

Utah State University

DigitalCommons@USU

Parks and Reserves

U.S. Government Documents (Utah Regional
Depository)

1987

A Prototype for Quality: Bryce Canyon National Park Interpretive Prospectus, 1987

United States Department of the Interior, National Park Service

Follow this and additional works at: https://digitalcommons.usu.edu/govdocs_parks



Part of the [Natural Resources Management and Policy Commons](#)

Recommended Citation

United States Department of the Interior, National Park Service, "A Prototype for Quality: Bryce Canyon National Park Interpretive Prospectus, 1987" (1987). *Parks and Reserves*. Paper 1.
https://digitalcommons.usu.edu/govdocs_parks/1

This Report is brought to you for free and open access by the U.S. Government Documents (Utah Regional Depository) at DigitalCommons@USU. It has been accepted for inclusion in Parks and Reserves by an authorized administrator of DigitalCommons@USU. For more information, please contact digitalcommons@usu.edu.



MAY 5 1987

COMPLETED
35

648

I 29.2: B84/2

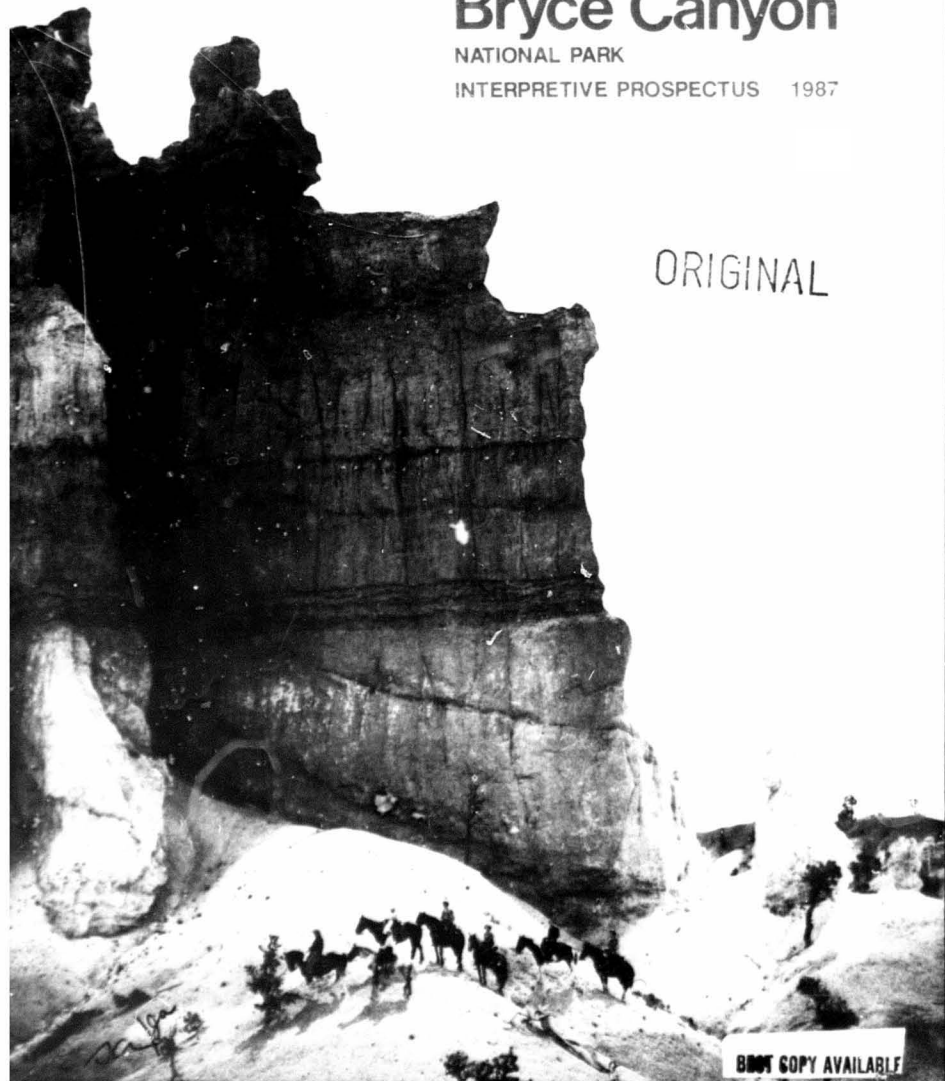
A Prototype for Quality

Bryce Canyon

NATIONAL PARK

INTERPRETIVE PROSPECTUS 1987

ORIGINAL

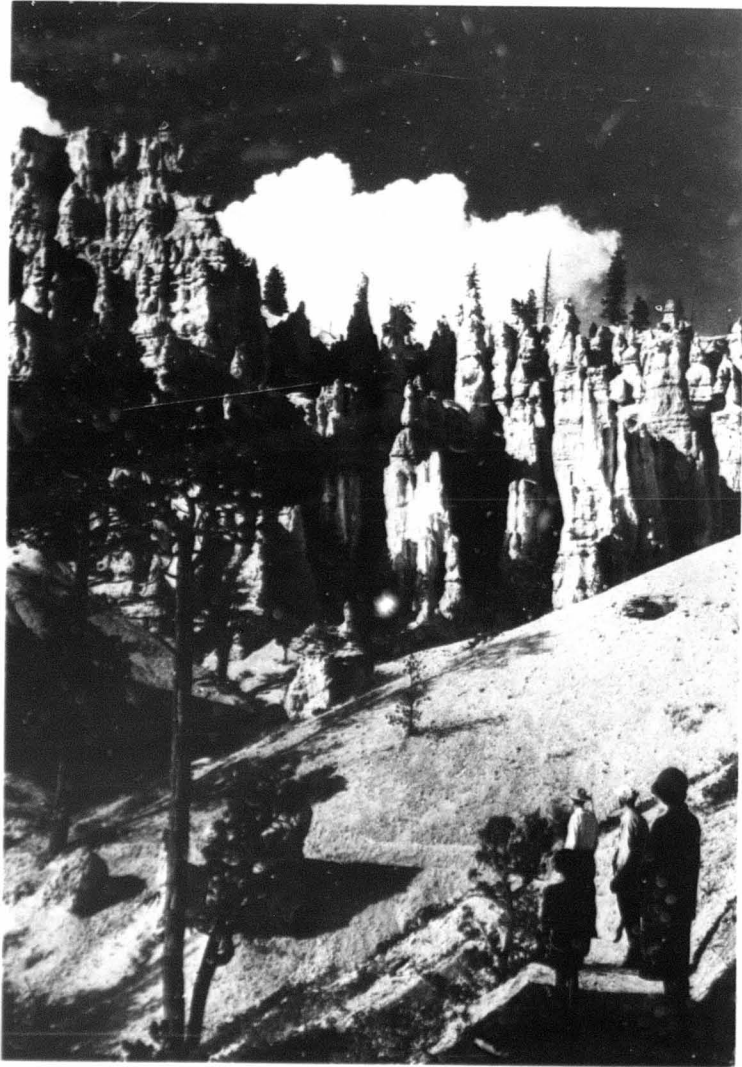


BEST COPY AVAILABLE

The canyons and adjoining terraces are spectacular illustrations of erosion. They show with diagrammatic clearness the work of running water, rain, frost, and wind, of ground water and chemical agencies active throughout a long period of time. The horizontal tables and benches, broken by vertical lines that in distant view appear to dominate the landscape, are normal features of erosion of plateau lands in an arid climate. The tabular forms are the edges and surfaces of hard strata from which softer layers have been stripped. The vertical lines mark the position of fractures (joints) -- lines of weakness which erosion enlarges into grooves and miniature canyons. As they entrench themselves in horizontal layers of rock that vary in resistance to erosion, the master streams and their tributaries are developing stairlike profiles on their enclosing walls. Cliffs in resistant rocks, and slopes in weak rocks constitute risers and treads that vary in steepness and height with the thickness of the strata involved. These characteristic erosional features of Bryce Canyon National Park derive an added meaning from the contemplation of the surrounding region. The park is famous not only for the scenery within its borders but also for the marvelous views from the lofty rim of the Paunsaugunt Plateau that overlooks the spectacular landscapes of southern Utah.

-- Herbert E. Gregory,
A Geologic and Geographic Sketch
of Bryce Canyon National Park, 1940

BEST COPY AVAILABLE



2

BEST COPY AVAILABLE

A Prototype for Quality

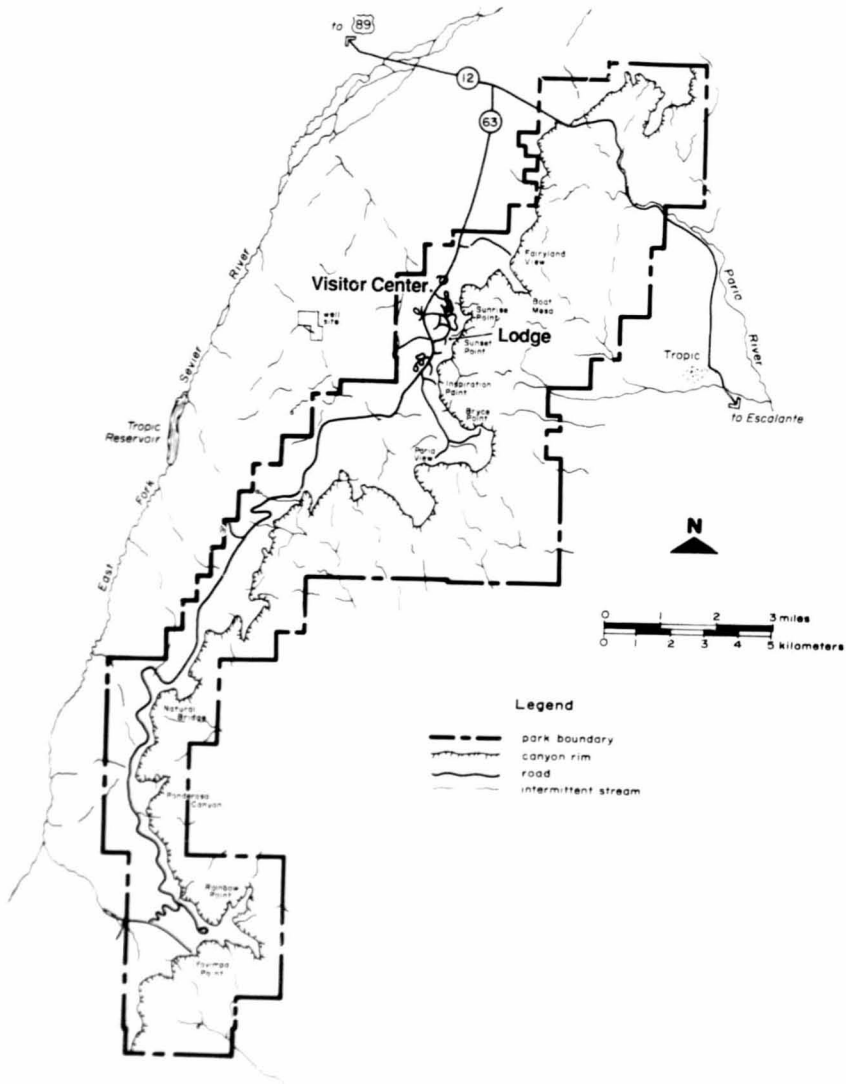
Bryce Canyon

NATIONAL PARK

INTERPRETIVE PROSPECTUS 1987

3

BEST COPY AVAILABLE



BRYCE CANYON NATIONAL PARK

Contents

Interpreting Bryce through Visitor Services 6

Themes, Goals, and Objectives 8

Signing 11

Wayside Exhibits 13

Visitor Center 15

Lodge Historic District 18

Gift and Souvenir Operations 25

Personal Services Interpretation 29

Training 31

Planning Team 32

Interpreting Bryce through Visitor Services

**Park Visitors / Park Resources / National Park Service /
TW Recreational Services, Inc. / Bryce and Zion Trail
Rides / Bryce Canyon Natural History Association**

The great body of visitors . . . come as strangers. Their movements are necessarily controlled by the arrangements made for them. They take what is offered and pay what is required, with little exercise of choice. The fact that they accept the arrangements is no evidence of their approval.

-- Frederick Law Olmsted

Everything in Bryce Canyon National Park -- scenic views, trails, night sky, air, animals and grass and flowers and trees, rocks, signs and exhibits, buildings, and the people -- everything is part of the Bryce Canyon experience. Everything that happens in the park happens to every park visitor -- from the entrance sign at the north end of the park to Yovimpa Point at the south, and as far as the eye can see.

Bryce Canyon National Park is at the top of some of America's most spectacular country. From park overlooks visitors look down the Grand Staircase (Chocolate, Vermilion, White, Grey, and Pink Cliffs) to Zion National Park and Dixie National Forest in Utah, the Kaibab Plateau in Arizona, and Glen Canyon National Recreation Area. They look up at more clear sky than they could have imagined. Up close, the Bryce amphitheaters are crowded with brightly colored and strangely named erosional features, the hoodoos.

It is the human condition to want to question and to want to know, to compare and evaluate, to recall and relive. Interpretation is the response -- the attempt to satisfy this wonderful human condition. Interpretation is the responsibility of Bryce Canyon Natural History Association, Bryce and Zion Trail Rides, National Park Service, and TW Services.

The primary goal of this Interpretive Prospectus is to provide a framework for a total Bryce Canyon visitor experience through park interpretation provided by National Park Service, concessioners, and cooperating association. This Prospectus will be a prototype for total visitor experience at other national parks.

Interpretation at Bryce Canyon National Park will:

- Provide interpretive programs and facilities that meet National Park Service standards for accuracy and quality.
- Infuse concession services with appropriate media and messages.
- Incorporate appropriate information/orientation concerning concession services into National Park Service interpretation.
- Foster cooperative interpretive efforts involving concessioners, Bryce Canyon Natural History Association, and the National Park Service.
- Document achievements so that Bryce Canyon National Park interpretation can serve as a prototype for quality for other national parks. And,
- Provide interpretation of all park resources: natural history, human history, the environment, the National Park System, the park concessioners.

The National Park Service will achieve more efficient and competent operations .

The concessioners will realize greater profits from investments.

The bottom line is an improved visitor experience.

There is no more significant reason for our individual and collective existence.

Themes, Goals, and Objectives

Themes

World Class Erosion. Spectacular scenery, panoramic views, and geologic amphitheaters of Bryce Canyon National Park, recognized as world class examples of erosion, have been embraced and protected in the National Park System since 1928.

The Reasons You Came. A change of pace, peaceful surroundings, and magnificent scenery are the primary benefits visitors find in Bryce's richly hued limestone cliffs, vast panoramas, and clean, fresh air.

Stay a Little Longer. Learning and enjoyment, available to all Bryce visitors, are made easier by the full spectrum of high quality, in-park services.

Take a Deep Breath! The integrity of clean air and clear vistas from the Paunsaugunt Plateau to the horizon is the shared responsibility of visitors, park employees, local communities, industry, and State and Federal agencies.

Through Understanding This Park, You Can Help.

Support Bryce Canyon National Park by learning about park resources, management practices, and how these relate to local communities and landscapes of the Colorado Plateau.

The Canyons Don't Care. The natural world of Bryce Canyon National Park is neither hospitable nor hostile. Humans are responsible for their own safety, comfort, and environmental depth perception.

Good Information Yields Visitor Satisfaction. The basis for the total visitor experience is information and interpretation, empowering visitors to make intelligent time/activity/location decisions about Bryce Canyon National Park and surrounding recreation and service opportunities.

Goals

- To help visitors understand that park resources do not end at the park boundaries.
- To stimulate visitor and local citizen understanding of and action on external threats to park resources.

- To encourage visitor understanding of how Bryce Canyon fits into the Grand Staircase of the Colorado Plateau.
- To reduce visitor injury and hazards related to park uses.
- To foster visitor enjoyment through awareness of available activities and services and time needed for each, both within and around the park.
- To help visitors appreciate and be aware of their role in maintaining Bryce Canyon's clean air and night skies.
- To foster safe, informed, minimum impact foot and horse access to park resources away from roads and other congested areas.
- To increase visitor understanding of the plants, animals, and geology of the Paunsaugunt Plateau.
- To provoke visitor interest in the cultures and lifestyles, past and present, of the Bryce Canyon region.
- To encourage park visitors to stay longer, to visit more of their park, specifically the Yovimpa Point area, and to use the park in all seasons.
- To enhance the visitors' stay in the park by providing a smooth transition into a "total visitor experience."

Objectives

Objectives constitute benchmarks of achievement for which all cooperators will strive. As we learn more about our visitors and our capabilities they may be modified. This is a partial listing of objectives. Modifications and additions should be placed in the park's Annual Statement for Interpretation.

Of the visitors leaving the park:

80% will confirm that they received adequate information to permit safe, efficient, enjoyable, and well informed visits.

80% will be able to describe at least three activities and/or resources which they believe are rationale for the area's national park designation.

80% can identify at least three management measures used to reduce impacts on park resources.

80% will be able to describe at least one role they can play in maintaining the quality of air in and around Bryce.

70% will be able to identify at least one book or other personal reference material they have discovered during their park experience which assists their knowledge or appreciation regarding park resources or activities.

50% will be able to identify the Colorado Plateau or the Grand Staircase as the larger geologic feature of which Bryce is a part.

50% will be able to identify erosion of limestone as the primary cause of hoodoo formation.

50% will be able to identify at least two recreational features or services (other than Bryce Canyon National Park) that occur in the Golden Circle tourism area.

50% will be able to describe at least one factor which may influence air quality in and around Bryce.

50% will confirm that they visited the Lodge Historic District as part of their park experience.

Documented visitor injuries will decline at the rate of at least 10% annually.

Signing

It is highly necessary to visualize the encounter between your message and the visitors.

— Freeman Tilden,
Interpreting Our Heritage, 1957

Bryce Canyon National Park's road, trail, and directional signs are extremely attractive, using routed white letters in dark brown wood. There are four problems: possible oversigning in some areas, some signs that seem too large, a recurring sign that sends a mixed message, and poor locations for visitor center signing.

A number of signs have to do with trails and trail junctions. More information could be provided in less space (smaller signs) if a wayside exhibit format were used -- printed graphics and text in fiberglass embedment, mounted in dark brown aluminum frames. Such trailhead exhibits would be a part of a parkwide Wayside Exhibit Plan. Many signs could be removed if a system of trail markers was developed, similar to those used at downhill ski areas and on the Appalachian Trail in the East.

The signs identifying areas closed for vegetative recovery are much too large for the purpose and do not interpret the process. This should be corrected, again as part of a parkwide plan.

Unfortunately, the warning signs send mixed messages. The existing red "WARNING" blends perfectly into the brown background. Except for their size and recurrence throughout the park, the signs would be very attractive, diluting the very strong messages. The red "WARNING" should be replaced by black letters on yellow background overlay, or simply use yellow paint instead of red. If the purpose of these signs is to save lives and prevent injuries, then they should engage the senses. Similarly, the "DO NOT THROW ROCKS" signs should be yellow letters on dark background. Warning signs must be differentiated from normal informational signs.

The two "VISITOR CENTER" signs should be relocated and reworded. The one on the west side of the highway, north of the visitor center, should be moved to the east side so that cars making the slight downhill right turn would face the sign directly. It should be double faced to serve traffic from both directions. The existing sign has too much information; it should read "BRYCE CANYON VISITOR CENTER" with an arrow pointing to the right toward the entrance.

The "VISITOR CENTER" sign on the front of the building is behind the flagpole and lost in the "busiest" part of the south facing facade. This sign, which also has too much information, should be replaced by large, simple, raised, metallic gray letters on the bare brick wall on the left side of the facade. It should say "VISITOR CENTER" only. ("PARK HEADQUARTERS" might be on the same wall, in smaller letters). The National Park Service Arrowhead Emblem should be moved to the same location.

A changeable sign at the Bryce and Zion Trail Rides corral should be developed to provide information on the trail rides (schedule, price, and regulations). This sign should be compatible with the brown and white informational sign format used in the park.

Funding

The sign program (planning and production) is the responsibility of Bryce Canyon National Park.

The corral sign will be designed jointly by the park and the concessioner (Bryce and Zion Trail Rides). The sign will be funded by the concessioner.

Wayside Exhibits

In one of the earlier years of exploration I stood on the summit of the Pink Cliffs of the Paunsaugunt Plateau, 9,000 feet above the level of the sea. Below me, to the southwest, I could look off into the canyons of the Virgin River, down into the canyon of the Kanab, and far away into the Grand Canyon of the Colorado. From the lowlands of the Great Basin and from the depths of the Grand Canyon clouds crept up over the cliffs and floated over the landscape below me, concealing the canyons and mantling the mountains and mesas and buttes; still on toward me the clouds rolled, burying the landscape in their progress, until at last the region below was covered by a mantle of storm -- a tumultuous sea of rolling clouds, black and angry in parts, white as the foam of cataracts here and there, and everywhere flecked with resplendent sheen. Below me spread a vast ocean of vapor, for I was above the clouds.

— John Wesley Powell,
The Exploration of the Colorado River and Its Canyons, 1895

All wayside exhibits should be developed from a single standard design. Printed exhibits embedded in fiberglass, with anodized, extruded aluminum frames and mounts, are recommended. This would blend with the park's wooden routed sign program and would be attractive and economical.

The environmental quotations that now stand alone as wayside exhibits should be removed when new exhibits are in place. However, the use of inspiring environmental quotations on the rim of Bryce Canyon is completely appropriate. The use of these and other appropriate quotations should be a design element of all new exhibits.

The very fine wayside exhibits in the shelter at Rainbow Point should be retained. All other wayside exhibits should be removed. A parkwide Wayside Exhibit Plan is recommended. Preliminary to such a plan, the following recommendations are offered:

Fifteen (15) Trailhead Exhibits:

- Each would display a trail map and provide necessary information for hiking trails. Exhibits are recommended for the following trailheads:
- Fairyland Loop Trail -- two (2), at Fairyland and Sunset Points.
- Queen's Garden Trail -- two (2), at Sunrise and Sunset Points.
- Navajo and Peekaboo Loop Trails -- two (2), at Sunset and Bryce Points.

- Under-the-Rim Trail -- two (2), at Bryce and Rainbow Points.
- Sheep Creek Trail.
- Swamp Canyon Trail.
- Whiteman Trail.
- Agua Canyon.
- Bristlecone Loop Trail -- at Rainbow Point..
- Riggs Spring Loop Trail -- two (2) at Rainbow and Yovimpa Points.

Thirty-one (31) Wayside Exhibits:

- Orientation exhibits at Yovimpa, Fairyland, and Sunset Points -- To provide names, distances, and some interpretation for integral vistas.
- Yovimpa Point -- The excellent air quality of Bryce Canyon and threats to this resource.
- Yovimpa Point -- To illustrate the mineral resources found in the area immediately south of the park and interpret threats to parks posed by their exploitation.
- Bristlecone Loop Trail -- Bristlecone pine.
- Whiteman Bench Picnic Area -- The view to the west.
- Farview Point -- Lightning strikes at Bryce.
- Sunset Point -- An aerial view of a Bryce amphitheater (see *Bryce Canyon Hiking Map*).
- Sunset Point -- Air quality.
- Sunrise Point -- History: Ebenezer Bryce.
- Bryce Point -- History: Tropic, The Ditch, and 19th century Mormon settlement of the region.
- Sunset Point -- Ravens and swifts, two of the common rim birds.
- Fairyland Point -- hoodoos, the primary erosional feature of the park.
- Corral -- Two (2) exhibits interpreting the history and color of Bryce Canyon trail rides.
- Below the rim - The trail ride experience at Bryce Canyon.
- Lodge historic district -- Six (6) exhibits to interpret the Union Pacific-Utah Parks-TW Services history at Bryce.
- Visitor Center -- Six (6) exhibits to visually display what-to-see-and-do at Bryce Canyon.
- Mossy Cave -- Flora, fauna, and fragility of Bryce environment.
- Mossy Cave -- Mormon settlement and the Tropic Ditch.

Visitor Center

Interpretation should aim to present a whole rather than a part, and must address itself to the whole man rather than any phase.

--Freeman Tilden, 1957

The Bryce Canyon visitor center and its exhibits date from the "Mission 66" era. The building is functional, but new space arrangements, exhibits, and audiovisual programs are needed to satisfy current visitor needs and tastes.

The primary function of the visitor center is information/orientation. Exhibits and audiovisual programs can provide minimal resource based interpretation that emphasize the total visitor experience: park resource, visitor activities, National Park Service, concessioners, cooperating association, and nearby resources.

Lobby

Bryce Canyon Natural History Association, in cooperation with the National Park Service, is remodeling the visitor center lobby to improve all lobby functions: information/orientation, cooperating association displays and sales, and backcountry hiking information and registration. Work will be completed in the winter of 1987-88.

National Park Service should plan and develop a large graphic map of the park to be wall mounted at the information desk.

Auditorium

Audiovisual Program. The existing slide program would be redone in a 2 1/4 x 2 1/4 inch color slide format to update the program, provide limited information about concession operations in the park and focus on air quality as a major park resource. The large size images will project extremely well in the spacious auditorium and will call attention to the spectacular air quality and visibility at Bryce in a manner that no other interpretive medium can approach.

Interior Decor. The auditorium should have good acoustics and be spacious, warm, and inviting. To accomplish this, the large acoustical frames on the walls should be replaced by draperies in the natural park colors ranging from pink-orange to the existing dark brown around the screen.

Exhibits

The upper and later-formed rocks are found far to the north, their edges standing in cliffs; then still earlier rocks are found rising to the southward until they terminate in cliffs; and then a third series rises to the southward and ends in cliffs, and finally a fourth series, the oldest rocks, terminating in the Grand Canyon wall, which is a line of cliffs. There are in a general way four great lines of cliffs extending from east to west across the district and presenting their faces, or escarpments, southward. If these cliffs are climbed it is found that each plateau or terrace dips gently to the northward until it meets with another line of cliffs, which must be ascended to reach the summit of another plateau. Place a book before you on a table with its front edge before you, rest another book on the back of this, place a third on the back of the second, and in like manner a fourth on the third. Now the leaves of the books dip from you and the cut edges stand in tiny escarpments facing you. So the rock-formed leaves of these books of geology have the escarpment edges turned southward, while each book itself dips northward, and the crest of each plateau book is the summit of a line of cliffs.

—John Wesley Powell, 1895
The Exploration of the Colorado River and Its Canyons

Although Powell only counted four, there are actually six escarpments, from north to south, top to bottom: Pink Cliffs, Grey Cliffs, White Cliffs, Vermilion Cliffs, Chocolate or Belted Cliffs, and a the north rim of the Grand Canyon. A relief model will be constructed so that visitors can visualize this Grand Staircase.

Almost all visitors to the park could fly over the Grand Staircase and never see it. the same would be true of a relief model that was a true-recreation of the aerial view. Because the function of an exhibit is interpretation, the relief model exhibit should be designed for maximum visualization and understanding on the part of park visitors. It should also provide an easy link with Zion and Bryce Canyon National Parks and other Grand Staircase attractions.

This model could be used as a focus for live interpretation (formal or informal) and would be a tangible link between visitor center and Bryce Canyon Lodge, where a relief model of Bryce Canyon National Park, the uppermost "step," would be displayed. Interpreters would use this model as a reference to the park model at the Lodge and vice versa.

The relief model might occupy one corner of the exhibit room with supporting panels on the wall beside it. Alternatively, supporting panels might be suspended above the model.

The primary function of the exhibits will be to link park resources and visitor activities. The exhibit room should appear uncrowded, with open space between exhibits and possibly casual seating for visitors. Exhibits might be separately lighted, each standing out in an otherwise dimly lit space.

The first exhibit, dominating the scene as visitors enter the room, would be a Bryce Canyon National Park significance statement.

Other exhibits would interpret major portions of the park: below the rim, on the rim, the human past, Bryce Canyon after dark, and the vistas available because of the elevation and air quality. Within this basic organization, park resource subjects such as astronomy, biology, climate, and geology, and park activities such as hiking and walking, auto touring, trail rides, sitting on the rim, attending interpretive activities, enjoying the lodge facilities, cross country skiing, photography, and star gazing would be interpreted. Exhibits would also interpret the roles of the National Park Service, the concessioners at Bryce Canyon, and the cooperating association.

Whenever possible, exhibits should be three dimensional and display objects. It might also be desirable and possible to incorporate short television programs into one or more exhibits.

Lodge Historic District

... the Union Pacific [Railroad began] construction on its Bryce Canyon Lodge complex during 1924. The Lodge was probably completed in May 1925. Wings and rock facade in 1926, and the addition of a recreation hall in 1927, gave the lodge its final configuration. By September 1927 five deluxe cabins and no fewer than sixty-seven standard and economy cabins were clustered about the lodge.

—Nick Scratish,
"The Modern Discovery, Popularization, and Early Development
of Bryce Canyon, Utah," *Utah Historical Quarterly*, 1961

Historic District

The old lodges that still stand in several national parks and the photographs of 1920s-30s national park visitors evoke nostalgia in some, amusement in others, and kinship and curiosity in most of us. An interpretive goal at the Lodge historic district will be to establish an historical continuum linking national park visitors through the years.

Bryce Canyon Lodge is being restored to its ca. 1930 appearance. Three cabins will be restored and interpretation will be provided by the National Park Service. Wayside exhibits will interpret the Lodge historic district, the 1920s-30s "style" of visiting Bryce Canyon National Park. Interpretation within the Lodge will make it an integral part of the total Bryce Canyon visitor experience.

Wayside exhibit interpretation would make extensive use of graphics to display the Bryce Canyon experience of the 1920s-30s. Exhibits would be provided for the Lodge (light court and front porch), camper store, visitor center-ranger station-nature center, and restored cabins. Exhibits should include a map of the district with paths to the rim. The restored cabins would be furnished and interpreted primarily by wayside exhibit(s). Occasional live interpretation would provide outstanding interpretation.

Bryce Canyon Lodge

Most areas in the Lodge are cramped, providing few interpretive opportunities except for interior decor and display of historic graphics. However, the National Park Service has embarked on a Lodge restoration program which will provide additional interpretive opportunities. The restoration is to be accomplished in the winter of 1987-88.



Bryce Canyon Lodge, constructed 1924-25

Bryce Canyon Lodge, Auditorium



Auditorium. By space and function, one room is ideally suited for interpretation -- the auditorium. At present, the auditorium is used for showings of the concessioner-produced, multi-image slide program, "Hoodoo," and also feature films and variety shows for guests and employees. These evening uses will continue. Additional interpretive opportunities lie in day-use of the space.

The effectiveness of existing programs is greatly diminished by poor acoustics. This is the major problem to be addressed in the auditorium. Acoustics would be improved by draperies on the window wall and display of Navajo rugs (sales items) on the interior wall.

Seating for evening auditorium programs uses only half the room. The other half can be used for casual visitor seating, park interpretation, and gallery display of concessioner sales items (rugs, pottery, sculpture as described below). One interpretive focus would be provided by a relief model of Bryce Canyon National Park:

Massive cathedrals of darker hues pushed heavenward their delicate spires; grotesque gargoyles sculptured by wind, sand, and water, glared from cornices. And to complete the illusion, splashes of the more delicately colored sandstone glistened in the sunlight like stained-glass windows. Between the massive walls were wonderful rooms and hallways chisled by time and the elements.

Tall and graceful pedestals of brilliant hues were topped by broad tables of a delicate pinkish white; on spires, buttresses and monoliths were perched fanciful carvings of birds and animals of prehistoric size, and below, in attitudes of watchful waiting, stood the figures of ghouls and gnomes. Figures innumerable were aligned row above row in semi-circular formation in a bowl-shaped amphitheater; while on the mammoth stage to the front, others, clothed in a brilliant scarlet, were arranged with military precision in long, straight lines, as though on parade.

-- O.H. Grimes,
Salt Lake Tribune, August 5, 1918

Centered in the half of the auditorium closest to the lobby, the relief model would present a realistic, three-dimensional, aerial display of Bryce Canyon National Park, providing visitors with much needed space and shape orientation -- as if they could soar off the rim and examine Bryce Canyon from every angle. The model would also provide 1) Lodge-visitor center-rim orientation, 2) a resource related conversation piece for lodge visitors, 3) focus for live interpretation (formal or informal; National Park Service or



Bryce Canyon Lodge (photo 1928)

Bryce Canyon Lodge, 1925





Four room deluxe cabin built in 1929 by Union Pacific Railroad (photo 1929)



Camp store, constructed in 1932 as the cafeteria (photo 1962)

TW Services), and 4) linkage between Lodge (Bryce Canyon relief model) and visitor center (Grand Staircase relief model).

A second focus would be provided at the other end of the auditorium, the stage. The housing for the screen would be screened in such a way as to provide a proscenium arch (fabric, not structural). Behind the arch and screen, a permanent wall mural would provide an abstract depiction of the Southwest American Indian theme. This would recreate the very strong visual focus provided by the Navajo rug that hangs at the back of the stage in the accompanying photograph (ca. 1930).

This theme would be continued by display of Navajo rugs on the auditorium wall. The rugs would improve auditorium acoustics, provide excellent thematic decor (again see photo), and would also be a sales display. A single small panel would provide interpretation for the history and weaving of Navajo rugs. Free standing, pedestal exhibits would display other theme-related sales items such as Western sculpture, Pueblo pottery, Pueblo and Navajo jewelry, and Indian basketry. These exhibits would include generic interpretation that would remain effective as display items are sold and replaced.

A single exhibit panel would interpret the Union Pacific-Utah Parks transportation story as it relates to Bryce Canyon National Park and to the railroads' role in the popularization of national parks in the 1916-41 era.

Other smaller panels, poster type exhibits, similar or identical to wayside exhibits planned for outside the visitor center, would call attention to various Bryce Canyon visitor activities.

Lobby Extension. Wall mounted historic photographs would provide the interpretation in the lobby extension adjacent to the auditorium.

Dining Lounge. Etched or sand-blasted windows would separate the dining lounge from the dining room. The windows might depict Bryce Canyon wildlife and/or Union Pacific, Utah Parks, TW Services, and National Park Service logos. This would make the windows interesting, allow light to pass from the light court into the dining room, and still provide privacy for those seated next to the windows in either room.

In the lounge, a single Union Pacific place setting from the 1920s-30s should be provided. Table tent leaflets (also provided in the dining room) would provide souvenir interpretation.

The small west wall of the dining lounge should display a mural-sized enlargement of the 1925 photograph of visitors listening to the radio in the lobby. A reproduction of the radio, as part of the exhibit, could provide 1920s-30s music for the lounge. The music should be controlled from the hostess station.

Motel Units

The large (ca. 15 x 40 feet) lobbies of the two motel units provide potentially outstanding interpretive space. Two important park resources are limestone and bristlecone pines, and it is not possible to provide in depth interpretation for either at visitor center or Lodge. Limestone, at Bryce Canyon, across the United States, around the world, and in its various forms, should be interpreted in one motel unit lobby. Similarly, pine trees should be interpreted in the other lobby. These should be major interpretive exhibits, advertised at the visitor center, the Lodge, in the park newspaper, and by word of mouth.

The stairwell landings at the ends of the motel units provide excellent space for hanging single, large scenic or historic photographs.

In the future, when graphics in the motel rooms are replaced, theme related graphics should be provided, possibly Bryce Canyon scenic photographs, historic photographs, Union Pacific advertising posters from the past, or original art.

Bryce-Zion Trail Rides Corrals

Trail rides have long been a part of the visitor experience at Bryce Canyon and are a part of the area's culture. At present there are several parking areas used for the trail rides and many informal paths lead to the corral. Needed trail(s) should be identified and designated/signed as appropriate to eliminate confusion on finding the corrals. The trail rides informational and interpretive signing could be integrated into an upgraded storage facility.

Funding

Exhibit planning and design will be funded by Harpers Ferry Center, National Park Service.

Production of exhibits in Bryce Canyon Lodge will be funded by Denver Service Center, National Park Service (exhibits included in Lodge restoration), and TW Services (free standing exhibits).

TW Services will fund production of motel unit exhibits.

Gift and Souvenir Operations

Develop a team relationship between concessioners and the National Park Service.

A cooperative partnership between concessioners and the National Park Service is vital. We will continue working to improve these relationships, so that visitors are served efficiently and effectively. We will assist the concessioners to better understand and support the National Park Service mission, so that their operations will continue to reflect a uniformly high quality and attention to the public's needs. The National Park Service will also work to capture a unique opportunity to reap from the private sector the most efficient, creative, and visionary concepts by which the varied levels of service are provided.

--William P. Mott
12-Point Plan: The Challenge, 1985

Bryce Canyon Lodge, operated by TW Recreational Services, Inc., includes a gift and souvenir shop. This gift and souvenir operation is an integral part of the visitor experience. In February 1986, the National Park Service published *Sol Duc Gift Shop Study, Olympic National Park, Washington*. A similar study would be most useful at Bryce Canyon National Park. In the absence of such a study, portions of the Sol Duc study provide a basis for National Park Service-TW Recreational Services dialogue and are appropriate for consideration here:

Purpose

"Gift shops in national parks should not be viewed as necessary evils, but rather as an important service to the visitor. Park visitors are on vacation and some, if not most, saved all year to be able to take that vacation. Therefore, they want to take something home as a memento of their trip, and for many visitors, buying their memento inside a park may be more desirable than purchasing it elsewhere. . . ."

"Gift shops should support the mission of the park, and not be an end in themselves. Therefore, the type and quantity of gifts, how they are displayed and their potential interpretive role must be carefully considered by both the concessioner and park management. . . ."

"Gift shops can serve as outlets for regional Indian handicrafts and items produced by local artisans. Small gift shops . . . can often

work easier with local artisans and guilds, because they are in a position to purchase smaller quantities of merchandise. These artisans can produce items which directly relate to the park and serve as interpretive sales items."

"Also, sales from gift shops can certainly play an important role in the concessioner's overall profit picture, which, if high enough, can enhance the concessioner's ability to meet other contractual responsibilities, or enter into other efforts that are for the good of the park, NPS, or visitors."

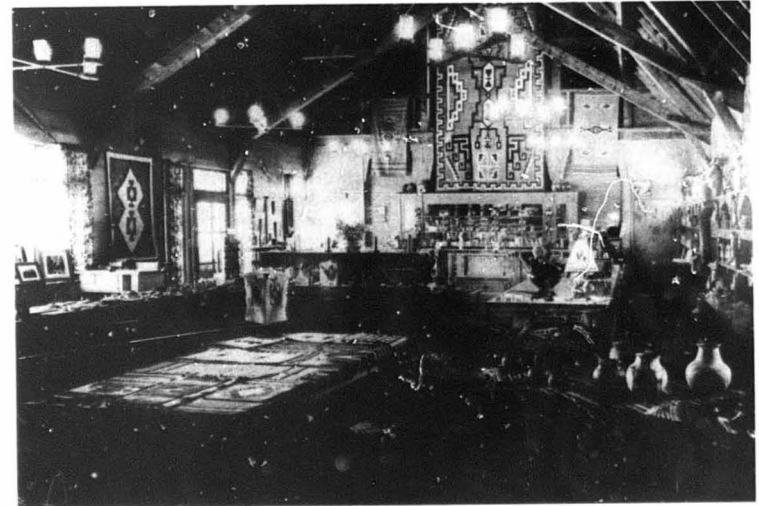
"In summary, a gift shop within the park should be considered an additional service that makes the visitor's stay more enjoyable, provides opportunities to interpret the park, allows an outlet for artisans and native crafts, and produces revenue for the concessioner which can in turn produce other benefits for the park."

Interpretive Role

"The National Park Service 12-Point Plan includes a statement in Point 11 that the Service intends to: 'Identify proper roles that concessioners might fulfill in augmenting the basic interpretation of park resources.' As part of this effort, gifts and souvenirs can and should play an interpretive role in at least reminding the visitor of the park's values, if not provide some instruction in this area. The park's various interpretive themes can be cast in metal, wood or glass in such a way as to appeal to a visitor, but some effort is required to identify these themes and work with individual artisans and purveyors in producing these gifts."

"Lower cost items as well as more expensive lines must be available so visitors of any economic strata may take home a memento. In some instances, some gifts may have little to do with [Bryce Canyon National Park], except that the visitor who purchased the gift will remember where it was purchased and will remember the park. In that sense, the gift plays a role in the interpretation of the park. However, such non-park related gifts should be kept to a minimum, with every effort made to have gifts with a direct connection to the park or surrounding area."

"... gifts and souvenirs can and should play a role in park interpretation. To further enhance this role, concessioners and park management should develop objectives for gift operations, including how the merchandise can play an interpretive role for the park..."



Bryce Canyon Lodge Gift Shop, c. 1930

Cultural Role

"Most visitors do not come to a national park with a predetermined gift in mind (although some may wish to add to their book or cup and saucer collection). Some may be predisposed to purchase a gift which seems to have a connection with the park, while others may choose a gift which has simply its own value. Perhaps the primary cultural influence in this process is the individual's own sense of propriety, taste, and values. The gift shop operator attempts to tap this influence, and merchandise gifts that may appeal to the visitors' collective interests and tastes. This is difficult to do and involves trial and error."

"The concessioner, by the selection of gifts he chooses to sell, determines to what extent the store will contribute towards an understanding by park visitors of the park's cultural values. Most concessioners merchandise native handcrafted items, works of art, written history of the park area, etc., which do contribute to the cultural experience of the visitor. Assistance should be given the concessioner by park staff members who know the cultural aspects of the park which could influence the concessioner's choice of gifts."

Park Objectives

". . . the Service can encourage concessioners to sell gifts and souvenirs which can play an interpretive and cultural role for the park by developing, together, park objectives in this area."

"It would not be the intent of the objectives to dictate park management's taste in gifts to the concessioner or the public. Rather, it is recognized that gift and souvenir operations are all too often overlooked as a potentially important interpretive effort in a park. As such, this service should be carefully considered by park management and the concessioner to determine how this effort, or role, may be enhanced in light of the park's mission and in meeting visitor needs and interests."

"It is recommended that park management meet with the concessioner to develop specific park objectives for the sale of gifts. These objectives should first address the purpose of gift shop operations. . . . then address the interpretive role gifts can play, including the specific interpretive themes to be represented"

Personal Services Interpretation

Personal services interpretation in Bryce is most prevalent in traditional forms, i.e. campfire programs, guided walks, concessioner trail rides and bus tours. These services should be continued, and characterized by cooperation between park staff and concessioners.

Planning

To ensure maximum coordination of message delivery, personal service efforts should be orchestrated as a result of annual (winter season) planning sessions involving TW Services, Bryce/Zion Trail Rides, and park personnel. Such planning should coordinate general summer season schedules, brainstorm new program ideas and service proposals, and establish procedures for monitoring and evaluation. This is also an opportunity to identify high priority messages regarding resources, events, new services, and park management pertinent in the coming season; in this manner, emphases for seasonal training are established.

Training

Summer seasonal training for concessioners and park staff should be carried out to permit the communication of the following to all employees:

- (1) High priority messages for the summer (identified in mid-winter planning).
- (2) Motivational reminder that all personnel in public contact are, in the visitors' minds, "speaking" for the park.
- (3) Reiteration of park themes and goals.

This seasonal training would also be a prime opportunity to discuss new programs and services being offered, consider monitoring and evaluation techniques, receive copies of the park's *Annual Statement for Interpretation*, and participate in at least one communication skill development exercise designed to be of benefit to all participants.

Monitoring and Evaluation

Park and concessioner management should discuss how monitoring and evaluation should be carried out (frequency,



Bryce Canyon trail ride, c. 1940

criteria for quality, roles and responsibilities, and responsiveness to critiques). Criteria for quality should be consistent with park policy, National Park Service guidelines, and ensure overall enjoyability.

Evaluations should be oriented toward positive program and service improvement.

New Programs and Services

Park staff and concessioners should remain open to suggestions for new programs or interpretive services. Ideas should be sought from all sources. For example, TW Services may consider initiation of "Cabin Boy Guided Tours" of the Lodge Historic District modeled after and analogous to the Chambermaid Tours in Yellowstone's Old Faithful Inn. Bryce-Zion Trail Rides may wish to consider service expansion to include hay- or sleigh-rides, both of which could be entertaining and informative (the preferred characteristics of existing horse and mule rides).

All new programs and services should be subjected to a "dry run" evaluation by park management before they are offered to the public.

Training

Everything in Bryce Canyon National Park -- scenic views, trails, night sky, air, animals and grass and flowers and trees, rocks, signs and exhibits, buildings, and the people -- everything that happens in the park happens to every park visitor -- from the entrance sign at the north end of the park to Yovimpa Point at the south, and as far as the eye can see.

-- Interpretive Prospectus, 1987

The people! The people are the key to successful interpretation and the key to the total visitor experience at Bryce Canyon National Park. The key to the people -- Service, concessioner, and cooperating association employees -- lies in training. The National Park Service, TW Recreational Services, and Bryce and Zion Trail Rides all provide training for their employees. This training is properly aimed at service and safety, and park interpretation.

In addition, it is the responsibility of the National Park Service to provide specialized interpretive training specifically tailored for concessions employees and specifically aimed at interpretation in the concessioner workplace. The goal is to ensure that concessioner-visitor contacts are consistently informative and interpretive. Training would include the park resource, the National Park System, the concessioners, the interpreters (each employee), and the park visitors -- interactions and interrelationships. (This training would also be of value for National Park Service employees with concessioner monitoring/training responsibilities).

Initial training should be coordinated with the concessioners as soon as possible. After the initial training session, concessioners and the Service would evaluate the training: Should the training be repeated? How often? Which additional employees should attend? How can the curriculum and individual sessions be improved?

Planning Team

The usual National Park Service interpretive planning effort involves people from a park, a regional office, and Harpers Ferry Center. Often strangers to one another, they bring varied backgrounds, agendas, and goals. In common, they share a trust of one another and a confidence in the process. At Bryce Canyon National Park, the team and the process were expanded to include representatives of the cooperating association, the concessions, and the Air Quality Division of the National Park Service. At first, confidence was a little shaky, but the trust was there and grew into a partnership. The common ground turned out to be much stronger than the differences. Working together became the norm. The product -- the plan -- reflects the commitment of all team members to an improved visitor experience.

Team Members

Bryce Canyon Natural History Association

Kent Wintch, Chairman of the Board

Bryce and Zion Trail Rides

Keela Mangum, Co-owner

National Park Service

Bill Clark, Interpretive Planner, Harpers Ferry Center

Sandra Key, Superintendent, Bryce Canyon National Park

Dee Morse, Air Quality Division, Washington Office

Bill Sontag, Chief, Division of Interpretation, Rocky Mountain Regional Office

TW Recreational Services, Inc.

Paul Trammel, Vice President and General Manager, Utah Parks Division

