

**Conservation and Management Plan
for the
Bar BC Dude Ranch
Grand Teton National Park, WY**



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I) Executive Summary

Since 1985, Grand Teton National Park has managed the Bar BC Dude Ranch, a nationally-significant historic district listed in the National Register of Historic Places in 1990. During the twenty-six year period of National Park Service control, the park has lacked a cohesive management strategy for stewardship of the Bar BC Dude Ranch's natural and cultural resources. The purpose of this plan is to establish a management strategy that prioritizes preservation efforts of individual resources based on an analysis of condition, integrity, and significance.

This plan was completed by Katherine Longfield, Cultural Resources Specialist for Grand Teton National Park, in partial fulfillment of a certificate in Historic Preservation from University of Pennsylvania's School of Design. In the summer of 2011, students and faculty from the University of Pennsylvania's historic preservation program completed a two-week conditions assessment of the ranch that was instrumental in completing this conservation and management plan. Grand Teton National Park is currently completing a Historic Properties Management Plan (HPMP) that proposes management strategies and priorities for park historic properties. If adopted, this plan can be integrated into the HPMP.

II) Background

a) Description of Location and Extent

The Bar BC Dude Ranch is located on the west bank of the Snake River, a few miles north of Moose, Wyoming in the southern portion of Grand Teton National Park . The ranch is primarily situated on bottomlands bordered to the east by the Snake River and to the west by a hillside. The hillside rises to a bench which separates the bottoms from the tablelands of Jackson Hole and the Teton Range (Figure 1).



Figure 1- Bar BC Dude Ranch Boundary Map, Longfield 2011

The 763-acre historic district is accessed by the “River Road,” an unpaved vehicular road, which runs east off of the Inner Park Loop Road, one mile north of the Taggart Trailhead. The ranch entrance is blocked by a locked gate which can be opened by NPS personnel or circumvented and accessed by foot.

When the ranch was listed in the National Register of Historic Places in 1990, the boundary only encompassed thirty-eight acres though the ranch had once been as large as 600 acres. The 1999 Cultural Landscape Inventory, which received concurrence from the State Historic Preservation Office in 2007, increased that boundary to 763 acres and included landscape features such as irrigation ditches

that were historically significant to the ranch, though outside the original ownership boundaries (Figure 2). The 763-acre boundary begins at the edge of the Snake River and stretches westward to the historic fence line, generally corresponding with Burt and Carcross' original ownership. The southern boundary follows the top of a natural escarpment, departing slightly from the historic ownership pattern but incorporating viewsheds of the core area. Lastly, the boundary encompasses the entirety of Bar BC ditch.



Figure 2- Building Cluster/Circulation Map, Shapins and Associates, 1999

The Bar BC Dude Ranch is comprised of thirty-two buildings though at its height it may have contained up to forty-five structures.¹ Buildings are generally low-slung cabins made with locally-sourced logs and store-bought windows and doors. Logs were often undressed at the time of construction. At least some roofs were historically sod, though it is clear that at some point the sod was replaced with rolled roofing material, which is reflected in the red, granular asphalt roofing that covers the roofs today. Cabins were placed on either stone or cement pier foundations. Guest cabins mostly exhibit two designs. Purpose-built cabins have unique forms and configurations however they share a common earthy quality and low-slung appearance.

b) Historical Narrative

¹ Shapins and Associates, 1999, 42

Maxwell Struthers Burt, a Philadelphia native and Princeton University graduate, moved to northwestern Wyoming in 1908 where he entered into a partnership with Louis Joy to establish the JY Dude Ranch.² Dude ranching, a new vacation pastime rooted in the American West, afforded its eastern clientele the opportunity to spend time on a working ranch in order to experience the cowboy lifestyle. The JY Ranch was the first dude ranch established in Jackson Hole and was among a handful of the earliest dude ranches in Wyoming.³ The partnership exploited Joy's knowledge of ranching and Burt's access to capital and clientele. By 1911 however, the partnership failed and Burt teamed up with the JY Ranch's resident physician and fellow Philadelphian, Horace Leedom Carncross, to establish a nearby dude ranch. Following a comprehensive search of appropriate parcels throughout the valley, Burt and Carncross acquired adjacent tracts of land through the Homestead Act in May of 1912 on the west side of the Snake River approximately three miles north of Moose. Selection criteria were: proximity to water (for fishing and reduction of insects); a view of the Tetons; and inexpensive land.⁴ Environmental factors, such as "soil, lay of the land, prevailing winds, timber for winter shelter of stock, nearness of range, water rights, and nearness to building materials and neighbors" played into their site selection as well.⁵ With only about one thousand dollars each, a lack of skilled craftsmen, unreliable access to finished materials and lumber, and a two-month window of time in which to build the ranch structures, Burt and Carncross overcame great obstacles to open in the summer of 1912.⁶

During the spring of 1912 two teams of unskilled local workers constructed nine cabins, (including the Main Cabin), two bunkhouses (no longer extant), a shop and saddle shed, a laundry (no longer extant), corrals and 1,120 rods of fence, a twenty-foot well, a bridge over cottonwood creek, and the beginnings of the elaborate ditch system originating at Cottonwood Creek.⁷ In addition, Carncross planted twenty-five acres of oats and Burt planted twenty-one acres of grains.⁸ Sleeping cabins were generally constructed in a day using locally-sourced logs; store-bought doors, windows, nails, hardware, and tarpaper roofing; and lumber milled twenty miles from the ranch.⁹ The Bar BC Dude Ranch's cabins were finished just moments before the first guests arrived in 1912.¹⁰ For the first season of operations, Burt and Carncross slept in tents, and fifteen guests were housed in sleeping cabins with use of a main cabin for social functions. Capacity was increased to forty guests by the summer of 1913.¹¹ One of the guests at the ranch for the 1912 season was Katherine Newlin, Burt's fiancée. Though Katherine Newlin had never been to the west, she embraced the romantic quality of dude ranch life as much as Burt and the two were married on January 9, 1913 and spent the winter of 1913-14 on the ranch.

² Graham, 1994, 13

³ Graham, 1994, 270 (The first dude ranch established in Wyoming is thought to be the Eaton Ranch, east of Sheridan up Wolf Creek, established around 1904)

⁴ Graham, 1994, 17

⁵ Burt, 1924, 132

⁶ Graham, 1994, 17

⁷ Graham, 1994, 38

⁸ Daugherty 1999, Chapter 14

⁹ Graham, 1994, 38

¹⁰ Graham, 1994, 178

¹¹ Graham, 1994, 37

By the 1920s not only had the ranch hit its stride as a functional yet rustic destination for its adventurous eastern elite clientele, but both Katherine and Struthers Burt's literary careers had as well. Both were considered nationally recognized writers; Katherine for her fictional short stories and novels and Struthers for his fiction and non-fiction books. Because so much of his writing celebrated the lifestyle championed at the Bar BC, Struthers Burt's ability to get published in widely-read publications such as *The Saturday Evening Post*, *The Country Gentleman*, *Colliers*, *Harpers Bazaar*, *Scribner's Magazine* translated into increased popularity of the ranch.¹² No contemporary book single-handedly popularized the dude ranching industry more than Burt's *Diary of a Dude Wrangler* that was published by Scribner and Sons and appeared in the *Saturday Evening Post* in 1924.¹³ Katherine Newlin Burt also played a pivotal role in creating the "western image" in the minds of Americans through the production of several of her stories into silent films (one of which, *Snow Blind*, was even partially filmed at the Bar BC).¹⁴

In its heyday in the 1920s, the ranch encompassed over 600 acres and over forty-five buildings (Figure 3).¹⁵ The main cabin had expanded to include two living rooms, a card room, writing room, dude and employee dining room and kitchen and store rooms. The ranch had also grown to include a store, post office, the Burt Cabins, a dance cabin, an ice house, and blacksmith shops. To service the ranch's fifty guests, Burt and Carncross employed a staff of over twenty and utilized one hundred plus horses to maintain operations. Two types of wranglers were employed at the Bar BC: east coast wranglers with the social skills necessary to connect with the guests and legitimate western wranglers with the skills necessary to lead backcountry pack trips and other excursions. Burt and Carncross had also taken on two new partners, Joe Lepage and Irving Corse. Also during this time, George Tucker Bispham and Harold Hammond sold the White Grass Ranch to the newly incorporated Bar BC Ranches.

¹² Graham, 1994, 19

¹³ Borne, 1983, 87

¹⁴ Graham, 1994, 19

¹⁵ The ranch also now included the Lower Bar BC, a section of land along the Gros Ventre River near Spring Gulch purchased in 1916 as a cattle ranch operation and the "Junior Outfit" boys camp located south of the Bar BC proper



Figure 3- Bar BC Dude Ranch, year unknown, Jackson Hole Historical Society and Museum

Dudes and dudenes were typically well-heeled Easterners often from the Burts' network of Philadelphia, New York, and Princeton connections. Though the ranch admittance process was not technically 'invitation-only', Burt wanted his clientele to be like-minded which usually meant that the dudes he accepted were upper-class, white, Protestants and somehow connected back East. Some notable guests of the ranch were: Mrs. Grover Cleveland, Henry Van Dyke, David Adler, Alfred A. Knopf, Countess Eleanor Patterson, Ernest Hemingway, William Faulkner, Owen Wister, Horace Albright, and John D. Rockefeller Jr.¹⁶ It was not uncommon for repeat guests to eventually purchase property in the valley and begin their own ranches (White Grass Dude Ranch, Flat Creek Ranch, Four Lazy F Ranch, and the Estes Ranch to name a few). While on the ranch dudes and dudenes kept busy horseback riding, attending rodeos, shooting, fishing, playing baseball, swimming, playing bridge and other card games, playing music, attending costume parties, and dancing (Figure 4).



Figure 4- Bar BC Dude Ranch, year unknown, Jackson Hole Historical Society and Museum

¹⁶ Graham, 1994, 22

It was also during the heyday period of dude ranching, 1919 to 1929, that Burt's attitudes toward National Park Service ownership within the valley had changed. Initially opposed to Horace Albright's idea to extend Yellowstone to the south to include the Tetons, Burt changed his mind after the Park Service opposed the creation of a Jenny Lake dam in 1919, an idea which Burt also opposed.¹⁷ Once Burt began to see the Park Service in a more positive light, he contacted Albright and was one of the pivotal players in the Jackson Hole Plan meeting in 1923 that took place in Maud Noble's cabin in Moose.

The late 1920s saw many changes at the Bar BC. Partners Joe LePage and Horace Carncross both died. Carncross' outdated will left an undesirable heir (as Burt saw it) to his estate. Bispham and Hammond bought back the White Grass Dude Ranch from Bar BC Ranches.¹⁸ The relationship between Burt and Corse deteriorated without Carncross around to act as intermediary. Provoked by either some less-than-desirable circumstances at the ranch, or Burt's heartfelt support of the park idea, the remaining partners sold the Bar BC in 1930 to the Snake River Land Company with the idea that the Rockefeller-created entity would eventually donate the land to the National Park Service. Burt and Corse sold 577.86 acres at that time and exempted seventy-two acres of it and placed that into a life estate. All of this was done under the assumption that dude ranching would continue under park ownership.¹⁹ At this time the Burts took up residence at the Three Rivers Ranch near Moran which they had purchased in 1928.

Despite the loss of the ranch's two founding partners, the ranch continued to thrive during the Corse era of ownership. Changing visitor expectations driven by technological advances such as the automobile and developments in electrical and indoor/outdoor plumbing infrastructure, led to changes in the visitor experience at the ranch. The 1930s saw the addition of a bi-wing airplane, a bathhouse with modern plumbing and the addition of a modern network of ranch roads.²⁰ In 1937, Burt sold his remaining share to Corse who then rewrote the life lease to exclude Burt and his own ex-wife and include Margretta Sharpless Corse.²¹

Ranch business continued as usual up until the beginning of World War II. A 1939 fire destroyed a large extent of the dining/kitchen area of the main cabin, prompting the construction of a modern addition with field stone chimney that is half dismantled today. The frame laundry building and the bath house were also destroyed by fire in the 1940s.²² Harry Clissold, long-time mayor of Jackson, constructed a frame hangar in the southern portion of the ranch.²³ With the onset of the war, ranch business ground to a halt due to a lack of tourism to the valley and an unavailability of labor. Dynamics outside of the

¹⁷ Daugherty, 1999, Chapter 14, Chapter 17

¹⁸ Daugherty, 1999, Chapter 14

¹⁹ Scott, 2005, 108; Daugherty, 1999, Chapter 14

²⁰ Graham, 1994, 64

²¹ Daugherty, 1999, Chapter 14

²² Graham, 1994, 64; Daugherty, 1999, Chapter 14

²³ Graham, 1994, 278

ranch changed after the war with the official expansion of Grand Teton National Park in 1950 to include the valley bottom surrounding the Bar BC and the beginning of commercial air travel to the valley in 1946. Tourists no longer sought out the multi-week or multi-month vacation experience they once did when it took a minimum of a week to travel to the ranch.²⁴

Following the war, Irving Corse's health deteriorated and he passed away in 1953.²⁵ For several years after his death the Conderman family leased the ranch and Margaretta Sharpless Corse continued to reside at the ranch.²⁶ In 1962, the Corse family wrote the National Park Service for assurance that the Bar BC be run as a dude ranch following the termination of the life lease.²⁷ The park responded saying that that determination could only be made upon the termination of the life lease.²⁸ As a result, the family discontinued performing regular maintenance, causing the buildings to fall into poor condition. In the 1970s the cabins were rented at an economical rate to predominantly teachers, college professors, writers, artists, and students. In 1979, a set of Historical American Buildings Survey drawings were completed at the request of the Rocky Mountain Regional Office of the National Park Service.²⁹ Two years later, Margaretta Corse attempted to get the ranch evaluated for National Register of Historic Places eligibility however, the park never followed up with an official determination.³⁰

In 1986 Margaretta Sharpless Corse surrendered her life tenancy of the Bar BC, two years before her death.³¹ Prior to the surrender of the life lease, a debate arose as to the ownership of the buildings. The Corse/Ross family argued that the land and not the structures were conveyed to the Snake River Land Company in 1930, but the State Historic Preservation Office argued that the buildings were of transcending importance and should be retained on the property.³² Ultimately, it was ruled that buildings in place prior to 1930 (before the land was conveyed) should remain on the property.³³ The family held an auction in August of 1986 and all furnishings, the barn, and several smaller buildings were removed from the ranch at that time. A dining room addition to the main lodge was also dismantled by the family but never fully removed from the site.³⁴

c) Management History

In 1987, the National Park Service gained control of the property. That same year, the Park Service re-inventoried the property for the List of Classified Structures (LCS), an internal National Park Service database of park-owned cultural resources.³⁵ The LCS entry was closely followed by completion of a

²⁴ Graham, 1994, 66

²⁵ Graham, 1994, 27

²⁶ Scott, 2005

²⁷ Scott, 2005, 112-113

²⁸ Scott, 2005, 112-113

²⁹ Cronenberger, 2006

³⁰ Scott, 2005, 118

³¹ Graham, 1994, 27

³² Graham, 1994, 24

³³ Graham, 1994, 24

³⁴ Graham, 1994, 24

³⁵ Scott, 2005. Interestingly, in 1978, the park inventoried the buildings prior to conveyance of the property.

National Register nomination in 1990. In 1988, Charlie Ross, grandson of Margaretta Corse, sent a letter to the park service requesting consideration to run the Bar BC as a dude ranch under a concessioner's license, but his request was denied.³⁶ This period also saw the removal of the Crocker and Harrison cabins.³⁷ In addition, the ever-changing Snake River came within fifty feet of some buildings and destroyed part of the south end of the swimming pool.³⁸

The Rocky Mountain Regional Office, Division of Cultural Resources of the National Park Service initiated a Historic Structures Report which was completed by Roy Eugene Graham. The regional office was rumored to have commissioned the study due to reports that Grand Teton National Park might remove the rapidly deteriorating buildings.³⁹ The report culminated in a 95% draft in 1994, but the Historic Structures Report was never fully completed. Though the report was extremely thorough, it was limited by its consideration of only one alternative: full preservation of all structures.

The buildings were stabilized in the mid-1990s by installing roofs, snow support poles, and window coverings. In 1995, Cultural Resources Specialist for the park, Mike Johnson, circulated an unofficial proposal for the stabilization of the Bar BC which focused on the addressing only the oldest buildings.⁴⁰ Although this plan was never formally adopted, it was solidified by a 2001 agreement between the State Historic Preservation Office and the National Park Service that preservation efforts would be focused on a dozen 'core' structures: 1374, 1379, 1378, 1386, 1375, 1374, 1373, 1370, 1369, 1372.⁴¹ However, it is clear from the sporadic stabilization efforts that have occurred since then, that the 2001 plan was not widely accepted.

In 1999, an anonymous \$10,000 donation prompted the park to undertake more substantial preservation efforts. In 2003, park contractors stabilized four dude cabins and the saddle barn. From 2003 to 2004, the Michigan volunteers stabilized the large Dance Cabin by replacing rotten logs and leveling the structure which had sunken by fifteen inches. In 2005, Park contractors again stabilized seven more buildings. In 2006, the Western Center for Historic Preservation stabilized the main cabin, the office and dismantled the Carncross cabin as the beginning of a reassembly stabilization project. In 2011, with the help of another \$10,000 donation, volunteers stabilized the store cabin, which was on the brink of collapse, and reassembled the Carncross cabin (under the supervision of Western Center for Historic Preservation staff). Throughout the period between 1999 and 2011, countless reroofing and preventative maintenance campaigns were carried out by volunteers and Western Center for Historic Preservation staff. In addition, National Park Service fuels reduction crews removed harmful vegetation from around the buildings. In 2011, University of Pennsylvania students completed a GIS-based conditions assessment of the buildings to help provide direction in prioritizing preservation work. The findings from that survey are included in this report.

³⁶ Scott, 2005, 129

³⁷ Scott, 2005

³⁸ Scott, 2005

³⁹ Scott, 2005

⁴⁰ Scott, 2005

⁴¹ Grand Teton National Park Archives, Historic Structures Files, Bar BC Hanging File

d) Significance of the ranch

The Bar BC Dude Ranch possesses significance at the local level for the role it played as the valley's premiere and model dude ranch and at the national level for the role it played in shaping the dude ranching industry. Furthermore, the ranch is significant for its association with Katherine Newlin Burt and Struthers Burt, noteworthy literary figures and key players in the conservation of Grand Teton National Park. Lastly, the ranch is significant as an exemplar of a distinct vernacular architecture style.

Dude ranching as a uniquely American phenomenon belongs to the Rocky Mountain West. Though it began in North Dakota in 1892 when a ranch owner first charged a traveler for ranch accommodations rather than extend the typical free-of-charge western hospitality, the dude ranching industry ultimately thrived where the eastern dude's perception of remoteness and natural beauty was at its peak. The breathtaking Tetons, located in a virtually inaccessible valley near a town with only seventeen structures at the turn of the twentieth century became a natural locus for the dude ranching industry. Struthers Burt was a key player in recognizing the potential Jackson Hole possessed as an ideal location for dude ranching. His contribution to making Jackson Hole a dude ranching destination came not only through his involvement in one of the nation's best known dude ranches, the Bar BC, but through his initial partnership in the valley's first dude ranch, the JY Ranch. Struthers and Katherine Newlin Burt were seminal players as 'pioneers' in the industry but also as some of its best publicists. Both extremely successful authors by the beginning of the peak of the dude ranching industry in 1919, the two used their publications and film productions to help mold the American vision of the West, the cowboy, and dude ranching on the whole. The reputation of the ranch also grew as a result of the clientele that the Burt's and Carncross were able to access through their Philadelphia connections. Visitation by high profile guests such as Ernest Hemingway, William Faulkner and John D. Rockefeller, Jr., along with eminent architects, publishers and financiers lent an air of exclusivity and prominence to the ranch unique to the Bar BC.

As the second-oldest and best-known dude ranch in the valley, the Bar BC acted as the blue print and stimulus for the establishment of the valley's later dude ranches. Ranches such as the Danny Ranch, 4 Lazy F, the White Grass Ranch, Half Moon, Trail Ranch, Double Diamond, Castle Rock, Chircle H, Flying V, Red Rock, Estes Ranch, and V Bar V sprung up as Bar BC guests and wranglers alike decided to return to Jackson Hole to try a hand in the dude ranching business.⁴² The proliferation of dude ranching in Jackson Hole had a profound effect on the direction and scale of the local economy and community development. The realization that wrangling dudes was more profitable than wrangling cattle was a pivotal moment in the creation of Jackson's modern tourism-based economy. The discovery of a new cash cow could not have come at a better time. Immediately following World War I cattle prices plummeted and the influx of tourism dollars and employment opportunities offered by these budding ranches offered a much-needed alternate source of income. By 1925, at a time when Jackson had

⁴² Daugherty, 1999, Chapter 14

around 400 residents, the Jackson Hole Courier reported that over 600 dudes were visiting the valley that summer.⁴³ Bar BC Dude Ranch was among the leading employers in the valley at this time.⁴⁴

As the tourism economy of Jackson Hole boomed, regulation of natural resources followed suit. Originally opposed to the creation of a national park in Jackson Hole, Struthers Burt was a key player in the eventual conservation of the land now contained in Grand Teton National Park. Burt and Carncross both took part in the 1923 Jackson Hole Plan meeting at Maud Noble's cabin that laid the ground work for the park's creation. Struthers Burt was an outspoken advocate for the park idea whose nationally published articles helped rally support for the creation of the 1929 segment of Grand Teton National Park. Likewise, Burt convinced both his wife and partners to sell the ranch to the Snake River Land Company so that his land would eventually become part of the national park. As a local leader, this gesture undoubtedly had an effect beyond the sale of some 600 acres.

The ranch's significance as detailed above can be experienced on the ranch today through the feeling and association of the ranch as a district. By descending the bench to the ranch or looking across the Snake River from the highway, the ranch as a whole communicates these layers of significance. The architectural significance, described below, however, is communicated through the relationship of the parts of the ranch, the evidence of workmanship, presence of original materials, and the remnants of original landscape features. Unlike the associative significance to the Burts and the social history of dude ranching, this layer of significance can not be communicated without the preservation of individual features and would be lost if the ranch were conserved as a ruin.

The Bar BC Dude Ranch embodies the distinctive architectural and organizational characteristics of a Western dude ranch built and operated during the golden age of the dude ranching industry. In short, the ranch is the quintessential model of the early years of the American dude ranch. Because dude ranches originally evolved from working cattle ranches, they retain certain design characteristics typical of a working ranch (rough, quick construction techniques, locally-sourced or readily available materials, naturally finished exteriors, and functionality). Likewise dude ranches contain building types typical of a cattle ranches they imitate (corrals, blacksmith shops, bunkhouses, etc.). At the same time, a dude ranch contains building types specific to a facility meant to provide accommodations for paying guests and space for social and leisure activity (the Main Cabin, Dance Hall, Saddle Shed, Store, Skeet Shooting Shed, etc.). Burt describes the tension between achieving the two desired design intents in a Bar BC brochure writing, "Error is made in either attempting to make things too much like a hotel, or else like a lumberman's shack."⁴⁵ The application of cowboy style on dude ranch-specific structures results in the "dude ranch vernacular." The Bar BC Dude Ranch as one of the most famous and copied dude ranches in its region is an exemplar of this rare style.

⁴³ *Jackson's Hole Courier*, March 5, 1925

⁴⁴ Shapins and Associates, 1999, 15

⁴⁵ Bar BC Brochure, 18

The dude ranch vernacular in spirit and materials is a close cousin of its eastern “vacation” counterparts, such as the rustic architecture of the Adirondack camps.⁴⁶ However, unlike the eastern variety, dude ranch vernacular is decidedly a non-architect-designed and non-academic style, living up to its vernacular designation.⁴⁷ As an alpine take on the Adirondack style, the Old Faithful Inn in Yellowstone and other great lodges that pre-dated the Bar BC Dude Ranch owe more to eastern vacation architecture than the dude ranch vernacular.⁴⁸ Lacking any large central structure, the low-lying cabins literally crafted from the surrounding raw materials achieve a connection to the landscape not possible in lodge architecture. The dude ranch vernacular instead turned to local architecture for design inspiration. However, when compared to contemporary homestead structures, the Bar BC’s 1912 structures appear simplistic. Structures such as the Chambers Cabin on Mormon Row (const. 1916) and the Manges Cabin near Taggart Lake (const. 1911) feature second stories, sophisticated notching, and wood roofs (Figure 5 and Figure 6).



Figure 5- Andy Chambers Cabin, Grand Teton National Park, Katherine Longfield, 2010

⁴⁶ Graham, 1994, 12

⁴⁷ Graham, 1994, 12

⁴⁸ Graham, 1994, 12



Figure 6- Manges Cabin, Grand Teton National Park, HABS Photograph

Burt and Carncrosses' cabins more closely resemble pioneer structures such as Cunningham Cabin constructed in 1888, four years following the first year-round habitation by any white man in the valley (Figure 7).



Figure 7- Cunningham Cabin, Grand Teton National Park, Longfield, 2008

Important design detailing, such as foundation stones, covered entrances, and stone chimneys, that would not have been included in a true pioneer structure, separate the Burt and Carncross pseudo-pioneer structures from their design inspiration (Figure 8).⁴⁹ Overall though, the organic and picturesque quality of the simple architectural forms links the structures at the Bar BC Dude Ranch to their late 19th century inspirations.

⁴⁹ Graham, 1994, 11



Figure 8- Bar BC Dude Ranch Cabin HABS Photograph

The Bar BC further typifies the dude ranch vernacular in its setting and layout. Captivating views, clustered vegetation, and a sunken site allowed Burt and Carncross to create the guest experience they knew their clientele wanted. The site inherently offered natural beauty and a sense of remoteness however, Burt and Carncross used design to amplify the site's natural beauty. Guest sleeping cabins are often built within wooded areas of aspens and lodgepole pine to create a secluded and remote feeling (Figure 9).⁵⁰



Figure 9- Bar BC Dude Ranch, Year Unknown, Grand Teton National Park Archives

⁵⁰ Shapins and Associates, 1999, 51

As Burt wrote in *Diary of a Dude Wrangler*, “If he is a wise dude wrangler, he has disposed his buildings though the trees that there is no effect of crowding or of size. You must do your best, even on a place where from fifty to a hundred people are gathered together, not to destroy the impression of wildness and isolation.”⁵¹ Likewise, the natural beauty is dramatized by the bottomlands location of the buildings which intensifies the vertical appearance of the distant Tetons (Figure 10).

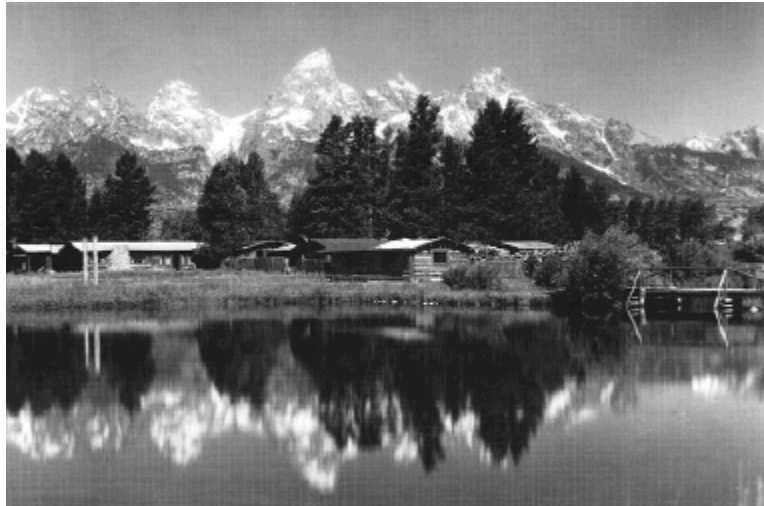


Figure 10- Bar BC Dude Ranch, year unknown, Jackson Hole Historical Society and Museum

Layout played an important role in creating the romanticized experience clients sought. Distinct use zones defined the overall layout of the ranch, with wrangler, employee, and utility functions carefully separated from guest lodging and social zones (Figure 11).



Figure 11- Bar BC Dude Ranch, Entrance to the Enclosure, year unknown, Jackson Hole Historical Society and Museum

⁵¹ Burt, 1924, 52

III) Current Status

a) Management Issues

At present, the ranch is faced with several challenges for its preservation. The ranch is located at the end of a seasonally accessible road which is often in poor, if not, impassible condition for all but four wheel drive vehicles. The same remote setting that contributed to its allure and success as a dude ranch can be seen as an inhibitor to its preservation. For example, in 2010, French doors from the Corse cabin were removed by vandals and the theft was not noticed until the spring of 2011.

The site is accessed via a locked modern gate at the top of the third bench. The gate creates the appearance of trespassing for park visitors which potentially detracts from the experience as an interpretive site. The recent addition of an interpretive wayside offsets this “no trespassing” appearance to some extent, but certainly sends a mixed message.

Despite periodic efforts by the park fire fuels reduction crew, the landscape has begun to encroach on the buildings, causing log deterioration from prolonged moisture exposure and broken roofs from fallen limbs and over story debris. The unmaintained growth around the buildings also creates the appearance of the site as a ruin. While this does not pose a direct physical impact to the buildings, the perception of the lack of care or stewardship precludes many from seeing a possible improvement to the built fabric.

Lastly, the property has endured such an embittered battle over its use, retention, and preservation that park and public sentiment run strong, making any action potentially controversial. The perception of a high potential for conflict has perhaps slowed the pace of progress.

b) Integrity and Condition

According to a 2006 Cultural Landscape Inventory completed by the National Park Service, “Surviving landscape features and patterns convey a great deal of information about the appearance, use, and organization of the historic dude ranch. Through analysis of landscape characteristics, this CLI concludes that the property retains historic integrity, but that the condition of the property is poor.”⁵² Overall, the study found that the ranch retains integrity of setting, location, workmanship, materials, and association as a result of the surviving landscape features.

Integrity

Views and Vistas- The views and vistas played a predominant role in the siting of the Bar BC Dude Ranch. Views not only included the majestic Tetons but also the Gros Ventre Range. These viewsheds remain unaltered since the period of significance (1912-1941).

Small Scale Features- Internal fences, perimeter fences, the corral, bridges, and the diving board are all contributing features and communicate important information about life on the ranch.

⁵² Shapins and Associates, 1999

Buildings- More than any other singular landscape feature at the site, the remaining buildings contribute the most to our understanding of the development and operations of the Bar BC. The dude ranch vernacular can still be seen in the bark that hangs on the logs that are protected under the eaves of several cabins. Likewise, after a wet spring, the sod that once occupied many of the roofs of these structures attempts to grow in tufts, communicating the connection the structures once had with the land. The varied craftsmanship found from cabin to cabin speaks to the diverse labor force employed to quickly erect the cabins. In the main cabin, the fine craftsmanship points to the involvement of Charlie Fox, a skilled local builder. The horizontality that Struthers Burt encouraged other dude wranglers to employ on their ranches to achieve a distinctive Western flavor can also be seen in the remaining structures. Lastly, some buildings contain surviving character-defining features such as doors, windows, shelves, and built-in nightstands showing the type, quality, and style of locally available finished building components. All in all, despite the poor condition of some cabins, the built structures retain the ability to communicate the distinctive character of workmanship, design and materials.

Cluster Arrangement- The separation of land uses and the phased development of the ranch led to the development of distinct building clusters within the ranch developed area (Figure 12). Though some of these clusters have lost individual buildings over time, the overall historic cluster arrangement is still evident today.

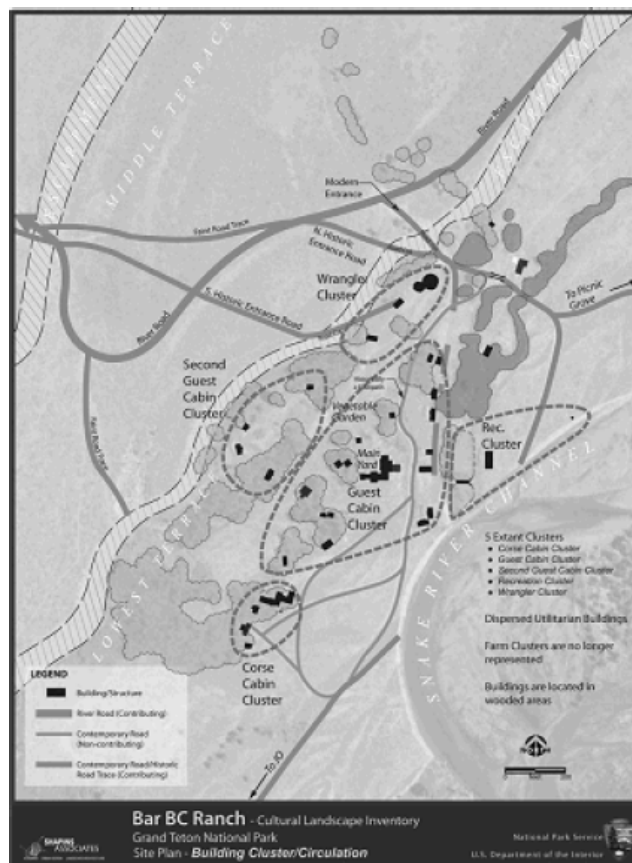


Figure 12- Building Cluster/Circulation Map, Shapins and Associates, 1999

Guest Cluster 1 and Guest Cluster 2 consist of Type A and Type B cabins and form crescent shape clusters of cabins dating to the earliest period of the ranch's development. There is more integrity in Cluster 1 than Cluster 2 due to condition. The Wrangler Cluster consisted of both the utilitarian structures such as the Store, Saddle Shed, and Corrals, but would have historically included the wrangler bunkhouses as well. This cluster has lost several structures but still retains some of its defining structures. The Corse Cabin Cluster consists of the Corse Cabin, the Doghouse, work sheds, and an airplane hangar. This cluster is almost entirely intact, though a few of the structures are in poor condition and are at risk of being lost. The Recreational Cluster also retains integrity. This cluster includes the Dance Hall, the Pool, and the Skeet Trap Stand. The Utilitarian Cluster is spread throughout the ranch and is now comprised of the Light Plant and the Garage. This cluster would have also included the Laundry Building which was lost to a fire in the 1940s. All in all however, this cluster remains mostly intact. The sixth cluster is the Agricultural Cluster which was comprised of barns, sheds, fenced stockyards, and a blacksmith shop. Between the removal of the barn and the NPS effort to remove fence lines, this cluster has almost entirely disappeared.

Of the six building clusters, five retain integrity. The missing cluster, the agricultural cluster is arguably the least important as agriculture played a minor role on the ranch as the development of agriculture occurred on the lower Bar BC on land acquired for cattle ranching specifically. The barn at the "upper" Bar BC Dude Ranch was a nod to the agricultural work that was part and parcel of the dude ranch image though not imperative to the continued success of the dude ranch. For that reason, its retention would have been desirable, but not essential.

Spatial organization- Within the over 600-acre ranch, the land was functionally divided between the upper terraces used predominantly as an open range and the developed core of the ranch. The developed core consisted of the Guest Zone, the Wrangler Zone, the Family Zone (owner's families), Recreational Zone, Agricultural Zone, and the historic dump areas. Despite a loss of fencing and other small-scale features that help to separate the various areas, the distinction between zones still exists.

Vegetation- Some manipulation of the natural vegetation (such as the replacement of sagebrush with native grasses in front of the main cabin) was integral to creating the picturesque appearance ranch managers desired (Figure 13). On the whole, vegetation—particularly lodgepole pines and aspen groves—was generally preserved in the construction of the ranch as an important aesthetic element to the site. Because the property has received little maintenance since it was last in use, the site generally looks unkempt. Another important loss is the disappearance of the vegetable garden that served as the backbone of the self-sufficient "town in the wilderness."⁵³ Overall however, the natural character of the site has survived, and the native plant communities are dominant.

⁵³ Burt, 1924, 88

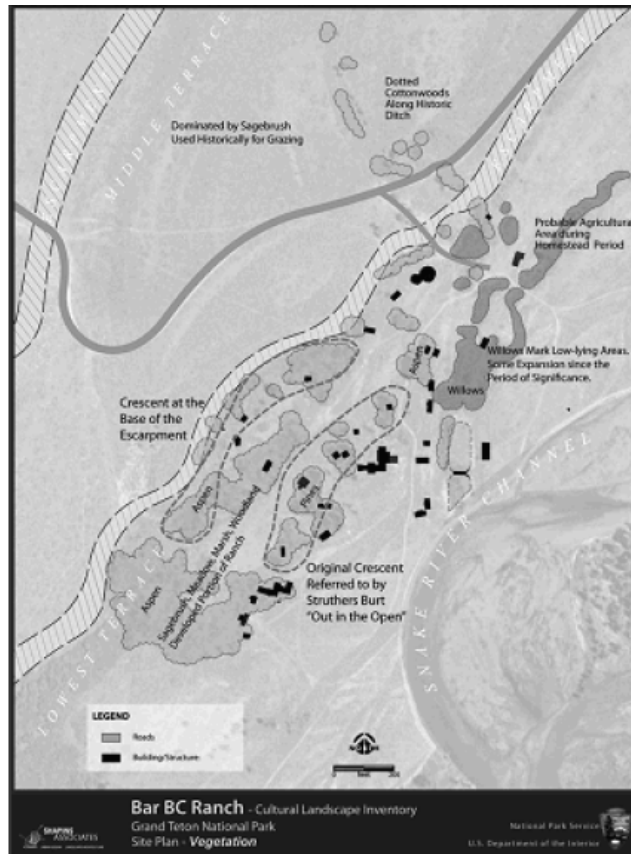


Figure 13 Vegetation Map, Shapins and Associates, 1999

Natural systems and features- The treed setting, views of the Tetons, and proximity to the Snake River define the ranch and were integral to its design. Mostly because of its eventual inclusion within Grand Teton National Park, the natural setting has remained relatively unchanged since it operated as a dude ranch.

Topography- Burt and Carncross took advantage of the natural lay of the land in order to develop the ranch to its full capacity. Utilizing superior soils on the lower terrace for agriculture and the natural slope to carry water from cottonwood creek into the light plant to generate electricity, topography was an important landscape characteristic. The topography remains unaltered today.

Landscape characteristics lacking integrity

Circulation- Traces of several historic roads and trails are still present on the ranch today, though their condition is extremely poor. The predominant vehicular access through the site was not a historic road but rather a footpath and detracts from the overall integrity of the circulation pattern.

Water Features- The swimming pool, flumes, the ditch system, and the wells located adjacent to the main cabin and Corse cabin were all vital to the operation of the ranch. Though traces of almost all of

the constructed landscape features remain today, their lack of use and upkeep has caused their condition to deteriorate to a point where they lack integrity.

Cultural Traditions- The dude ranching tradition which makes this property historically significant has not occurred on the ranch since the post WWII period. Because the practice has discontinued, it does not retain integrity.

Land Use- The historic land uses included horseback riding, shooting, fishing, swimming, picnicking, socializing, and residential/agricultural. Though horseback riding and fishing continue on an intermittent basis, generally the land use has discontinued.

Condition and integrity at the Bar BC Dude Ranch are tightly interwoven. Integrity is typically defined as the ability of the resource to communicate the significance. Because few alterations or additions have occurred to extant buildings, landscape features, or the site, integrity is generally a function of condition. A building with a poor condition is said to have low integrity and the converse is true as well. Thus, the worsening condition of the buildings, structures, and landscape features, but little else, threatens to affect the current level integrity. In 2011 a conditions assessment was completed by historic preservation graduate students from the University of Pennsylvania on the buildings.

a) Analysis
i) Values

Historical Value

As the oldest extant dude ranch in Jackson Hole and one of the best known nationally, the Bar BC Dude Ranch possesses an undeniable historical value. Retaining the necessary elements to convey the historical value should be a primary objective in any management plan for the ranch.

Recommendations provided as public comment solicited for the 2011 Historic Properties Management Plan/Environmental Assessment ranged from removal of all structures to full rehabilitation (which included the reconstruction of missing buildings). Given the unequivocal historical value of the ranch, the park's criteria for consideration should be to consider only those proposals that would successfully retain the historical value of the ranch. The removal of a critical mass of structures would obviously lead to the loss of the historical value of the ranch on the whole, whereas overtreatment in the form of heavy-handed rehabilitation and reconstruction would compromise the quality of original fabric and potentially threaten the historic value as well. What does the ranch lose through these treatments and what must be maintained to communicate its historic value?

To retain the historic value of the ranch, a plan must preserve the ranch's salient characteristics. Like character defining features of a building, the salient characteristics of a district are those qualities without which the district would not be recognizable. The Bar BC Dude Ranch's salient characteristics are the relationship of the parts, the setting, and original historic materials.

To preserve the relationship of individual parts, the ranch must retain a critical quantity and combination of ranch structures. Though the agricultural cluster has already been removed, the ranch should retain a mix of structures from the remaining five clusters (with the possible exception of the Owners Cluster), though each cluster does not need to retain every structure. For example, the loss of a few dude cabins within Guest Cluster 1 would not change the legibility of the historical value of the overall ranch. Another consideration in selective building removal should be the visibility and proximity of that structure to the ranch entrance and core. The predominant approach to the ranch is currently from the historic road and the buildings most often visited are closest to the entrance. Likewise, the core of the ranch, located on either side of the non-historic road running through the ranch, is also one of the most visited areas. Unless management decisions move circulation away from these two primary arteries of the ranch, preservation work should be prioritized according to its visibility from these trafficked corridors.

Certain purpose-built, one-of-a-kind structures within the clusters, such as the Main Cabin, Store, Office, Dance Hall, and Saddle Shed must be retained because they serve a purpose beyond acting as simply part of a building cluster. These are the structures that define the Bar BC Dude Ranch and whose loss would be potentially irrevocably alter the historical value of the ranch. The preservation of these structures should be prioritized over non-unique cabins.

The living landscape enables the visitor to understand the relationship of the parts of the ranch. The encroachment of vegetation over the past two-and-a-half decades since the ranch was last occupied has made reading the relationship of built elements more difficult. Should vegetation continue to encroach formerly open spaces and dominate the building clusters (rather than provide shelter and privacy as it originally did), the legibility of the relationship of the structures will be lost.

Setting, another salient characteristic of the ranch, can be retained through the preservation of the historic landscape. The picturesque quality created by Burt and Carncross is essential to the setting that defines the Bar BC Dude Ranch. A subtle combination of manipulated landscape and naturalistic native growth should be maintained to retain the historical value of the ranch. Likewise, the lack of easy access to the site contributes to the overall setting. Changes to the limited access should be carefully considered in regards to the impact they would have on the historical value.

Lastly, the historic value of the district can be found in the original building materials. The dude ranch vernacular seen in the intentionally rough and quick style of construction and in the locally-sourced logs, stones, and mortar is imperative to understanding the ranch. To retain this important attribute, replacement of original materials should be done sparingly and with a dedication to capturing the style, workmanship, and source of original materials. Knowing which species of tree, type of finish, or mortar mixture to replicate will require the involvement of conservation specialists. Likewise, replicating the workmanship of the log construction or masonry will require the involvement of preservation carpenters. Authenticity of material is an imperative historical attribute for this ranch to maintain. Much of the information that we stand to learn about historical value of the ranch resides in the original materials and their manipulation. Major loss of original material would greatly alter the integrity of the ranch and negatively impact the historical value.

Recreational Value

The property has acquired a recreational value that builds off of its historic value. Fishermen, four-wheel recreational drivers, horseback riders, boaters, and park explorers gravitate to the ranch to pursue their particular interest. Often pursuing this interest involves interacting with ranch features (horseback riders using the hitching post, fisherman taking a lunch on the fallen aspen), but more often than not, the ranch is more of a landmark or backdrop in their expedition. When observing the preservation work underway on the Store and the Carncross cabins, several ranch visitors interviewed in the summer of 2011 commented that they hoped the ranch would still remain “off the beaten path” and “not over developed.” A few visitors even remarked that they were visiting the ranch because they heard it was a ruin. Despite the locked gate, lack of road maintenance, and intermittent closing of the road at the highway, a healthy number of devoted recreationalists remain dedicated to reaching the ranch on a regular basis. In fact, it may be its perceived inaccessibility that makes it so attractive as a recreational destination. It could be said that modern users of the site are as inspired by the remote and picturesque qualities of the ranch as the original dudes. In this way, the recreational use is in line with the historical context of the ranch and should not be overlooked in the development of a management plan.

In order to retain the recreational value of the district, a plan must allow visitors to experience solitude and sense of exploration. The primitive character of the visitor amenities (the road and the hitching post) allows users to experience the same self-guided adventure Bar BC guests must have enjoyed during the ranch's heyday. In addition, this site offers recreational opportunities not available just anywhere in the park. Fishing and horseback riding, for example, are available only in certain areas, and represent a continuation of the historic use in this area. Because the continuation of these special-use activities promotes the historic value and of the recreational value, they should be allowed to continue and flourish at the ranch.

b) Management Vision

i) Proposed Use

Considering the current management issues and the historical and recreational value of the site, the most appropriate use for the Bar BC Dude Ranch would be an interpreted visitor use area with a special emphasis on recreation (horseback riding, bicycling, fishing, and hiking). In order to bring the ranch to a condition where it can be effectively used as such, a preliminary step of building stabilization and landscape restoration is required. Beyond simply retaining as many structures as is feasible for the Park Service, the continuance of the Bar BC Dude Ranch's historical value will depend upon the strict conservation of original fabric. Unlike an adaptive reuse where functionality can take priority over original material, the emphasis for this project would be on arresting the degradation process (using new in-kind materials where necessary to achieve that end).

(a) Phase I

Phase I is designed as a multi-year campaign that will terminate once the buildings are substantially stabilized and landscape treatments (including the introduction of some new elements related to visitor use) are complete. The site will continue to be open to visitation during this time and temporary signage will help to explain the ongoing work. During the course of Phase I, conservation will be accomplished with the guidance of research completed by a university partner. Conservation studies on topics such as roof treatments, finishes, fungicides, wood decay, and masonry will be completed as part of summer coursework to take place on site. Conservation treatments will be determined on the basis of the studies and carried out by graduate students, Western Center for Historic Preservation carpenters, volunteers and NPS contractors.

Generally, the preservation work will focus on purpose-built (unique) structures and representative guest cabins. It would seem that given the limited availability of financial resources, some prioritization of structures must occur and some structures must be sacrificed for the greater good of project completion. Cabins 1396, 1397, 1398 are of the lowest significance, integrity, and condition and can be left to naturally deteriorate or their materials recycled if funds are not available for their preservation. These structures could also allow for a monitored study of decay used to better understand the treatment of log structures in this climate. The Hangar, belonging to the latest part of the period of significance of the ranch, while a unique and interesting structure, is not essential to the understanding of the ranch. It represents a small period and type of use seen at the Bar BC Dude Ranch and its

condition poses a challenge for its preservation. Likewise, cabin 1385 also should be considered for removal by decay. It was moved to its current location and ceased to perform in its original capacity. It was used as a storage shed and does not contribute to the understanding of the significance of the ranch. Furthermore, its condition is so poor that the only possible preservation treatment would require partial reconstruction. That action does not seem justified given its low significance and distant location from the building core and entrance.

The Corse Cabin poses a difficult decision. It is unique as the central structure in the owner cluster and in its design, but it is not the only owner residence (though it is the largest). The Carncross Cabin and part of the Burt Cabin Complex (the racket club) are still extant. The Corse Cabin, while in good condition, will be costly to maintain on an annual basis due to its size and complexity. The cabin is in far better condition than many other structures and retains integrity however, the amount of investment required is not proportionate to its role in telling the story of the Bar BC Dude Ranch. Furthermore, its materials could be salvaged for the preservation of the main cabin which would improve the quality of preservation possible at the main cabin. Original craftsmanship and age would be visible in the preservation work completed at the Main Cabin if the Corse Cabin materials were salvaged. If the Corse Cabin is removed, the Doghouse should also be removed by decay. The Cabin 1385 could also be removed by salvage as it contains logs that are in good condition.

The Main Cabin, as the other large structure remaining on the site, also requires careful consideration. The ultimate preservation decision should be made following a more in-depth analysis of the structure however, some preliminary recommendations are included in this plan. Firstly, the building represents phased construction. While all phases of construction belong to the period of significance, the latest addition was partially removed and is in the worst condition. One approach would be to remove this addition and other additions from the same period. If this were executed the remainder of the Main Cabin (everything south of the "ell") would be retained and this section generally represents the 1912 cabin as it was constructed (Figure 14 and Figure 15). The idea of a central space for socializing would still be conveyed though not on the same scale. However, with the removal of some guest cabins, the scale of the main cabin would be appropriate in proportion to the number of sleeping cabins. Additionally, the cabin would be a truthful representation of its historic appearance at a given point, not a fictional fragment that did not exist in the continuum of the ranch.

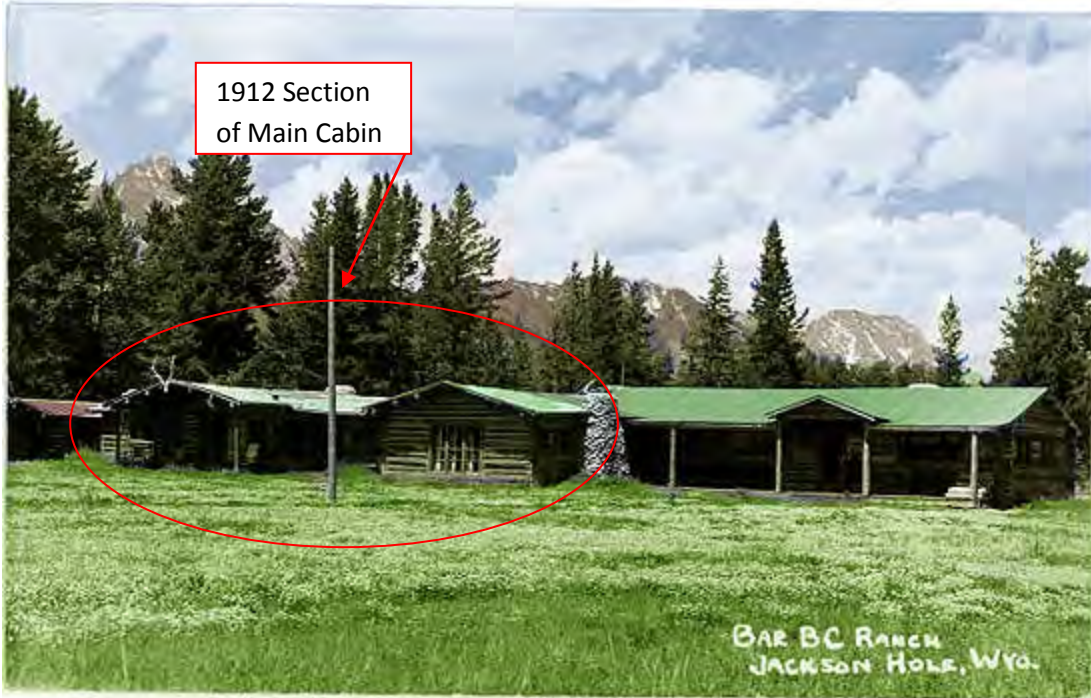


Figure 14- Bar BC Dude Ranch, year unknown, found at: www.wyomingtalesandtrails.com



Figure 15- Bar BC Dude Ranch, 2010, Katherine Longfield

Another approach is to arrest the deterioration and add more stabilization supports. Under this recommendation, the floor of the addition could be reconstructed and the picnic area created in front of the chimney as a place to eat and study the stabilized ruin. This treatment would necessarily

acknowledge the eventual loss of the cabin. In the climatic conditions, a stabilized wood ruin will have a limited lifespan. For this reason, this report makes the preliminary recommendation to retain the 1912 portion of the cabin and remove the 1930s/1940 additions.

Landscape preservation work will likely focus on vegetation management, reestablishing historic circulation patterns and reconstruction of a limited number of small-scale features considered crucial to communicating life on the ranch (well, bench, diving board, and pool bridge). However, landscape recommendations are contingent upon the completion of a Cultural Landscape Report.

With the exception of the cabins in the worst condition, the majority of cabins require a regimen of roof, sill log, and foundation work to bring them to a maintainable condition. This work will be phased according to the findings of the 2011 condition assessment and recommendations from the university team.

Year	Task	By Whom	Details	Funding
2012				
	Prepare site for volunteer/graduate student work	WCHP, volunteers, contractors	Compost toilettes, road regrade, improved signage and secure garage	Donation
	Conservation Science Praxis	University Partner	Mortar focus	Park provides housing, University partner students provide tuition
	Completion of Store Stabilization	Teacher's Restoration Corps	Stay at Murie Ranch	Donation
	Completion of Carncross Stabilization	Michigan Volunteers	Complete roof	Donation
	Develop and scope interpretive proposal	NPS	Submit project to NPS cultural funding source for interpretive materials	N/A
	Develop and scope CLR proposal	NPS	Submit project to NPS cultural funding source to complete CLR	N/A

	Enclose corral for use by horse concessionaires	R Lazy S		R Lazy S
	Secure buildings	NPS	Minimum put locks on all doors	NPS
	University Partner intern at AMK Ranch	University Partner	Develop interpretive materials	NPS-funded Grant
	Develop Preservation Plan for sequencing of hands-on work based on UPENN condition assessment findings	NPS(Longfield)	Use condition assessment to prioritize work	N/A
2013				
	4 Lazy F Preservation Work	Park day labor, Adventures in Preservation, and volunteers	Initiate housing possibilities for volunteers and students in out years	NPS
	Establish picnic area for day users	Youth Conservation Program	Select site and establish for users	Grand Teton National Park Foundation
	Formalize parking area and repair upper gate for day users	Youth Conservation Program	Fence in parking and re vegetate	Grand Teton National Park Foundation
	Conservation Science Praxis	University Partner	Topic TBD	NPS provides housing at AMK, University Partner students pay tuition
	Sill, roof, foundation preservation work	Volunteers, WCHP	Begin implementing preservation plan	Donation
	University Partner intern at AMK Ranch	University Partner	Develop preservation plan for Main Cabin	NPS-funded Grant
	Hazard Tree Removal	NPS(fire crew)	Complete hazard tree assessment and remove trees and clear brush	NPS
2014				
	Begin CLR	NPS and University	Make	NPS

		Partner	recommendations based on HSR and CLI	
	Conservation Science Praxis	University Partner	Topic TBD	
	University Partner intern at AMK Ranch	University Partner	Develop interpretive materials	NPS-funded Grant
	Completion of Carncross Cabin, Cabin 1373, and Store Cabin		Includes the installation of built-ins and basic furnishings in 1373- 1912 Cabin B	
2015				
	Execute CLR recommendations	Park and Youth Conservation Program	Remove vegetation, plant grasses, reconstruct limited features	Donation
	Conservation Science Praxis	University Partner	Topic TBD	NPS provides housing; University Partner students provide tuition
	University Partner intern at AMK Ranch	Penn	Document and make recommendations for window installations	NPS-funded Grant
	Sill, roof, foundation preservation work	WCHP, volunteers, Youth Conservation Program	Continue implementing preservation plan	Volunteers stay at 4 Lazy F (if completed), provided by park. Donation
2016				
	Continue to execute CLR recommendations	NPS and Youth Conservation Program	Remove vegetation, plant grasses, reconstructed limited features	Donation
	University Partner intern at AMK Ranch	Complete preventative maintenance guide	Topic TBD	NPS-funded Grant
	Conservation Science Praxis	University Partner		NPS provides housing

				and University Partner students pay tuition
	Preservation work on Main Cabin	WCHP, volunteers, and contractors	Implement plan to preserve Main Cabin	NPS or Donation
	Implementation of Interpretive Plan	Harpers Ferry/Contractor	Install interpretive media	NPS
	Pursuit of concessioner relationship and completion of stewardship plan	NPS		N/A

(b) Phase II

Once milestones from Phase I have been accomplished and the preservation work is substantially complete, the project will enter into the second phase. Cyclic preservation work and maintenance to the minimal visitor facilities will occur, however this phase will mainly entail establishing the site as a visitor and concessioner use area. Horse, boat, and fishing concessioners will be encouraged to use the site for concessioner activity. The park will monitor how these uses affect the historic district and regulate use if necessary for the sake of the resource. Project milestones for this phase of the project:

- Opening of Corral and Saddle Shed for use by horse concessioner
- Conversion of garage used by University Partner for use by horse, rafting, and bike concessioners (storage for lockable carts movable for picnic set up for clients)
- Establishment of an improved landing for rafting concessioners
- Creation of a bike parking structure in the upper parking area
- Finalization of horse trail access and routes

c) Financial analysis of implementing management objectives

- Needs to be completed, but not sure how to do this.

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