machines like the thrasher increased yields and greatly reduced the number of workers needed to harvest grain. Still, farming was very hard labor.

Over time, many farm machines were powered by steam instead of horses. Then, in the early 1900s, discovery of vast oil fields in the U.S. led to development of diesel- and gasoline-powered farm machinery. Like the earlier invention of mechanized farming, this change greatly increased production and reduced the number of farm laborers needed.

No Easy Answers

As urban areas overtake farmland, will we be able to produce enough food for a growing population? What long-term effects will pesticides have on humans? Can we sustain modern farming practices which depend on non-renewable natural resources – oil and natural gas? What would a sustainable farm look like?



The larger yields made it difficult for farmers to sell all their crops and prompted development of new marketing channels, including farmer cooperatives and, later, commodities traders.

As the economics of farming evolved in the 20th century, growers began focusing on higher-profit cash crops and purchased equipment that would maximize yields and keep their farms competitive. This costly equipment, often designed to work on a single, specific crop, discouraged crop rotation (which replenished soil nutrients naturally) and gave rise to monocultural farming (which required artificial, petroleum-based fertilizers). Growing the same crop in the same field every year increased pest infestations and required applications of insecticides and herbicides, also manufactured from petroleum. By the late 1900s, the enormous expense and low profits of modern farming had driven many small farmers out of business.

Figure 17: Concept for The Breadbasket of Pioneer Oregon panel

The Mill as a Magnet

In the heart of Willamette Valley's wheat fields, Boston Mills was built to provide flour to local families and gold miners heading south. Like many mills in the 1800s, it became the core of a growing community.

Farmers traveled up to ten miles to the mill, driving wagon trains over rough dirt roads rutted by wagon wheels. After the difficult journey, they waited – sometimes, for days or weeks – for their wheat to be processed. Businesses were established nearby to provide products and services for these farmers: general stores, harness and blacksmith shops, a saloon, and a post office. The community also proved to be a convenient stopping point for stagecoaches, carriages and buggies traveling between Albany and Eugene, and for south-bound pack trains heading to Gold Rush country.

In addition, the community served other water-powered mills along the Calapooia: sawmills, wool carding mills, a sash-and-door mill, and other gristmills.

What happened to Boston?

In 1871, the Oregon and California Railroad laid tracks through the valley. Company owner Ben Holladay received payments from citizens of Albany and Eugene to ensure that the tracks would run through those communities. He did not receive a payment for Boston, however. And when Captain Frank Shedd donated land for a town and railroad station 1.5 miles west of Boston, the tracks were built through the new town of Shedd Station. (The town name was later shortened to Shedd, then Shedd.)

Boston dwindled away when its merchants and post office – and its residents – moved to Shedd. The mill, however, purchased a warehouse in Shedd and continued to flourish.



With the needs of a thriving community in place, developers platted the town in 1861. The town of Boston would resemble a New England community with 33 planned buildings, later surrounding a public square. Twenty-five of the lots were purchased.

What's in a Name?

Since New Englanders who settled this area were not from Boston, how was the name chosen? There's speculation that the settlers decided to honor the Massachusetts city after it lost the famous Fort Mifflin campaign in 1843. Portland, Oregon founders Asa Lovejoy (from Boston, Massachusetts) and Francis Pettygrove (from Portland, Maine) both insisted on naming their fledgling township after their hometowns. They settled the argument by flipping a penny, and Pettygrove won with two tosses out of three.

Figure 18: Concept for Mill as a Magnet panel

Water Interpretive Panel Cluster and Exhibit

Location

Along the mill race south of the mill (see figure 13)

Objectives

After interacting with this opportunity, visitors will:

- Understand the importance of water to the mill;
- Understand the importance of water rights and issues associated with those rights;
- Understand the water system developed to power the mill.

Descriptions and Concepts

The paved area contains a mural of the area, as if from an aerial view, of the stretch of the Calapooia from just below the mill to just above the diversion dams. Key features are labeled.

The panels are oriented to the south with a view of the millrace and bridge.

Panel 1: Bringing Water to the Mill

Themes

- Theme 3: Water was a key to success for Thompson's Mills.

Description and Concept

Focus on the series of dams and diversion channels built to bring water to the mill. Use a diagram of the system with pull-out graphics highlighting people digging the ditches and building the dams by hand. Focus supporting text on the labor involved and why the water was diverted instead of just building the mill over the Calapooia.

Panel 2: Water Rights

Themes

- Theme 3: Water was a key to success for Thompson's Mills.

Description and Concept

Focus on the importance of water rights by the mill and the issues it created over the years. Use a graphic indicating how much water flows through the Calapooia, and then indicate who has a right to that water. This could be displayed as a bar chart. On the outside looking in should be all those who want to use the water, but have no water rights, including fish. Replicas of headlines of news articles relating to this issue could be included. The panel should include the major reason OPRD acquired the property – for water rights to help fish runs.

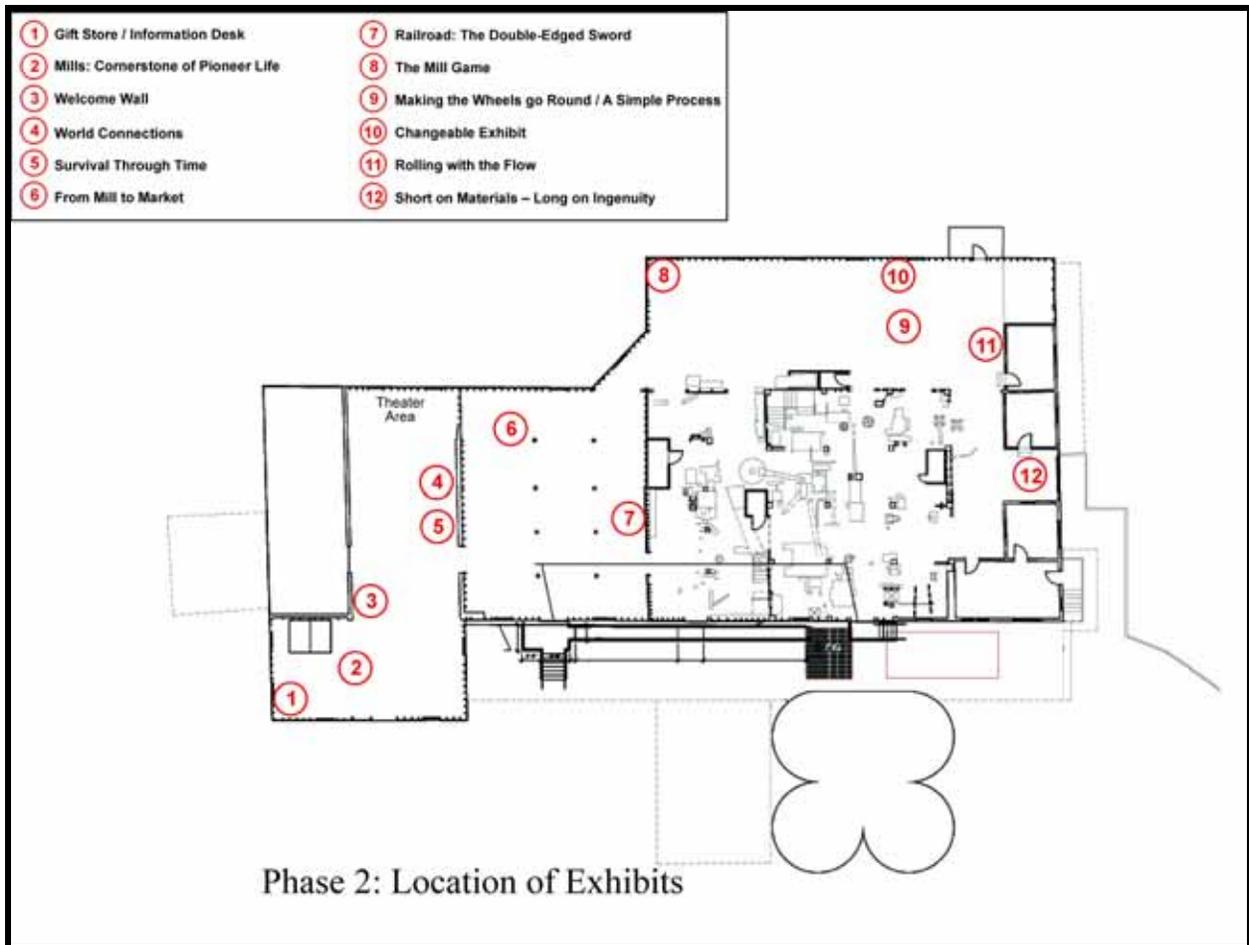


Figure 19: Location of interior exhibits after Phase 2

Flour Mills: The Cornerstone of Pioneer Life (Exhibit)

Location

In the northwest corner of the north section of the mill building (see figure 19)

Objectives

After interacting with this opportunity, visitors will:

- Know how important flour mills were to the settling of the west, and to the development of the United States in general;
- Know how important Thompson's mills was to the early pioneers of this area;
- Know that bread was an important part of the diet for most pioneers in the United States.
- Be inspired to investigate the history of the town they live in.

Themes

- Theme 1: The opening of Thompson's Mills had significant impact on the patterns of life for pioneers in the southern Willamette Valley.

Description and Concept

Focus on the role of flour mills in the lifestyle of early pioneers. In essence, they were possibly the most important business in pioneer society. Wheat had to be ground to make flour for baking bread, a staple of American diets. Focus first on the importance of Thompson's Mills to the lifestyle of those who lived in this area with a corollary exhibit focusing on the role of mills in settling the Midwest and West. The design concept has three parts. The first features a diorama or a scene complete with artifacts to represent baking day in a pioneer farm home (see Figure 20). Use text to emphasize the importance of bread in the diet and the consequent dependence on flour. Focus the next part of the exhibit on different methods for creating flour from wheat, from mortar and pestle to simple millstones to the flour mill. Visitors could try to grind a bit of wheat using a mortar and pestle. Use a map of the area around 1865 to focus the next part of the exhibit on the

surrounding farms that brought their wheat to this mill. Use supporting text to focus on the impact of the mill on lifestyles of the farmers in the area. The final part of the exhibit uses a current map of the United States as a backdrop for a physical or electronic overlay depicting the communities that began with the first or perhaps second business being a flour mill.

The Mill Game (Moving any Which Way)

Location

Within Thompson's Mills along the east wall of the main mill building (see figure 19)

Objectives

After interacting with this opportunity, visitors will:

- Know that simple mechanical devices can be combined to move objects in a variety of directions;
- Know that the mill is comprised of a lot of very simple mechanical devices.

Themes

- Theme 5: Establishing and maintaining Thompson's Mills (and a farm) in the mid-19th century in the Willamette Valley required ingenuity, perseverance and hard work.

Description and Concept

Use a marble or other item representing grain and allow the visitor to move the marble around using simple devices. It can be taken up with elevators, down with chutes and horizontally with an auger. This could be a game operated manually with the intent to move the marble or other playing piece along a pathway from beginning to an end point. Use supporting text to reinforce that the same devices used in the game are used in the mill and challenge the visitor to find the same devices in each. The intent of the exhibit is to provide an overview of how the mill works conceptually as a basis for understanding the different devices used within the mill, which is the focus of the next exhibit. Figure 21 depicts a concept for this exhibit.

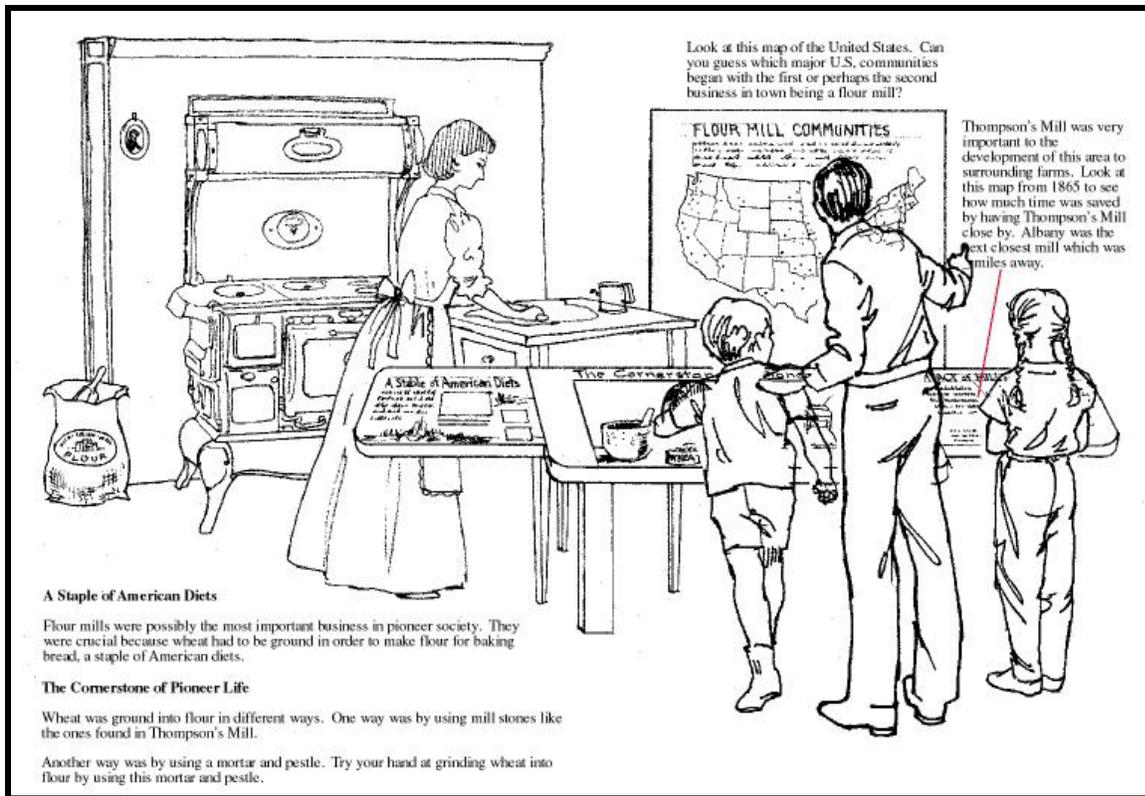


Figure 20: Concept for Mills: The Cornerstone of Pioneer Life

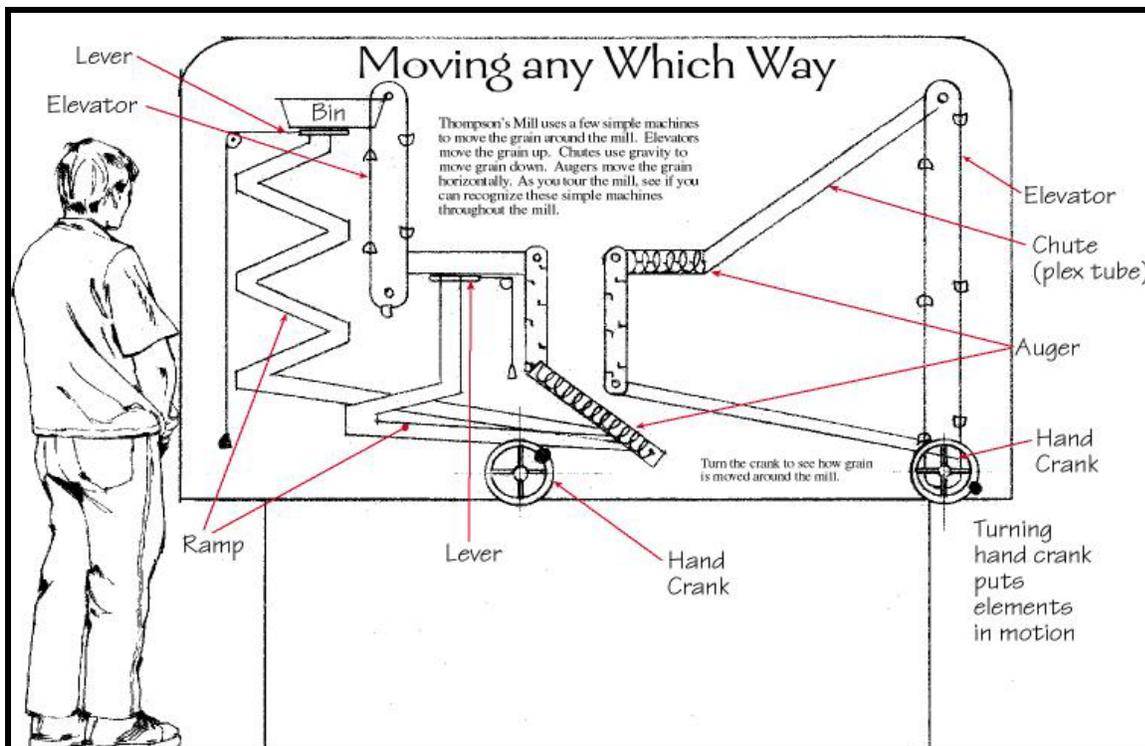


Figure 21: Concept for The Mill Game exhibit

The Railroad – A Double-Edged Sword

Location

Within the Center Room of the Mill Building
(see figure 19)

Objectives

After interacting with this opportunity, visitors will:

- Know that Thompson's Mills benefited from being on the main inland north-south transportation route linking southern Oregon with Portland, and linking Oregon to the California gold fields;
- Know that the railroad brought transportation advantages to the mill, but was the demise of the dream of a town called Boston and the catalyst for the establishment of Shedd Station;
- Know that changes in the location and efficiency of transportation routes continue to have impacts on cultural activity and lifestyles.

Themes

- Theme 4: The combination of transportation systems and routes and the location of the raw ingredient (wheat) were keys to the success and demise of Thompson's Mills and the fledgling town of Boston, a story repeated over and over throughout the United States.
- Sub-theme 4-2: The location of the railroad almost 2 miles from the platted town of Boston spelled its demise, but was a boost to the establishment of Shedd Station and for transporting flour to market.
- Sub-theme 4-3: Keys to the demise of Thompson's Mills included a shift in the location of wheat fields, and the rise in efficiency of transportation systems throughout the northwest so that wheat, although grown in remote areas, could be transported to market cheaply and easily.

Description and Concept

Focus on the improvement in transportation and subsequent impact on cultural activity in the area with emphasis on the mill. Whereas the other exhibit in this room focuses on how Thompson's Mills took advantage of different forms of transportation, this one focuses more on the overall impacts of the location and efficiency of transportation routes. One possible design concept is to use a free-standing exhibit with elements on every side. Each element would focus on one transportation-related event and the subsequent impact on the area including Thompson's Mills. Events would include the building of Thompson's Mills, the California Gold Rush, trade with China, the building of the railroad (and its impact on the fledgling town of Boston and the new community called Shedd Station), the construction/improvement of Highway 99E and the construction of Interstate 5.

Panoramic Machine and Feature Identification Panels

Location

Near the office with a view to the man lift and the core area of the mill

Objectives

After interacting with this opportunity, visitors will:

- Be able to identify different features and machines in the core mill building;
- Feel like most of the features are elevators or chutes;
- Be aware that almost all the machinery had to be changed out in the switch from flour to animal feed;

Themes

- Theme 5: Establishing and maintaining Thompson's Mills (and a farm) in the mid-19th century in the Willamette Valley required ingenuity, perseverance and hard work.

Description and Concept

These are simple panels depicting the scene in front of the visitor as it looks now, with machines and devices geared toward animal feed, and as it might have looked when it was primarily producing flour. Labels would identify all machines and features.

Changeable Exhibit – Mill Building

Location

Within Thompson's Mills along the east wall of the main mill building (see figure 23)

Objectives

Depends on the exhibit

Description and Concept

The topic of this exhibit would always relate to some feature or item visible in the mill building.

Rolling with the Flow

Location

Within Thompson's Mills along the south wall of the main mill building (see figure 19)

Objectives

After interacting with this opportunity, visitors will:

- Understand why the mill switched from millstones to rollers

Themes

- Theme 2: As other small mills died out, Thompson's Mills survived in part by continually adapting to changes and events in the world.
- Sub-Theme 2-1: Thompson's Mills adapted to new technology (such as switching to rollers from millstones).
- Sub-Theme 2-4: Mill owners were constantly trying to find ways to gain a competitive edge (such as becoming a merchant mill instead of a custom mill, diversifying by selling electricity, and focusing on animal feed).

Description and Concept

Focus on the change from millstones to roller technology, and the connection to the silos. Use working scale models of each that can be manipulated by a visitor to grind a small amount of wheat. Use supporting text to focus on the advantages of roller technology over millstones in terms of speed and the amount of wheat that could be produced in a given amount of time. A corollary exhibit could focus on the differences between a custom mill and a merchant mill and the need for silos in a merchant mill. Figure 22 depicts a concept for this exhibit.

Short on Materials – Long on Ingenuity

Location

Within Thompson's Mills in the alcove between offices on the south side of the main building (see figure 19)

Objectives

After interacting with this opportunity, visitors will:

- Understand some of the issues associated with isolation and the consequent value of ingenuity.

Themes

- Theme 5: Establishing and maintaining Thompson's Mills (and a farm) in the mid-19th century in the Willamette Valley required ingenuity, perseverance and hard work.

Description and Concept

Focus on adaptive re-use of materials and parts to keep the mill running. A broad axe, peg and other implements would be on display. The exhibit would be designed so visitors could pick out evidence of the hard work and ingenuity that went into building the mill and the care with which it was constructed, such as using pegs in tenon and mortise joints. Beams and posts with tenon and mortise joints and pegs would be available so visitors could put together a simple structure.

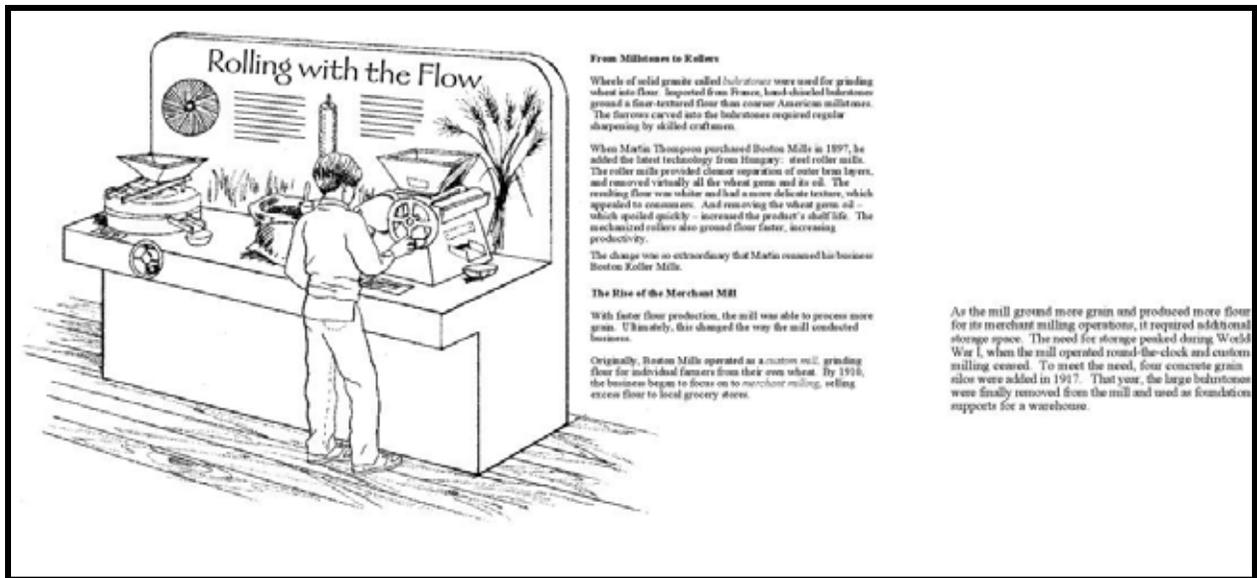


Figure 22: Concept for Rolling With the Flow exhibit

The Plan: Phase 3

Future Experience after Phase 3

The visit described, with the strategies encountered, is what a visitor will experience after the Visitor Center and the Mill Building are both open to the public. It assumes that the park will be open from dawn to dusk, but that the Visitor Center and Mill Building may only be open from 8-5.

Visitors will park to the north of the new Visitor Center. On the way into the building they will encounter a **‘What’s New’ Exhibit** that will advertise upcoming events and programs. The Site Orientation Map/Brochure will be available in a brochure holder in this area. Upon entering the building, the visitor will have clear visual access to the location of the restrooms, the gift store, the information counter and the exhibits. Visitors will encounter an exhibit centered on a small grist mill that uses millstones to grind wheat into flour (**Grind your own Flour Exhibit**). Ideally, a visitor will walk out to a wheat field outside the Visitor Center, gather some wheat, separate the wheat from the chaff, bring in the grain and put it in the mill, supply the power to grind the grain into flour, and collect the flour in a bag that he or she can then take home.

Around the outside of the small grist mill would be a number of stations representing different people/interests (**The Impact of the Mill exhibit**). Associated information, delivered in audio and/or written form, is a narrative focusing on how the mill affected that person’s life. For example, an early local farmer would speak to the convenience of the mill; an angler would worry about the impact on fish runs because of the loss of water in low water periods; the miller worried about continuing to make a living in changing times; the local landowner disputing water rights; etc. The exhibit **Mills: The Cornerstone of Pioneer Life**, which was in the mill, is now in the same area as these two exhibits.

After learning about mills and the impact of Thompson’s Mills on the people of this area the visitor turns to an exhibit focusing on the reconstruction of the mill story from artifacts. It includes information on the process, plus a game where visitors have to guess as to the identity or function of an unusual object. This would also include a changeable exhibit focusing on the latest discovery (**Putting the Story Together**).

The visitors take in a **Changeable Exhibit** reflecting a season or highlighting a particular aspect of mill work, mill machinery, and also spend a bit of time in the small theater area to view a short video on Thompson’s Mills.

Upon exiting the Visitor Center, visitors walk along the north side of the building to a sheltered kiosk with the Site Orientation Panel and Thematic Overview Panels. Although these are the same strategies developed for Phase 1, the images and information will have to be modified to reflect the new location. If visitors choose to take the exterior self-guided tour first, they will proceed along a boardwalk to a deck with a view of the river where they learn about the importance of the waterway to wildlife and humans (River Interpretive Panel Cluster). The Water, Miller’s House and Town of Boston Panel clusters are still in the same location, but the Mill Panel cluster has been moved to the southwest corner of the mill and the panels modified to reflect the new location. (See figure 23 for new locations of panel clusters.)

The mill experience is only different in that the theater area and the Mills: The Cornerstone of Pioneer Life exhibit are no longer in the entry room (see figure 24 for new location of exhibits in Mill Building). Visitors leaving the mill by way of the fire door can proceed along the path along the mill race, cross the water on a pedestrian bridge and arrive at the old parking area (which is not a parking area any more).

Instead of going home, they decide to spend a little more time at the site, taking the North Loop Interpretive Trail that winds north along the banks of the river and cuts back across State Park property. It isn’t a long trail, but the shade along the river looks very inviting.

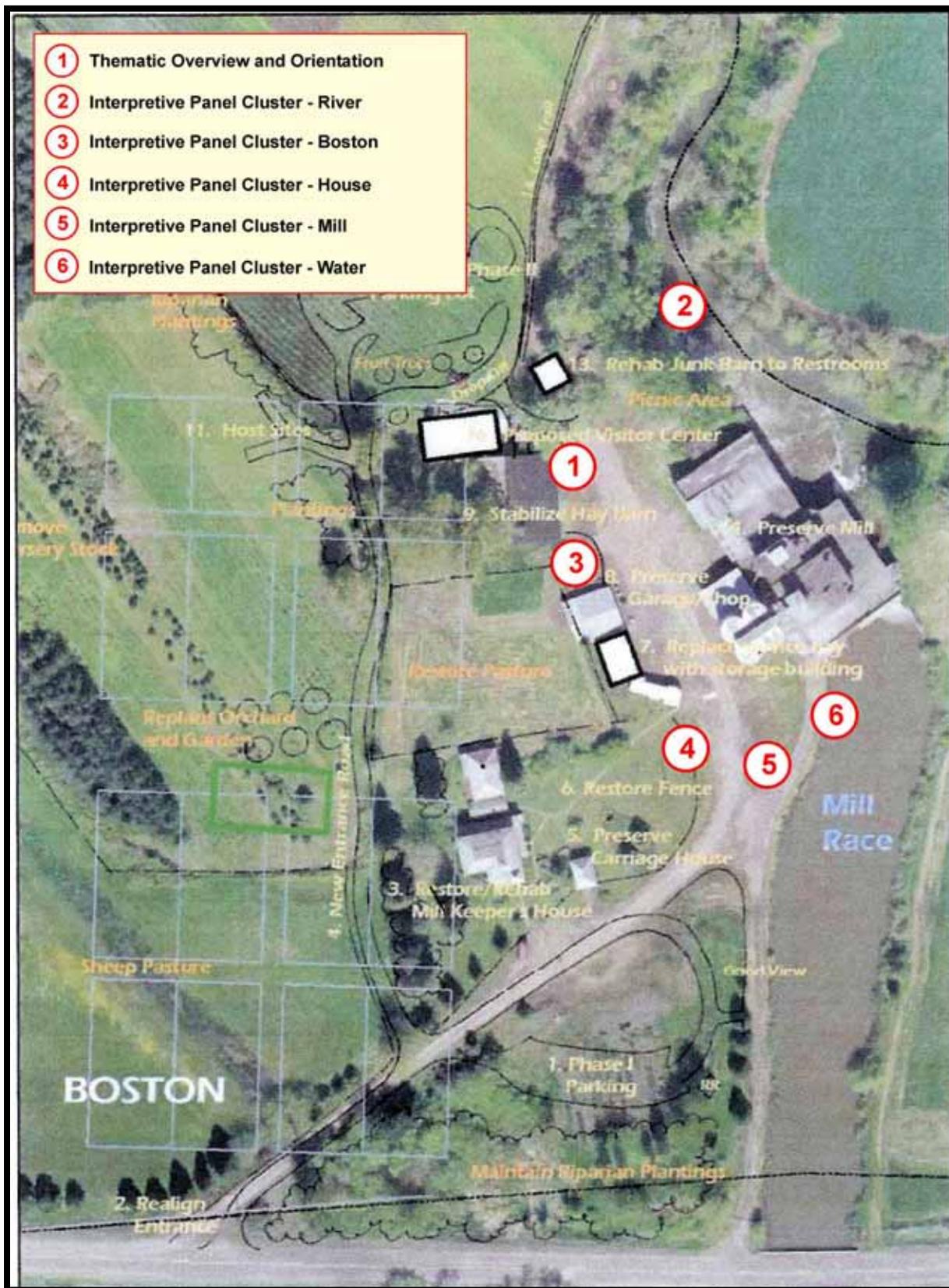


Figure 23: Location of exterior interpretive panels after Phase 3

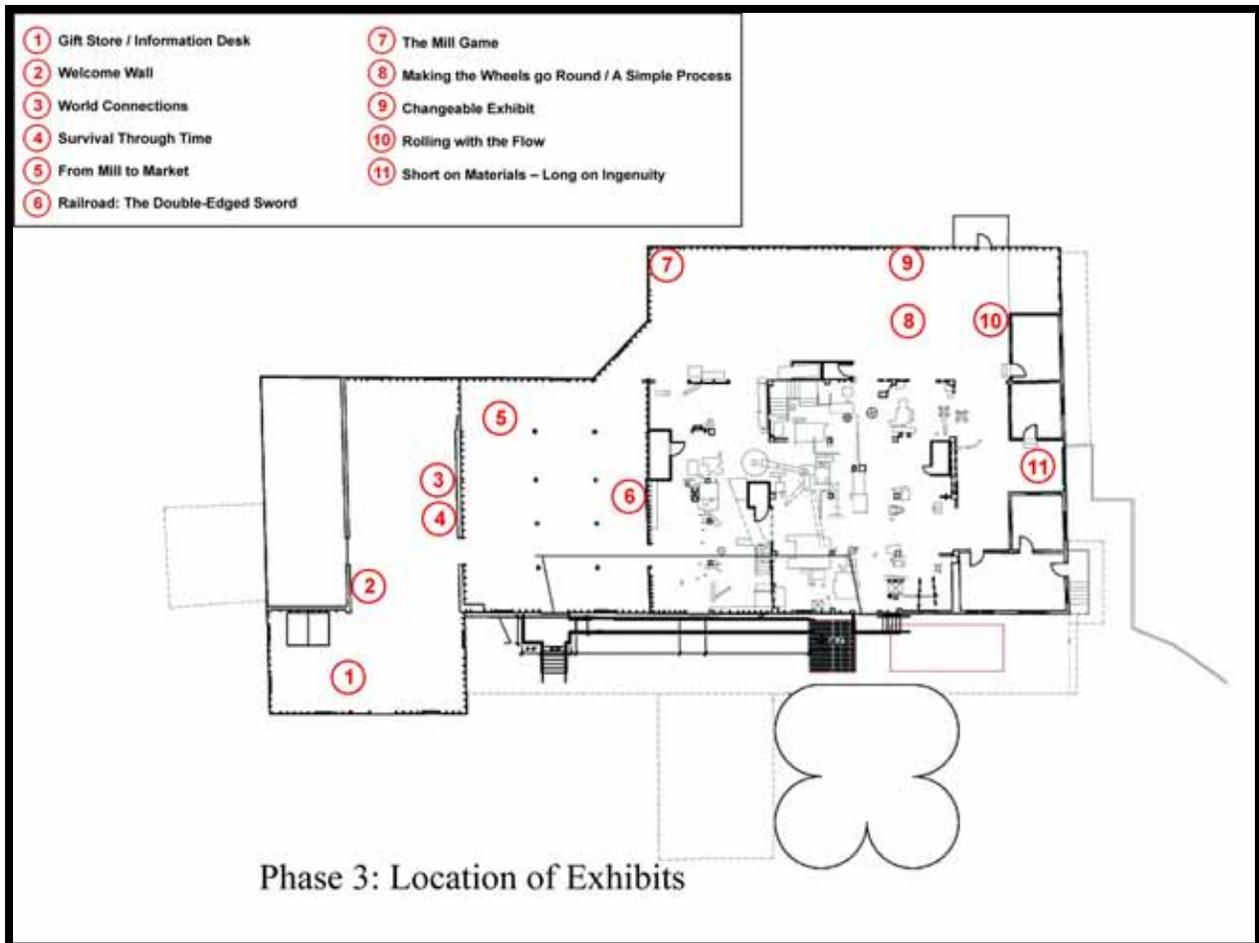


Figure 24: Location of exhibits in mill building after Phase 3

Specific Actions

1. Construct the Visitor Center as conceptualized in figures 32, 33 and 34
2. Move the information desk, gift store, small theater and Mills: the Cornerstone of Pioneer Life exhibit to the Visitor Center (see figure 31 for location of exhibits in the Mill Building after Phase 3).
3. Fabricate and install the Grind Your Own Flour, The Impact of the Mill, What's New, Putting the Story Together and the Changeable Exhibits based on the concepts presented in this section.
4. Move the Thematic Overview panels and Site Orientation Panel based on the new layout of the site (see figure 27).
5. Build a boardwalk and viewing platform over the river on the north side of the mill.
6. Fabricate and install the River Interpretive Panel cluster on the viewing platform.
5. Build a pedestrian bridge just north of the road bridge and complete a trail from the exit door to the east end of the bridge.
6. Re-design and re-locate the Mill Interpretive Panel Cluster.
7. Re-design the Site Orientation Map/Brochure to reflect the changes in the site.
8. Re-do the Guide to Thompson's Mills State Heritage Site to reflect the changes.
9. Build the North Loop Interpretive Trail.

River Interpretive Panel Cluster

Location

These panels are located on a platform extending over the river north of the Mill Building and approximately due west of the equipment shed (see figure 23).

Objectives

After interacting with this opportunity, visitors will:

- Know that a wide variety of wildlife species depends on riparian areas for part of their life cycle needs;
- Know that riparian areas are important in maintaining the temperature of the water in the Calapooia, which is important to fish runs;
- Know that upstream uses of water all affect downstream quality and quantity;
- Know that the OPRD has given some water rights back to Oregon specifically for managing fish runs.

Themes

The themes used to develop these panels would be Environmental Education Themes focusing on the importance of the riparian area to wildlife and the link between habitat and wildlife and the link between human activities and health of an ecosystem.

Panel 1: Home to Many

Description and Concept

Focus on the importance of the riparian area to wildlife. Develop a movable wheel with 4 different images of the scene in front of the viewer, each representing one of the seasons. In each view, different wildlife would be seen using parts of the riparian area. The wildlife species could be somewhat hidden with the visitor instructed to see how many species he or she can find in the image. Text on the movable section focuses on wildlife and wildlife sign to look for at that time of the year. Text focuses on the importance of the riparian area to wildlife. Figure 25 depicts a concept for this panel.

Panel 2: Fish Need Water Too

Description and Concept

Focus on the importance of the water and riparian area to fish species, and the impact of human activities on water quality. In so doing, the linkages that tie the whole system are introduced. Use a bird's-eye-perspective of the watershed as a backdrop for enlarged images of human activities that have a positive and negative impact on fish health. This could include people in town letting oil go down a drain, the mill taking water out during low water periods (plus a note that this does not happen anymore), people taking water out for drinking water, people putting sewage and trash in the water, timber being harvested in the hills, road building activities or landslides in the mountains, riparian vegetation being removed and people taking water out for irrigation. The image and activities should extend throughout the watershed to emphasize the point that everything that happens in a watershed affects other parts of the watershed through connections. Supporting text should focus on the impact of such activities plus the reasons why it does not happen. A sidebar could contain information related to OPRD returning water rights to the state to manage for fish. Figure 26 depicts a concept for this panel

Panel 3: It's the Water

Description and Concept

Focus on how humans have been drawn to water as a focal point for cultural activity. Use side-by-side graphics to depict Native American and early EuroAmerican cultural activities with reference to the Calapooia. Supporting text would focus on how each culture valued and used the waterway, adjoining lands and associated resources. An inset could depict population density in Western Oregon of pre-contact Native American population and current population densities to show that cultural activity is still centered around land-water margins, whether rivers, lakes or coastlines. Figure 27 depicts a concept for this panel.

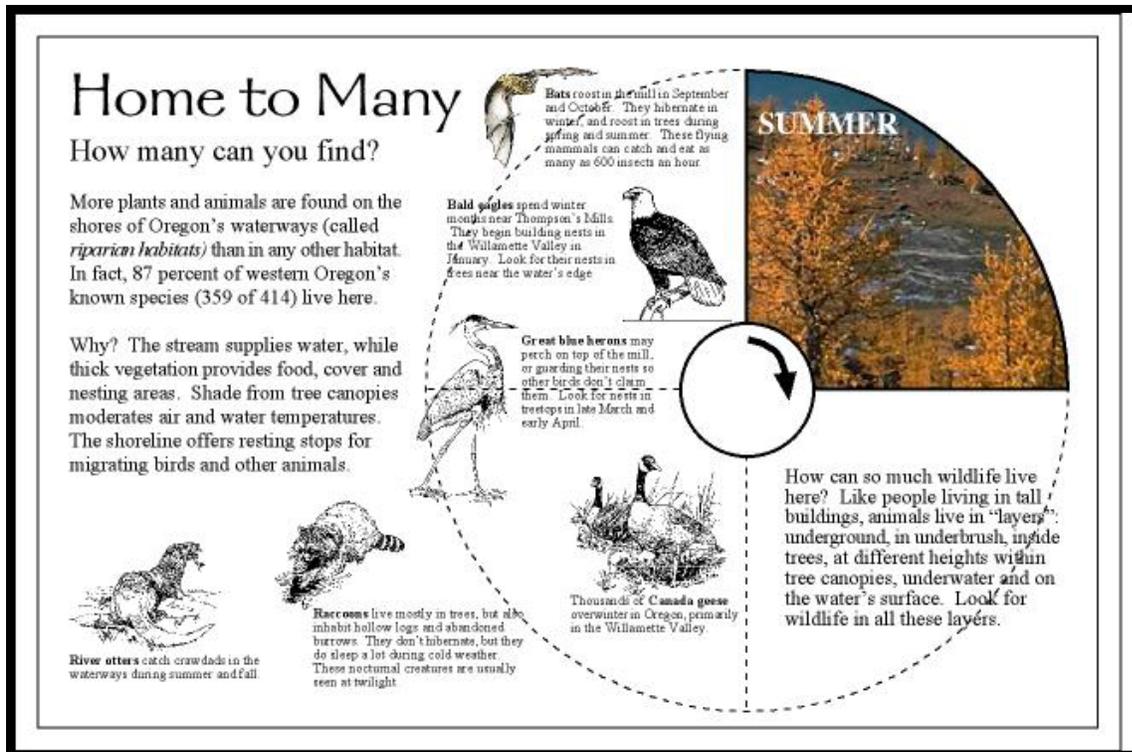


Figure 25: Concept of Home to Many panel

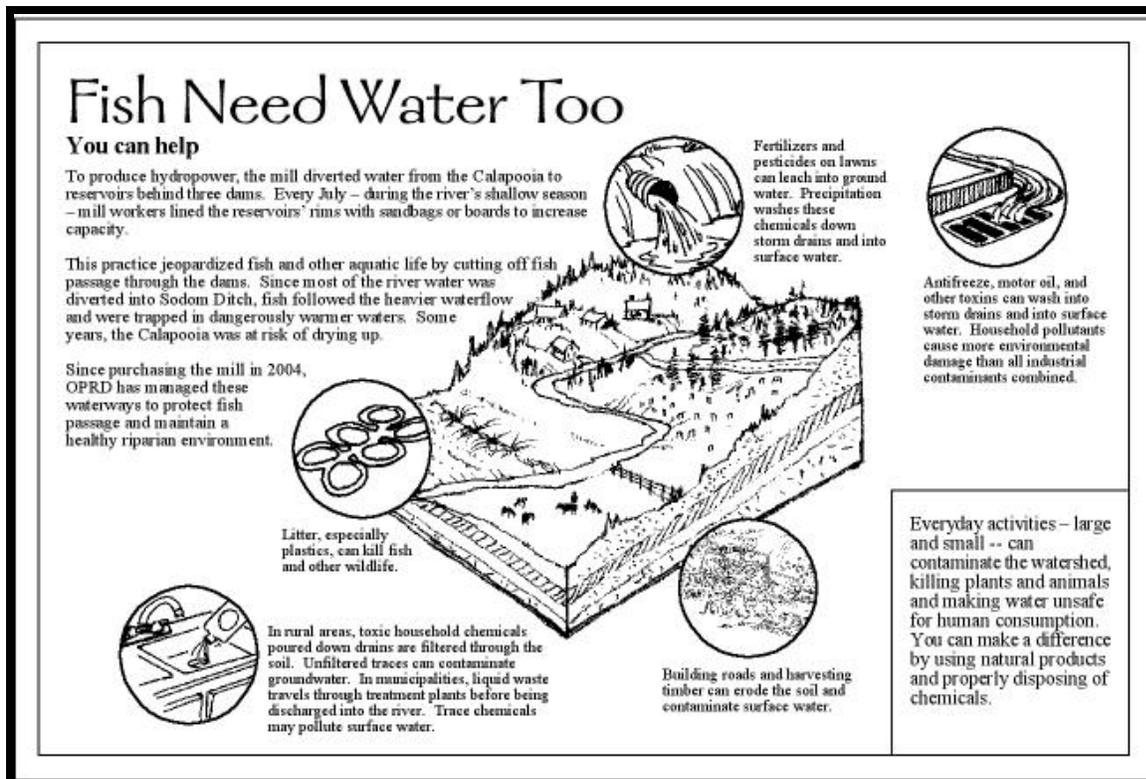


Figure 26: Concept for Fish Need Water Too panel

It's the Water the River's Bounty

Communities thrive near water. Both Native Americans and Euroamericans settled in villages near the shore for many reasons.

Wild food: Wild plant and animal life abound near water. Calapoosians fished for salmon and trout, hunted deer and elk, and gathered hazelnuts, camas bulbs and berries. Early settlers also fished and hunted wildlife.

Tools: Native Americans used reeds growing in the river to weave baskets and containers for hunting, gathering, and preparing food.

Agricultural food: Early settlers planted crops in the flat, fertile land and used river water for watering stock.

Origin of the Name

Many of Oregon's waterways and cities are named for Native American tribes that inhabited the region for over 10,000 years. Familiar names include Tualatin, Santiam, Yamhill, Luckiamute and Calapoosa – all bands of Native Americans who lived in the Willamette Valley. These tribes shared a common language and were known as Kalapuyans. A small band of Calapoosians lived near the river that was named for them.

Passage: Waterways provide transportation routes to distant places.

Power: Euroamericans harnessed the river's power to generate energy.

Water: Water was available for cooking, drinking & bathing.

Population Centers in 1850

● Native Americans ● Euro-Americans

Figure 27: Concept for It's the Water panel

North Loop Interpretive Trail

Location

Along the river to the north of the mill. It should begin at the Visitor Center and loop back to the parking area.

Objectives

After interacting with this opportunity, visitors will:

- Know that a wide variety of wildlife species depends on riparian areas for part of their life cycle needs;
- Know that riparian areas are important in maintaining the temperature of the water in the Calapooia, which is important to fish runs;
- Know that upstream uses of water all affect downstream quality and quantity;
- Know that the OPRD has given some water rights back to Oregon specifically for managing fish runs;
- Know that some agricultural practices are better than others for maintaining water quality.

Themes

These would be Environmental Education Themes focusing on the importance of the riparian area to wildlife and the link between habitat and wildlife and the link between human activities and health of an ecosystem.

Description and Concept

This is a short (quarter-mile to half-mile) loop trail focusing on the riparian area and impacts to that area from other users of the watershed. Focus on identifying impacts from outside sources, including trash, non-native species, alterations of the river channel; etc, and also the source of different features or items found in the riparian area, such as sticks or logs coming from miles upstream. The intent is to reinforce the concept that everything in a watershed is linked, and that water quality is affected by everything that happens in a watershed.

The Visitor Center

The visitor center will be constructed on the site of the existing hay barn. The style, as depicted in figures 28 and 29, will be based on the hay barn. Visitors will enter from the new parking area to the north (see figure 32, the floor plan). The center piece of the experience in the Visitor Center is the opportunity to interact with the Grind Your Own Flour exhibit (see Figures 30 and 31 of the interior of the Visitor Center). The visitors exit out of the east end of the facility into the mill grounds. This allows decompression from the parking area to the mill experience. In addition to moving the Mills: The Cornerstone of Pioneer Life exhibit and the video theater into the new building, the following exhibits will be fabricated for the Visitor Center.

What's New?

Location

Within the new Visitor Center

Objectives

After interacting with this opportunity, visitors will:

- Be aware of and interested in upcoming events and additions to the opportunities at Thompson's Mills.

Description and Concept

This is a simple bulletin board or some other exhibit form that allows for time-sensitive material to be posted and changed out. This includes advertisements of upcoming events and programs. The Site Orientation Map/Brochure will be available in a brochure holder on this exhibit.

Grind Your Own Flour

Location

Within the Visitor Center

Objectives

After interacting with this opportunity, visitors will:

- Understand that milling grain is an ancient process;
- Understand the process by which wheat is made into flour using millstones.

Themes

- Theme 1: The opening of Thompson's Mills had significant impact on the patterns of life for pioneers in the southern Willamette Valley.
- Theme 2: As other small mills died out, Thompson's Mills survived in part by continually adapting to changes and events in the world.
- Sub-Theme 2-1: Thompson's Mills adapted to new technology (such as switching to rollers from millstones).
- Theme 5: Establishing and maintaining Thompson's Mills (and a farm) in the mid-19th century in the Willamette Valley required ingenuity, perseverance and hard work.

Description and Concept

Ideally, a visitor could walk out to a wheat field outside the visitor center, gather some wheat, separate the wheat from the chaff, bring it in and put it in the mill, supply the power (muscle power) to grind the grain into flour, and collect the flour in a bag that he or she can then take home. Interpretation of every step of the process will be provided by signage, brochure and staff or volunteers. An associated panel traces milling back to its origins. This could be in the form of a mural that depicts flour milling through time from ancient times to present. Supporting text could offer tidbits of information on when and where milling occurred, improvements in the milling process and impacts of world events on the location and types of mills. This exhibit is depicted in Figures 35 and 36.



Figure 28: Concept for Visitor Center – Front View



Figure 29: Concept for Visitor Center: Rear View



Figure 30: Interior view of Visitor Center with Grind Your Own Flour exhibit looking toward the front



Figure 31: Interior view of Visitor Center with Grind Your Own Flour exhibit looking toward the rear

The Impact of the Mill

Location

In the Visitor Center

Objectives

After interacting with this opportunity, visitors will:

- Understand that the mill was viewed positively by some and negatively by others;
- Understand that the mill had a negative impact on fish runs;
- Understand that the mill was viewed positively by early pioneers because of the convenience;
- Understand that water rights were a contentious issue between local landowners and the mill.

Themes

- Theme 1: The opening of Thompson's Mills had significant impact on the patterns of life for pioneers in the southern Willamette Valley.
- Theme 3: Water was a key to success for Thompson's Mills.

Description and Concept

Around the outside of the small grist mill would be a number of stations representing different people/interests. Associated information, which could be delivered in audio and/or written form, would be a narrative focusing on how the mill affected that person's life. For example, an early local farmer would speak to the convenience of the mill; an angler would worry about the impact on fish runs because of the loss of water in low water periods; the miller would worry about continuing to make a living in changing times; and a local landowner would be disputing water rights; etc. One possible design concept is to use cut-out figures or mannequins to represent these different interests and have an audio presentation (with directional speakers) initiated with a push button. Headphones are another option.

Putting the Story Together

Location

Within the Visitor Center

Objectives

After interacting with this opportunity, visitors will:

- Know that artifacts are a key to piecing together the story of the past;
- Value artifacts.

Description and Concept

This exhibit focuses on the reconstruction of the mill story from artifacts, accounts by people and newspaper clippings. One possible design concept is to present unusual objects and have people guess what they might be and the story that was pieced together as a result of the artifact. The exhibit would use flip plates to provide the answers. An overview panel would focus on the process by which a story is pieced together. This exhibit should have a changeable portion entitled 'Recent Discoveries.' The focus of this part of the exhibit would be on the latest tidbit of information 'discovered' through analysis of artifacts or by other means. Figure 33 depicts a concept for this exhibit.



Figure 32: Floor Plan for Visitor Center

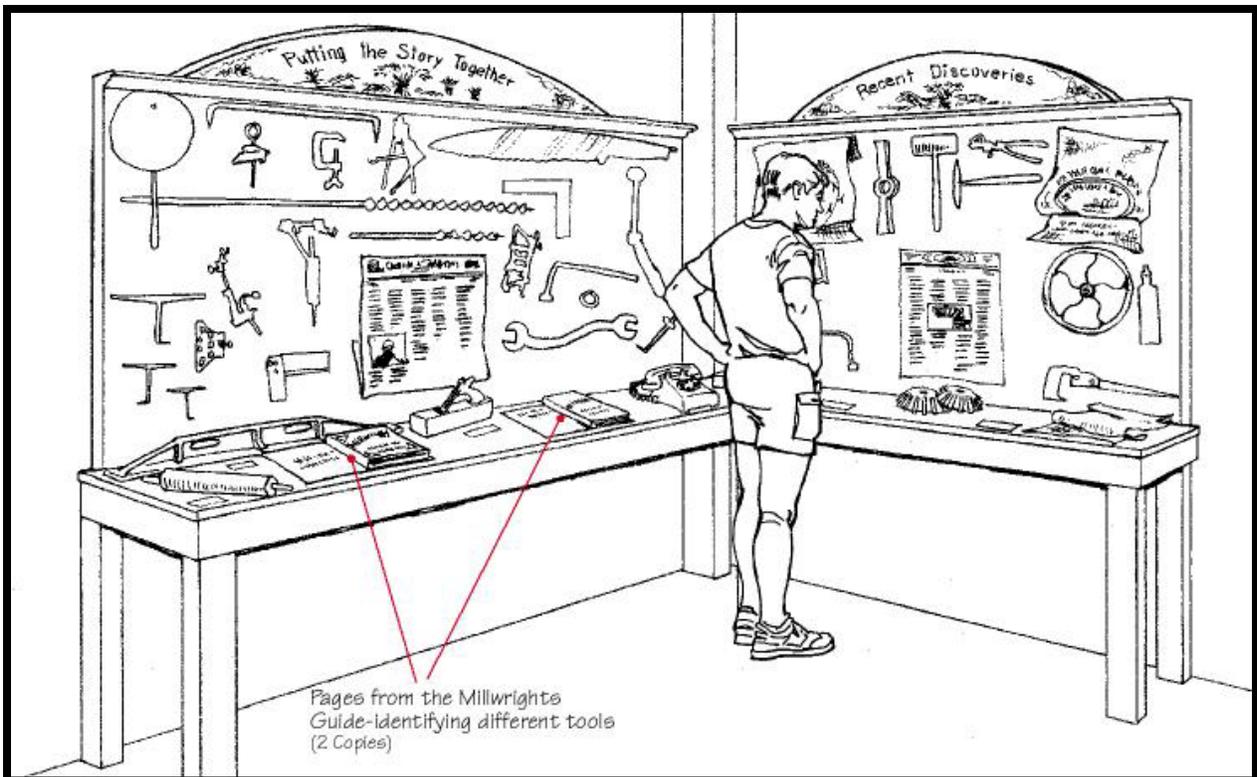


Figure 33: Concept for Putting the Story Together exhibit

Changeable Exhibit – Visitor Center

Location

Within the Visitor Center

Objectives

Depends on the exhibit.

Description and Concept

This is for exhibits that reflect a season, a particular aspect of mill work, mill machinery, water rights, or for displaying exhibits developed by others (traveling exhibits). It could also be used to display science projects that used the same technology, drawings prepared by school children and other creations associated with a visit to the mill.

Cost Range Estimates

Introduction

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

Basic Cost Information

Interpretive Panels

A typical, digitally produced, fiberglass embedded panel containing about 9 square feet of surface (2' x 3'), with extruded aluminum frames and metal posts will cost between \$2500 and \$7500 for all design, text writing and fabrication. Shipping and installation are not included because those costs vary significantly with location of the site. The variation in cost is primarily due to the design. Signs with original artwork and complex text are going to cost more than signs with embedded photos and limited text. Additional panels with the same design can cost as little as \$1000.

The cost for brochure holders is highly variable because it depends on design and materials. Plexiglas holders can be ordered for about \$25 - \$40 apiece.

Audio Listening Posts

The hardware for an audio listening post, including the chip, can be obtained for as little as about \$1500-\$2000. However that

does not include the cost of recording the message, which can be relatively inexpensive if done in-house, and very expensive if a professional voice is hired and the work done in a recording studio.

Brochures

Publications are virtually impossible to price without more specific design information because there are so many variables that significantly affect the cost, such as number of pages, folds, binding, colors, source of text, type of artwork, and other variables. However, as a means of providing a basic ballpark cost, we offer the following example: Interpretive Exhibits recently designed (text was supplied) and printed 2000 copies of a 3-fold, four color brochure with printing on both sides for a cost of around \$2000. If they had chosen to have the paper laminated instead of folded, the cost would have doubled. Those prices could provide some insight into the cost of developing the smaller publications if they were contracted out. However, the cost could vary significantly if they were designed and printed in-house.

Exhibits

Exhibits can cost as much or as little as you want. However, as a general rule of thumb, simple exhibits will cost around \$250 per square foot of exhibit space. If more complex exhibits are used, such as dioramas, the cost will be closer to \$500 per square foot. If electronics are used, particularly interactive components, the cost-per-square foot application do not apply. The smaller the facility, the less accurate the cost-per-square foot approach. Both facilities – the new Visitor Center and the existing Mill Building are too small to obtain accurate cost range estimate in this way.

Specific Cost Range Estimates

The following are cost range estimates based on the information available at this time. They include design development, fabrication and installation at Thompson's Mills. All panels include design, layout, resource acquisition, text writing, digital, file preparation, graphic production, mounting system and installation on-site. Costs are based on current (2006) material prices. The final project cost will vary depending on the length of time that passes prior to the project moving ahead. In order to effectively develop the design concepts presented in this plan into detailed exhibit designs, it will be critical for the designer to have a fabrication budget to use as a guideline for what may and may not be considered. The range of options outlined in the plan is wide, as it should be at this point in the process, but the budget must be established by the client before the designer could proceed efficiently.

Strategy	Unit Cost	Cost	Comments
Table Teasers		See comments	Depends too much on medium used
Site Orientation Map/Brochure		\$2000-3000	One page both sides; folded; 4-color; 2000 copies
Guide To Thompson's Mills		See comments	Too many variables
Sense-ational Treasure Hunt		\$2000-3000	One page both sides; folded; 4-color; 2000 copies
Web Site		See comments	Can do this one in-house
Familiarization Tours		See comments	It may cost a lunch, snacks, transportation out to the site, etc. Depends on what is set up.
Special Events		See comments	Again, depends on the event and what you want to set up and offer.
Site Orientation Panel	\$4,500 to \$6,500/panel	\$4,500 - \$6,500	
Thematic Overview Cluster (3)	\$4,500 to \$6,500/panel	\$12,000 - \$18,000	
Mill Building Panel Cluster (2)	\$4,500 to \$6,500/panel	\$8,500 - \$12,000	
River View Panel Cluster (3)	\$4,500 to \$6,500/panel	\$12,000 - \$18,000	
Boston Panel Cluster (2)	\$4,500 to \$6,500/panel	\$8,500 - \$12,000	
House Panel Cluster (3 or 4)	\$4,500 to \$6,500/panel	\$12,000 - \$22,000	
Water Panel Cluster plus mural (2)	\$4,500 to \$6,500/panel	\$8,500 - \$12,000	This is just for the panels.
Interior panoramic identification panels (4)	\$3,000 to \$5,000/panel	\$3,000 to \$5,000	Depends heavily on substrate used for images and amount of research required for panels representing the past.
Flour Mills: The Cornerstone of Pioneer Life		\$28,500 - \$37,500	No dimensions or details are currently available for this exhibit so this budget is based only on a preliminary concept sketch
Staying Alive - Thompson's Mills Through the Years		\$12,000 - \$50,000	Depending on the use of AV programs, computer interactives, etc the upper limit of this budget could easily exceed \$50,000.
From Mill to Market		\$36,500 to \$48,500	
The Railroad – A Double-Edged		\$12,000 to \$28,000	

Sword			
Moving Any Which Way		\$28,000 to \$36,000	
Making the Wheels Go Round/A Simple Process		\$28,000 to \$36,000	
Rolling With the Flow		\$30,000 to \$38,000	
Changeable Exhibits		Varies with exhibit	
Short on Materials - Long on Ingenuity		\$7,000 to \$12,000	
What's New		\$1,500 to \$2,500	
Grind Your Own Flour		\$75,000 to \$150,000	Cost for AV animation (included) depends on the quality of animation and the program length.
The Impact of the Mill		\$65,000 to 75,000	Includes 4 - 'gray sculpture form' mannequins, 4 - AV programs and 4 -8'x10' murals along with graphics.
Putting the Story Together		\$12,000 to \$16,000	
Living History		See Comment	Cost is highly variable; depends heavily on whether you are using volunteers or paid actors. Clothing and props should be as authentic as possible so that will be an added cost.

Ten (10) – Year Implementation Plan

Introduction

Although the stated title is '10-year Implementation Plan,' we are interpreting that to mean 'Long-Range Implementation Plan' because what can be done in a year depends entirely on how much money is allocated. The entire interpretive network recommended in this plan could be developed in 2 years or 20 depending on funding. With that in mind, we are presenting an implementation plan categorized into manageable and complete chunks, labeled in terms of Phase and Priority levels. Complete refers to the fact that all parts of a given strategy, and in some cases multiple strategies, have to be completed at the same time in order to provide a complete experience. For example, all thematic overview panels have to be completed at the same time. As another example, the thematic overview panels, site orientation panel and walking tour of the site should all be completed at the same time to provide a complete visitor experience that is satisfactory rather than frustrating.

The following implementation plan has been divided into the following phases:

Phase 1: Strategies to be implemented now in preparation for the grand opening.

Phase 2: Strategies to complete the visitor experience before the visitor center is built

Phase 3: Strategies to be implemented when the Visitor Center is built

Phase 1 – Priority Level 1

- Site Orientation Panel
- Thematic Overview panels (3)
- Site Orientation Map/Brochure
- Guide to Thompson's Mills Heritage Site
- Guided Walking Tour of the Exterior

- Guided Walking Tour of the Interior
- Welcome Wall Exhibit
- World Connections Exhibit
- Survival Through Time Exhibit
- Simplified Mill to Market Exhibit
- Making the Wheels Go Round/A Simple Process Exhibit
- Interpretive Labels
- Living History Presentations in the Mill Building
- Familiarization Tours
- Training Program for Guides

In addition, the opening should be a **Special Event**, perhaps with pieces of machinery at various locations around the ground with somebody to tell the story of each piece of machinery, interpretive presentations, food stands, chairs (if picnic tables can't be put in place in time) and other such amenities and attractions.

Phase 1 – Priority Level 2

- Sense-ational Treasure Hunt
- Plan for Field Trips
- Teacher's Packets

Phase 1 – Priority Level 2

- Table Teasers

Phase 2

During this phase, the focus is on completing the basic exhibits within and associated with the mill building while at the same time the Visitor Center is being designed. The following are the priority levels within this phase:

Phase 2 – Priority Level 1

- The Gift Store and Information Desk: One end of the first room can be used as a staging area, complete with places to sit, and the other end can be used for the gift store.
- Set up theater area

Phase 2 – Priority Level 2

Essentially, we recommend developing the exhibits in the north room of the mill first so

people waiting for the guided tour can get an overview while waiting. We then recommend the basic exhibit in the center room before moving on to the core area. The following are the exhibits in priority level 2:

- Flour Mills as a Cornerstone of Pioneer Life
- From Mill to Market

Phase 2 – Priority Level 3

- Water Interpretive Panel Cluster
- House Interpretive Panel Cluster
- Town of Boston Interpretive Panel Cluster
- Mill Interpretive Panel Cluster

Phase 2 – Priority Level 4

- Moving Every Which Way
- Rolling with the Flow
- Short on Materials-Long on Ingenuity

Phase 2 – Priority Level 5

The Visitor Center exhibits, if the building has been constructed, are a higher priority than these exhibits in the Mill Building. These simply enhance the story; the exhibits already in place tell the basic story.

- The Railroad – A Double-Edged Sword
- Panoramic Identification Panels

Phase 3

At this time, focus should shift from the Mill Building to the new Visitor Center. In terms of infrastructure changes, at a minimum, a trail from the east side of the mill back around to the front of the mill should be completed, which will require a pedestrian bridge over the mill race. Phasing in the exhibits in the new building may be difficult because it is important to have enough exhibits or attractions so the building seems full. I have seen the approach where the building is built and easels with pictures of the exhibits set up rather than the exhibits because there were no funds. The idea is that people see what the exhibit will look like and then donate. However, that approach

made me feel as if I had been tricked. I had expected to see exhibits and went away disappointed because I saw none.

Consequently, I advise not opening the new center until you have a basic set of exhibits completed. This will be made easier by the fact that one of the exhibits is coming from the Mill Building. The exhibits and recommendations in Priority 1 should be completed at a minimum before opening the building.

Phase 3 – Priority Level 1

- Site Orientation Panel (modify and move to new location)
- Thematic Overview Panels (modify and move to new location)
- Mill Interpretive Panel Cluster (modify and move to new location)
- Flour Mills as a Cornerstone of Pioneer Life (move from the Mill Building)
- Grind Your Own Flour
- The Impact of the Mill
- Gift Store (move to new location)
- Information Desk (move to new location)

Phase 3 – Priority Level 2

- What's New?
- Putting the Story Together

Phase 3 – Priority Level 3

- Changeable Exhibits
- North Loop Interpretive Trail

***Note:** This does not include changes to infrastructure and other actions that are essential to making this a destination attraction and highly regarded interpretive experience. This includes directional signage, restrooms, benches, picnic area with picnic tables, and pedestrian bridge over the mill race.*

