Interpretive Master Plan
for Fox-Wisconsin Heritage Parkway

VOLUME 2
Interpretive Master Plan: Foundation For Planning And Recommendations

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# Interpretive Master Plan

**Fox-Wisconsin Heritage Parkway**

**Volume 2**

**Foundation for Planning and Recommendations**

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Preface

In August, 2011, the Fox-Wisconsin Heritage Parkway embarked on a journey of discovery – to investigate and understand its stories, and to find effective ways to convey them. Like the journey that inspired the birth of the Parkway – that of Father Marquette and Louis Joliet in 1673 – the full consequences of the journey may not be recognized for years.

This Interpretive Master Plan articulates the significance of the Parkway. It identifies its essential stories, along with the needs and wishes of the audiences who will respond to them. Its recommendations cover interpretive services and programs; media, both electronic and traditional; vital partnerships; and special projects. Some of the recommendations will be implemented within the next few years, while others involve long-range planning and a strategic approach to the future.

With this initial planning phase complete, the Parkway can look forward to many opportunities to share the meaning and significance of the themes and stories that make this unique landscape and its people so distinctive, and so compelling.

2.1 Introduction

2.1.1 The Fox-Wisconsin Heritage Parkway

The Fox-Wisconsin Heritage Parkway (Parkway) is an idea, a vision, a present-day concept, and a plan for the future. It has been in the works at least since 1989, when a group of citizens and organizations, including the Wisconsin Department of Tourism, Friends of the Fox, and the National Trust for Historic Preservation, began to imagine a corridor running the length of two rivers—the Upper and Lower Fox River (and the Winnebago Pool Lakes that join them), and the Lower Wisconsin River—that would showcase the rich natural and cultural heritage embodied by this historic waterway, and highlight and promote it as an outstanding destination for tourism and recreation on land and water.

Stretching more than 280 miles from the Bay of Green Bay in the north, to the Mississippi River in the south, the Parkway follows the historic route of the 1673 journey of Father Jacques Marquette and Louis Joliet as they became the first white men to encounter that great river from the north. (Spaniard Hernando de Soto was the first European known to have reached the Mississippi River. He crossed it in 1541 near modern-day Memphis during his long search for North American gold and silver.) In so doing, Marquette and Joliet forged a link between the Great Lakes and the Gulf of Mexico, and opened the interior of the North American continent to the possibility of settlement and trade.

The Fox-Wisconsin Heritage Parkway is a community-based, volunteer-driven 501(c)(3) organization dedicated to creating opportunities for promotion, interpretation, and celebration of an important Wisconsin resource. The Parkway has no regulatory authority and owns no property. Its boundaries are largely symbolic. It simply seeks to

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be a synergist and a catalyst that will strengthen opportunities for residents and visitors to appreciate and enjoy these rivers and all they have to offer.

The Parkway is managed by a sixteen-member board, representing various organizations from all three segments of the Parkway area. Committees, consisting of partners and residents from each river segment, meet monthly on the Lower Wisconsin, Upper Fox, and Lower Fox to execute planning and programs for each river segment.

2.1.1.1 Description of the resource
The three river segments that make up the Fox-Wisconsin Heritage Parkway include the Lower Fox River, the Upper Fox River and Winnebago Pool Lakes, and the Lower Wisconsin River. The three river segments are quite different in character, culture, history, and landscape. The Lower Fox is heavily industrialized, the Upper Fox meanders through once-bustling towns, at times becoming a marshy expanse that has confused the most intrepid wayfinders, and the Lower Wisconsin is a shallow, mostly unencumbered scenic river, whose drifting, constantly changing sandbars ultimately prevented its status as a prime transportation route in the Midwest. Connecting the two is “The Portage,” a human gateway more than 10,000 years old, where a walk of (as Fr. Marquette described it) just 2,700 paces\(^2\) bridges two watersheds and connects the Great Lakes Basin to the Gulf of Mexico. The historic, only partially restored Portage Canal now links the two, crossing the St. Lawrence River Continental Divide.

The Upper Fox River begins as little more than a trickle just northeast of Pardeeville. It flows southwest towards Portage and comes within 2 miles of the Wisconsin River before quickly turning north. From there, it flows past Montello, Princeton, Berlin, and Omro on its way to Lake Butte des Morts, where, joined by a tributary of the Wolf River, it enters Lake Winnebago at Oshkosh.

Over ten percent of the land in the area of the Upper Fox is classified as wetland. It is rich in natural resources, with more than 55,000 acres set aside as natural areas, state parks, fisheries access areas, and wildlife management areas owned and managed by Wisconsin Department of Natural Resources (DNR). The U.S. Fish and Wildlife Service manages over 4,000 acres of wildlife refuge and waterfowl production areas near the river. The character of the Upper Fox stands in stark contrast to that of the Lower, but its resources are no less valuable in their own way to Wisconsin and the nation.

The Upper Fox River and Wolf Rivers combine to form the Winnebago Pool. Lakes Poygan, Winneconne, and Butte des Morts flow into Lake Winnebago, Wisconsin’s largest, with an area of approximately 212 square miles.

The Lower Fox begins at the north end of Lake Winnebago, descending at a steep grade as it flows 39 miles north past Neenah, Menasha, Appleton, Kaukauna, De Pere, and Green Bay, and empties into the Bay of Green Bay. It is that steep drop and mighty flow

of rushing waters that made the Lower Fox so valuable as a power source for industry—a legacy that continues today.

The Wisconsin River originates in northern Wisconsin near the state's border with Michigan's Upper Peninsula. It flows south through the northern forests, central sand plains, and scenic gorges of the Wisconsin Dells. The lower reaches of the river pass the City of Portage, from which it curves around the Baraboo Range to head west, finally emptying into the Mississippi River about eight miles south of Prairie du Chien. The river, wide and shallow, is dominated by sand bars, shifting islands, and constantly changing channels. The section of the river from below the dam at Prairie du Sac to the Mississippi has been designated as the Lower Wisconsin State Riverway, which is managed by DNR. The Lower Wisconsin State Riverway Board is charged with protecting the aesthetic integrity of the river, having imposed various regulations regarding structures, activities and sightlines that are intended to preserve the river’s outstanding scenic values.

Please see Figure 2.1: Map of Fox-Wisconsin Heritage Parkway.
2.1.1.2 Historical overview
The Parkway’s history is layered, and different parts of it in different river segments come into play representing different time periods. 3 Taken all together, the Parkway offers the opportunity to interpret the impact of the rivers on the area’s people, and the impact of people on the rivers:

- American Indians not only have a presence in the region that is many millennia old, but are strong, active participants in contemporary life along the rivers. Their history and river-based traditions extend throughout the length of the Parkway. 4

- French fur traders were the first Europeans to exploit the area’s resources, trading with the Indian tribes throughout the 1600s, as long as the supply held out. Their influence extended from Green Bay to Prairie du Chien and beyond.

- Marquette and Joliet’s journey across The Portage in 1673 opened the continent to the possibility of settlement and legitimized the French claim for control of the wealth of the area’s resources.

- The area’s rich resources brought conflict, with Indian tribes, the French, the British and the United States each staking claims. In the aftermath of the War of 1812, the U.S. government built three forts in Wisconsin and a military road to connect them. Fort Howard at Green Bay, Fort Winnebago at Portage, and Fort Crawford at Prairie du Chien were meant to keep the peace and protect American interests. An early and brief attempt on the part of the government to manage its relations with the Indian tribes with diplomacy and negotiation soon ended in the face of pressure from immigration and settlement. At the conclusion of the Black Hawk War, many tribes were involuntarily removed west of the Mississippi River, and those who insisted upon remaining were divested of much of their traditional holdings. 5

- In 1859, eight-year-old John Muir immigrated with his family to a farm near Buffalo, WI, from his home in Scotland. His profound embrace of the wonders of nature in Wisconsin planted the seeds that inspired him to become arguably the country’s leading advocate for wilderness preservation.

- Settlement brought the need for improved navigation. Born of a process begun in 1829, the Fox-Wisconsin Improvement Project, two rivers linked by the Portage Canal, saw its first steamboat traffic in 1856, promising a thriving trade in the transport of goods and raw materials. Its investors hope to join a national transportation movement that would revolutionize travel throughout the country. But by the 1880s, the waterway had failed to meet expectations,

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3 For a detailed summary of the history of the rivers that make up the Fox-Wisconsin Heritage Parkway, see Chapter 2 of the Fox-Wisconsin Heritage Parkway National Heritage Area Feasibility Study, Friends of the Fox and East Central Wisconsin Regional Planning Commission, 2009, at http://heritageparkway.org/planning/feasibility-study/chapter-2-area-history-contributions/.


having fallen victim to mismanagement, fluctuating water levels, and the advent of the railroad.

- An ambitious system of locks and dams on the Lower Fox – the Fox-Wisconsin Improvement Project -- conducted boats around the rapids. Today those locks are in the process of being restored to working order, one of only two systems of hand-operated locks remaining in the nation.\(^6\)

- Flour mills sprang up to process the wheat that was the mid-nineteenth century’s dominant area crop, but beginning in the 1870s, industry and manufacturing increasingly defined the Lower Fox. Lumber and paper were sovereign, as entrepreneurs took advantage of Wisconsin’s impossibly rich supply of forestry products to the north.

- Hydroelectricity came to the Lower Fox River in 1882 when the first Edison electrical plant to be powered by water came on line. Appleton claimed the nation’s first home, business, and college building to be lit by hydroelectricity, and by the 1920s, factory owners were beginning to construct their own electrical plants to meet their growing need for power.\(^7\) The power plant on the Wisconsin River at Prairie du Sac was a prime reason for the location of the Badger Ammunition Plant, a munitions factory created out of prime farm land – and displacing many farm families – that supported the nation’s efforts during World War II. The Badger property is only now in the process of being returned to other uses.\(^8\)

- Beginning in 1911, famed architect Frank Lloyd Wright built Taliesin, his home near Spring Green, which embodies his ideals of respect and response to the local landscape and to the nature of the building materials.

- A river in service to industry will support the creation of great wealth, but it will pay a price. The Lower Fox became contaminated with a variety of substances, but not until 1927 and the creation of the state’s Committee on Water Pollution did the people begin to consider ways of reducing industrial wastes.\(^9\)

- In 1928, Aldo Leopold joined the faculty of the University of Wisconsin-Madison, where he became a world-renowned leader of the conservation movement. His legacy continues to be honored today by the Aldo Leopold Foundation near Baraboo, which includes the Shack Leopold made famous in his iconic book, *Sand County Almanac*.

- In 2003, the Environmental Protection Agency (EPA), Wisconsin DNR, and numerous paper companies began the monumental task of cleaning the river of the hazardous human carcinogen polychlorinated biphenyl (PCBs), used in

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\(^8\) For an account of the history of the Badger plant, see at [History of the Badger Lands](http://www.saukprairievision.org/history), Sauk Prairie Conservation Alliance, n.d., at [http://www.saukprairievision.org/history](http://www.saukprairievision.org/history).

manufacturing carbonless copy paper between 1957 and 1971. Termed by the EPA the largest PCB cleanup in history, the ongoing project is providing a world class model for best environmental practices.

- With management of the Lower Wisconsin State Riverway that preserves that river’s natural beauty, with the growing enthusiasm for silent sports, especially paddling, and with the nearing-completion restoration of the Fox River Locks that is creating new recreational opportunities for boaters, citizens of and visitors to the Fox-Wisconsin Heritage Parkway can look forward to new ways to appreciate and celebrate these rivers.

2.1.1.3 Heritage assets
Heritage assets in the Parkway include 71 National Register of Historic Places sites, 25 National Register of Historic Places Districts, and ten National Historic Landmarks. The sites range from Frank Lloyd Wright’s famous Taliesin; to Aldo Leopold’s humble but iconic “Shack;”11 to Hearthstone, the nation’s first house lit by hydroelectricity; to Historic Indian Agency House, made famous by Juliette Kinzie’s account of life there on the Wisconsin frontier;12 to the Portage Canal; to John Muir’s Fountain Lake Farm. There is something for every heritage tourist, from the Ringling Brothers Circus Winter Headquarters in Baraboo, to Villa Louis in Prairie du Chien, to the Neville Museum in Green Bay. There are more than 40 state historical markers in the Parkway.

The Parkway is equally rich in natural areas. There is one National Wildlife Refuge, and more than 40 state natural areas of various kinds, including the White River Marsh Wildlife Area, where the International Crane Foundation has created a new summer home for whooping cranes. Recreational opportunities abound, with fishing, hiking, biking, paddling, and birding high priorities for lovers of the outdoors.

For a listing of natural, cultural and recreational assets please see Appendix 4.1, Parkway Cultural and Natural Resources Inventory. For a list of historical markers, see Appendix 4.2, Historical Markers Within the Parkway.

2.1.1.4 History of the organization
The original Fox-Wisconsin Heritage Parkway concept was conceived over a decade ago to acknowledge and promote an appreciation for this route of exploration, and its contribution to state and national heritage. In 1991, the first efforts along the Parkway evolved from the vision of numerous civic leaders and organizations. They brought together a large group of interested citizens and worked to refine the concept, vision, and action steps necessary to create a successful Parkway. They then brought this concept to the National Trust for Historic Preservation and the Wisconsin Department of Tourism. The East Central Wisconsin Regional Planning Commission (ECWRPC) saw the potential of this project and drafted a concept plan in 1997. It was believed that the first step in preserving this nationally significant waterway was to preserve its navigability. At that time, the U.S. Army Corps of Engineers owned and operated seventeen lock sites along the Fox River and were proposing to shut them down permanently due to decreased industrial usage. The coalition working on this project realized what a detriment this would be to the area and worked with state and federal congressional delegations to secure the transfer of the federal lock properties to the State of Wisconsin.

The transfer of ownership of the Lower Fox lock sites, as well as the 350 acres

11 At the time of this writing, the Aldo Leopold Shack is not technically within the Fox-Wisconsin Heritage Parkway’s designated boundaries, but this document recommends that the boundary be expanded to incorporate it.
of land containing almost ten miles of water frontage associated with the locks, canals, and dams took place in 2004. In the year that followed, ECWRPC facilitated the creation and organization of the Fox River Navigational System Authority to refurbish and manage the lock system. Now that navigation had the potential to be restored to the waterway, it was seen as time to turn attention to the rest of the Parkway plan.

Friends of the Fox and the ECWRPC decided to formally revisit the Parkway concept with the purpose of seeking a National Heritage Area designation from the National Park Service. An executive committee was formed to examine the Parkway's potential for this designation. A feasibility study revealed the executive committee's findings, and was submitted to Congress and the NPS in June, 2009. Legislation to establish the Fox-Wisconsin Heritage Parkway as a National Heritage Area was formally introduced in July, 2010, in both Houses and again in 2012, by Senator Herb Kohl and Representative Steve Kagen. The bill was not brought to a vote, and the matter is still pending as of this writing.

The Fox-Wisconsin Heritage Parkway was recognized in 2010 as an independent 501(c)(3) nonprofit organization. The Parkway Board includes representatives of the Wisconsin Historical Society, the Wisconsin Department of Natural Resources, Wisconsin Department of Tourism, Native American interests, state and local universities, planning commissions, and chambers of commerce. Everything the Parkway has accomplished to this point has been done through the passion and conviction of volunteers.13

Please see Appendix 4.3, List of background documents with links, for more background information on how the Parkway began and evolved.

2.1.1.5 Purpose, mission and vision
The Fox-Wisconsin Heritage Parkway has a purpose, a mission, and a vision for the future. The statement of purpose describes why the Fox-Wisconsin waterway was organized as a heritage parkway, and what specific purposes exist for it.

_The purpose of the Fox-Wisconsin Heritage Parkway is to connect and promote the natural, recreational, and historic resources within the Fox and Lower Wisconsin region and to create opportunities for interpretation, education, recreation, and tourism._

A mission statement describes what an organization does.

_The Fox-Wisconsin Heritage Parkway celebrates its rivers and their history._

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13 For a more detailed timeline of the Parkway's organizational history, please go to http://heritageparkway.org/about-us/organizational-milestones/.
How does it fulfill its mission?

*The Fox-Wisconsin Heritage Parkway fulfills its mission by collaborating, promoting, leveraging resources, and seeking ways to increase the public’s access to and love of its rivers.*

A vision statement describes the outcome of a mission fulfilled: Why does the organization do what it does? What does it hope to accomplish?

> We envision vibrant riverfront communities, connected to each other and the rivers through the rich natural and cultural heritage they share, invested in stewardship, and sustained for future generations.

How does the Parkway achieve its vision?

> We create our vision by leveraging phenomenal volunteerism, dedicated leadership, and grassroots energy to create a model river heritage region characterized by authenticity and professionalism, service to partners, and vibrant, engaged communities.

As it celebrates the rivers, the Parkway will also play an educational role, increase tourism, bring physical and mental health benefits to its people through encouraging activity on and near the water, and promote economic development.

**2.1.1.6 Significance**

Significance statements articulate the reasons that a resource is worth preserving and interpreting. Why should people come to the Fox-Wisconsin Heritage Parkway? What stories can be told there and no place else?

The significance of the Parkway rests in its 12,000 year history of the use and interaction of people and the river. From earliest human habitation, the waterway has been a cultural corridor, conveying people, goods and ideas from the Great Lakes to the Mississippi River, and a strategic water route in the European struggle to gain a foothold in the New World. The importance of this connection has been known to people for millennia and has shaped the way that people interact with and think about the river in important ways. The Parkway has an unprecedented opportunity to tell stories that are both culturally diverse and deeply rooted in time and place, with the tangible evidence that supports these stories still present and visible in the surrounding landscape. The Parkway allows the visitor to see the history of the country as a cultural continuum stretching from its earliest people to the present, with each era rooted in the social, cultural, economic, and political values of its time.

In many ways, the Parkway’s stories are little different from those of other American rivers. It shares with other regions stories of native peoples, fur trade, exploration, transportation, hunting and fishing, early settlement, the development of industry, water and electrical power, the growth of the recreation industry, the reclamation of the waterfront, and our changing views of water as a resource.
These stories define our place within the pageant of American history, enhance citizens’ ownership of their heritage, and strengthen pride of place. However, the Parkway does hold significant stories that distinguish it from other regions and connect us powerfully to the past. These include:

- An exceptional and world-renowned array of geological features that resulted from the Wisconsin glaciation 10-30,000 years ago.\(^{14}\)
- The largest concentration of indigenous effigy mounds in the world.\(^{15}\)
- The route connecting the Gulf of St. Lawrence to the Gulf of Mexico, a footpath more than 10,000 years old, one of the most ancient corridors of human travel anywhere in North America.\(^{16}\) When Father Marquette and Louis Joliet traveled that path, they effectively opened the west to the possibility of settlement.
- Possibly the last remaining structure of its kind in the country, the nationally significant, National Register of Historic Place-listed Indian Agency House in Portage, a symbol of a time when U.S./Indian relations balanced on the cusp of change.\(^{17}\)
- The Portage Canal, remnants of a grand dream to link the Great Lakes Basin to the Mississippi River, the first crossing of the St. Lawrence Continental Divide north of Chicago.
- The Lower Wisconsin River, which in many places retains the scenic beauty and rich diversity of flora and fauna that the first European explorers and generations of native peoples experienced.\(^{18}\)
- The first commercial use of hydro power to generate electricity\(^{19}\)
- Four intellectual giants from the area (Frederick Jackson Turner, John Muir, Aldo Leopold, and Frank Lloyd Wright) that have had a national – and perhaps global – impact on how we think about the land and environmental issues, including the need for conservation practices that carefully balance the needs of society and nature. The focus on conservation issues provides the opportunity to join the national conversation on the importance of industry and the health of the environment – and on the balancing act that is necessary to sustain both.
- A unique system of locks on the Fox River, designed specifically for steamboat traffic, and one of only two hand-operated navigable lock systems remaining in the U.S.
- The largest concentration of paper mills in the world\(^{20}\)

\(^{14}\) Gwen Schultz, Wisconsin's Foundations: A review of the State's Geology and its influence on Geography and Human Activity, University of Wisconsin Press, Madison, 2004
\(^{17}\) National Register of Historic Places, Registration Form, Historic Indian Agency House, an excerpt of which is included as Appendix 3.7.1 in Volume 3 of the Interpretive Master Plan.
\(^{18}\) Mark Cupp, Lower Wisconsin State Riverway Board, nd, web: [http://lwr.state.wi.us/category.asp?linkcatid=480&linkid=229&locid=50](http://lwr.state.wi.us/category.asp?linkcatid=480&linkid=229&locid=50)
• The dedication to nationally renowned conservation practices by the Parkway’s tribal partners rounds out the conservation story of national significance.
• The biggest ongoing PCB cleanup in the world.21

The Parkway offers economic significance, too. The region’s abundant historic, cultural, and recreational resources can be leveraged to encourage the tourism and new business growth that is so imperative to survival. And finally, the Parkway’s increasingly important recreational resources, with their economic development impact as well as their positive impact on the mental and physical health of both citizens and visitors, along with the opportunity for educating new generations of historians, scientists and engineers, create an economically significant aspect of the Heritage Parkway.

2.1.1.7 Issues and opportunities
The Fox-Wisconsin Heritage Parkway faces a number of issues as it begins this plan to interpret its stories. An issue might be a challenge, or simply a condition or situation that must be taken into consideration as a part of planning. Opportunities can challenge, too; they challenge Parkway managers to reach higher levels of achievement.

Some of the issues facing the Parkway are:
• Lack of capacity. Volunteerism can take ambitious plans only so far. The current business model is not sustainable. There is a need for professional staff to carry out the Parkway’s plans.
• The challenge of interpreting a 280+ mile-long river corridor, where the character, history, and culture of each of the river segments is so different.
• The challenge of creating a seamless visitor experience when some of the heritage assets of the Parkway are at such a distance from each other, including those linked by long drives through beautiful farmland where the river is not visible.
• A large and confusing number of signage systems already in place within Parkway boundaries.
• The challenge of achieving well-rounded, representative community buy-in across the entire political spectrum.
• A lack of understanding by some sectors of the public regarding the Parkway, its purpose, and its value.

Opportunities include:
• Capitalizing on the power of phenomenal volunteerism; dedicated, creative, visionary leadership; and exceptional grassroots energy.
• The strength of the passionate commitment and enthusiasm on the part of the area’s residents to telling their stories.

20 Environmental Protection Agency, National Priorities List (NPL), Site Narrative for Fox River, n.d., web: http://www.epa.gov/superfund/sites/npl/nar1515.htm
• The assets, resources, and partnerships that are available to interpret the impact of the rivers on the area’s people through time, and the impact of humans on the rivers. Many heritage sites within Parkway boundaries are already up and running and welcoming visitors.
• Under-utilized signage infrastructure and kiosks that could represent interpretive partnership opportunities.
• Telling a remarkable story of the empowering wealth of the American nation’s natural resources, and the environmental impact of our collective choices regarding the use of those resources.
• Fantastic recreational assets the entire length of the Parkway.
• A new and stronger emphasis on state tourism initiatives by Gov. Scott Walker
• The upcoming completion of the Fox River Locks that will create new interpretive and recreational opportunities.
• To partner with DNR to open more state lands for public use, utilizing the state’s resources to better advantage.

For a complete description of some of the planning team’s findings during the initial project scoping trip, please see Appendix 4.4a, Scoping Trip Summary and Appendix 4.4b, Scoping Trip Survey.

2.1.1.7.1 Educational role
In addition to educating residents and visitors about its heritage, the Parkway can play a role in reinforcing ideas that are critical to sustainable use of the rivers. These include river safety, water quality, and Leave No Trace (LNT) principles. The Parkway supports the notion that users of all kinds must share the rivers. The organization will join with and support efforts by DNR, River Alliance, American Canoe Association, and others to educate people on safety issues. The Parkway has incorporated ideas concerning the safe use of the Lower Fox River by paddlers into its application for National Recreational Water Trail designation. The Parkway will:
- Promote education on safe paddling and boating.
- Offer classes and training, possibly in partnership with Friends of the Fox and others.
- Clearly designate which areas are suitable/unsuitable for novice paddlers.
- Encourage more paddling on the Upper Fox, both because it is an easier, safer paddle, and to relieve congestion and conflict with larger boats on the Lower Fox.
- Encourage better law enforcement of boating regulations.
- Watch over the river to monitor and attempt to remedy egregious violations through appropriate channels.

In addition, the Parkway can play a role in advocating for cleaner waters. It will:
- Become a visible advocate for improved water quality.
- Promote education programs regarding pollution, runoff, trash in the water, etc., in partnership with organizations such as the
Fox-Wolf Watershed Alliance and others.

- Make the results of ongoing monitoring by others, such as public health officials, utility companies, and Lawrence University, readily available to the public via the Parkway website.
- Include readily available information on what exposure levels are considered manageable.
- Support and sponsor periodic river cleanups where appropriate.
- Support the control and eradication of aquatic invasive species (AIS).
- Support a future that includes rivers clean enough to swim in.

The Parkway advocates for responsible recreational use of the land, including encouraging “Leave No Trace” (LNT) practices. In the words of Wisconsin DNR’s remarkably concise but effective rules for behavior on public lands: “Have fun. Don’t bother anybody. Clean up after yourself.”

2.1.1.7.2 Health benefits of the Parkway

The qualities inherent in the 280-mile waterway offer tremendous recreational potential. As such, it stands to provide health benefits both mental and physical to those who canoe, kayak, hike, and bike the region, leading to an economic benefit through improved productivity and health care savings. Walking and other outdoor activities have proven to:

- Improve cardio-respiratory fitness (heart, lungs, blood vessels)
- Improve muscular fitness
- Lower risk of coronary heart disease and stroke
- Lower risk of high blood pressure and Type 2 diabetes
- Lessen chance of becoming overweight
- Reduce risk of depression and stress

In conjunction with President Obama’s Patient Protection and Affordable Care Act, the administration has proposed a rule to expand employment-based wellness programs to help control healthcare spending, creating potential partnership opportunities for the Parkway with area companies to promote wellness activities among their clients and employees. In addition, the Parkway will support water trail accessibility by supporting the development of ADA-friendly kayak landings that will benefit diverse populations, and may have an impact even on organizations that offer rehabilitation programs. See Section 2.3.2.3 for more details.

Every five years, the state of Wisconsin creates the Statewide Comprehensive Outdoor Recreation Plan to identify the issues that impact outdoor recreation in Wisconsin. The most recent one, completed in August 2012, sets as a goal the

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promotion of outdoor recreation as a means of improving the health of the people of Wisconsin. Many of the recommendations for the implementation of this goal are imminently compatible with Parkway goals. They include:

- Marketing an educational program touting the health benefits of outdoor recreation
- Creating incentives and opportunities for exercise during the workday
- Starting a dialogue with health care providers and agencies to seek non-traditional funding sources
- Encouraging the use of state parks, forests, and trails for health and wellness.

The Parkway can assist in achieving these recreation-based health and wellness goals by promoting citizens’ use of its land and water trails and partner facilities.

2.1.1.7.3 National Heritage Area designation

The Parkway is currently working toward obtaining a National Heritage Area designation through the National Park Service (NPS). In June 2009, a study outlining the feasibility for designation was submitted, and legislation to establish the Fox-Wisconsin Heritage Parkway as a National Heritage Area was formally introduced in Congress in July 2010 and July 2012. The bill was not brought to a vote, and will need to be resubmitted.

In spite of an initial positive response by the NPS to the Parkway’s feasibility study, subsequent review resulted in a request for additional arguments for the national significance of the area. The Parkway’s significance statement was extensively revised, centering significance on four intellectual leaders (Frederick Jackson Turner, John Muir, Aldo Leopold, and Frank Lloyd Wright) that came from the area, each of whom have had a national -- and perhaps global -- impact on how we think about environmental issues and land use. The statement includes the related theme of conservation practices that carefully balance the needs of society and nature. The PCB cleanup – the world’s largest – of the Fox River, and the dedication to conservation practices by the Parkway’s tribal partners round out the conservation story of national significance. Many of the stories that do not rise to the level of national significance are highly significant to the region and the Parkway’s constituents. These regionally significant stories – the fur trade era, the frontier period of conflict, immigration, industry, transportation and navigation, etc. -- have been carefully developed over the last several years and remain a vital part of the Parkway’s thematic structure. Finally, the Parkway is significant to the area economically. The statement as submitted to the National Park Service includes all three levels of significance. The Parkway plans to go to its communities in the coming year for their help in determining whether to continue the quest for national HA designation. The Parkway will also seek official state heritage area status. Please see Appendix 4.5, Addendum to Feasibility Study, July 15, 2012, for the revised Statement of Significance.
2.1.1.7.4 Tourism impacts and benefits

This Interpretive Master Plan has been created in collaboration with Economic Development Partners (EDP), whose Economic Development Plan for the Parkway parallels it. While the purposes and focus of the two plans are quite different, there are areas of interface. These include:

- Identification of target audiences
- Identifying heritage tourism opportunities
- Development of tourism itineraries
- Civic engagement workshops and internet surveys to gain public feedback and identify desired actions and input
- Participation in each other’s core planning team meetings
- Integration of the two plans’ recommendations

EDP’s plan states:

“Tourism is big business that effects the economic growth and competitiveness of any economy. In 2010, travel and tourism directly contributed $759 billion to the U.S. economy. Travel and tourism is one of America’s largest employers, directly employing more than 7.4 million people and creating a payroll income of $188 billion, and $118 billion in tax revenues for federal, state and local governments. (U.S. Travel Association, 2011)

“According to a 2009 national research study on U.S. Cultural and Heritage Travel by Mandela Research, 78% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling, translating to 118.3 million adults each year. Cultural and heritage visitors spend, on average, $994 per trip compared to $611 for all U.S. travelers. Perhaps the biggest benefits of cultural heritage tourism, though, are diversification of local economies and preservation of a community’s unique character. (Cultural & Heritage Traveler Study, Mandela Research, LLC)

“In addition to creating and retaining jobs, new business and higher property values, well- managed Heritage tourism improves the quality of life and builds community pride and regional collaboration. It is important to keep in mind that tourism is part of a diversified economy and serves as an important economic development driver.”

2.1.1.7.5 Economic development implications

EDP’s plan also addresses the potential economic impact of the Parkway:

“Some forms of economic significance can be calculated on balance sheets. Analysts track job creation, spending by tourists, and other quantitative measures. But other impacts on the economy are less easily measured.
“The Fox Wisconsin Heritage Parkway serves as a catalyst to connect fifteen Wisconsin counties and numerous cities, towns and communities, both rural and urban, along its boundaries, exerting a positive impact on the economic development, tourism expansion, job creation and retention, economic competitiveness, and regional cooperation, collaboration and leadership of the region. As the Parkway program launches, matures and gains momentum, it will be recognized as a stabilizing force for heritage and culturally based development and diversity and as an innovative approach to community revitalization and economic vitality.

“The Parkway also offers the potential to enhance STEM (Science, Technology, Engineering, and Math) education based on the themes that are present in the Parkway. For example, physics concepts like motion, conservation, and energy connect with industries like hydroelectric power and paper making, and several engineering principles are implicit in the design and operation of the lock system. The tangible resources of the landscape can bring students out of the classroom into real-life learning situations. These educational opportunities open up new career opportunities that can lead to innovation and entrepreneurial initiatives and efforts. The Parkway is committed to exploring the prospects for advancing STEM education in the region, enhancing opportunities for our students to compete successfully in a global economy and hopefully enlarging the pipeline of students prepared to enter college and graduate with STEM degrees.”

2.1.1.7.6 Sustainable tourism: the triple bottom line
The National Geographic Society has been a leader in promoting tourism that is sustainable. The Society’s publication, The Untold Story: A Travel Writer’s Guide to Sustainable Tourism and Destination Stewardship by Bradley Weiss, points out that tourism can have a positive impact on a region, alleviating poverty through creating jobs and revenue, improving facilities and services, and creating incentives for wildlife conservation, historic preservation, and cultural enrichment. But if developed irresponsibly, tourism also has the potential to ruin prime destinations. Potential negative impacts include degradation of the environment, reduction in local access to resources and amenities, and loss of local culture. Tourism planners have a responsibility for stewardship of treasured destinations, for careful monitoring of carrying capacity, and to ensure that choices made are constructive rather than destructive.

The World Tourism Organization (WTO) defines sustainable tourism as “[meeting] the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be
fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems.” This concept is sometimes referred to as “the triple bottom line:” there must be economic, social, and environmental impacts that are positive, and not detrimental to the very character of a place that makes it an attractive destination in the first place. Sustainable tourism benefits local residents: they see the benefit in protecting what tourists are coming to see and experience.

Indicators of sustainable tourism include:

- **Aesthetics**
  - Traditional architectural styles, not standardized, cookie-cutter franchises
  - Artistically designed signage, with a minimum of billboards
  - Restored or reconstructed historic buildings
  - Litter awareness strategies; scenic beautification campaigns
  - Presence of parks and green areas
  - Scenic views maintained
  - Appropriate noise levels

- **Environment**
  - Accessible, affordable public transportation that alleviates the need for cars
  - Recycling programs with high participation rates
  - Certification or rating systems (“green tourism”) for sustainable practices
  - Protection of endangered and threatened species
  - Awareness campaigns regarding destructive invasive species

- **Interpretation**
  - Interpretive signage that provides background information
  - Opportunities to learn more about the area’s assets
  - Signage that explains restrictions on things like fish consumption, firewood collecting, wildlife feeding, etc.
  - Local media promotes natural and cultural heritage of the area

- **Tourism management**
  - Promotion of authentic local culture: music, dance, arts, crafts, cuisine
  - Clustered hospitality industry that permits open spaces and avoids sprawl
  - Peaceful relations between tourists and locals: tourist behavior does not offend locals, and local behavior does not harass visitors
  - Tip sheets for foreign visitors on local customs and etiquette
  - Methods for limiting crowds at sensitive sites: quotas, admission fees, limited reservations, etc.

- **Community interaction**
  - Tourism taxes or entrance fees used for local tourism assets and services
  - Places for local craftspeople to produce and sell items
Inexpensive access for locals to tourism attractions
Discussions of stewardship issues in local media


### 2.1.1.7.7 Branding the Parkway

The concept of the Parkway has grown over the last couple of decades as an abstract idea or vision for the future. With significant, on-the-ground planning underway, some thought has been given to defining the Parkway brand in order to have an integrated, coordinated approach to communicating Parkway values.

In the business world, a company’s brand is more than its logo, name or slogan — it is the entire experience that the company’s prospects and customers have with the business, the services offered and the “products” sold. The logo is a visual representation of the “brand promise.” The brand stands for the promise the organization makes and the personality it wishes to convey. While a brand includes the company logo, a color palette and slogan, those are only the creative elements that convey the brand. The brand must live in every day-to-day business activity in the marketplace through:

- The images it conveys
- The messages it delivers on its website, proposals and campaigns
- The way its employees interact with customers
- The customer’s opinion of the business versus its competition

These same principles apply to the Parkway regarding its mission as a non-profit organization. When people make decisions about where they will travel, they will think about a wide range of competing experiences. The choices are diverse. They may seek out water park experiences like those offered by the Wisconsin Dells, theme parks in Florida, or famous places with particular natural features like Yosemite or the Grand Canyon. Others may also seek out recreational experiences on wild rivers or look for authentic historical destinations to explore such as Jamestown or Fort Ticonderoga. As a new visitor destination, the Parkway will be creating a new brand that currently has no definitive reputation or identity among residents or visitors from outside -- or even within -- Wisconsin.

Brand development will allow the Parkway to differentiate the corridor from other destinations, frame the discussion about what the heritage area offers, and create a unifying vision that partner communities can rally around. A new brand will provide direction for economic development and investment, and for building pride and cohesiveness locally.

Successful branding also creates “brand equity” — the amount of money that customers are willing to pay just because it is a particular brand with which they
identify or feel safe or comfortable. Brand equity makes the entity itself more valuable over the long term. By defining brand strategy and using it in every interaction with the target market, the organization strengthens its messages and relationships.

The Parkway should build brand equity – something distinctive and powerful about the heritage area as a visitor destination that will compel visitors to come to the waterway because of its special character. Distinctive regions such as Cape Cod, Nova Scotia, the San Francisco Bay Area, Nashville or the Ozarks all carry a distinct brand equity, created over time, that brings people back over and over again because they know that each of these places connotes something intrinsically special or unique.

Through the interpretive planning process, the Parkway is in the process defining the waterway as a nationally significant experience. By doing so, the Parkway is creating a “lure” to get visitors to a unique but also a geographically complex place – the Fox-Wisconsin Parkway. In the Parkway, visitors will be able to engage with a wide range of sites, experiences, and recreational activities. The brand will give visitors a strong reason why they should travel to and visit this particular waterway. Paddling the waterway, touring the locks, or exploring historic structures related to the military road along the waterway are primary “lures” of the Parkway. Culinary experiences, attending sturgeon festivals, wine tasting along the Wisconsin River, or hiking geological features related to the Niagara Escarpment or the Ice Age trail are only a few examples of subsets of experiences that are tied to the Parkway experience.

While branding strategies and marketing plans are allied fields of the interpretive planning process for the new Parkway heritage area, they are not a part of the Interpretive Master Plan scope of work. At their June 21, 2012, meeting, board members created a Task Force to address branding strategy. A number of potential facilitators were discussed who might be able to assist with addressing branding strategy issues. An experienced branding expert will be needed to guide that process forward for the Parkway. A key challenge facing the Task Force will be to address the way in which the Parkway can be defined as a unique destination that can compete effectively with other tourism destinations within Wisconsin and nationally.

2.1.1.7.8 Naming: Waterway vs. Parkway
There has been considerable discussion regarding the name of the Fox-Wisconsin heritage corridor. “Parkway” was chosen to imply that there was a great deal more to be seen than simply the “waterway.” There are land-based recreational and heritage opportunities, from hiking, biking, hunting, and birding, to visiting heritage sites and special heritage-oriented events.

However, the “spine” of the corridor – the whole reasons for its being – centers on the historic waterway that accommodated travel of native peoples for many
thousands of years, that ushered Father Marquette and Louis Joliet into a new frontier, and that – for a time – linked the Atlantic Ocean to the Gulf of Mexico. The waterway is what makes the corridor what it is. The term “parkway,” at least in some areas of the country, implies an automobile-centered experience. “Waterway” connotes more adventure, more opportunities for recreation. The recommendation of the interpretive master planning team is to revisit the organization’s name, and consider renaming it the “Fox-Wisconsin Heritage Waterway.”

2.1.1.7.9 Graphic standards
Interpretive signage will be required within the heritage corridor to provide visitors with needed information about key sites and natural features in the heritage region. In a perfect world, the brand strategy and logo would be in place to provide an overarching context to inform how interpretive messages will be delivered. As discussed above, the brand will help Parkway to differentiate the corridor from other destinations, frame the discussion about what the heritage area offers, and create a unifying vision that partner communities can rally around. The appearance of interpretive signage and other media – the web site, smartphone applications, etc. – will be directed by decisions made about the brand.

Once determined, prototypical signage standards can be developed that show how primary messages about the waterway and related subsets of messages will be delivered. The prototypical signage standards for delivering messages should be designed for maximum flexibility to permit incorporation of branding elements that resonate with the Parkway’ partners.

The idea of integrating public art into the historic and natural interpretive areas of the waterway has been discussed. The idea also extends to street furniture and potentially the creation of original murals in town and village locations along the waterway that have agreed to partner with the Parkway. For example, interpretive signs or benches along a trail can incorporate tactile or sculptural elements to reinforce themes. (They also enhance interpretive opportunities for vision-impaired visitors.) This kind of “placemaking” would be an excellent way to supplement standard types of visitor experiences such as interpretive signage and audio tours. A related priority of the Parkway is to determine how placemaking can become an integral aspect of the Parkway branding process. It appears that placemaking techniques would help differentiate the Parkway as a unique visitor destination among the nation’s heritage regions. It would foster a powerful civic experience of connection to place within the waterway. The goal will be to identify opportunities for site-specific public art that engages the popular imagination through common references to history, folklore, culture and geography. Ultimately a potential goal would be to accentuate placemaking in the Parkway planning process by facilitating artistic identification with particular locales along the Heritage Parkway.24

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2.1.2 The Interpretive Master Plan

2.1.2.1 What is interpretation?
Interpretation is the art of seeking to understand and share with others the meaning and relevance of the world around us. It attempts to help people connect intellectually, emotionally and spiritually with the ideas, principles, beliefs and values embodied in that world.

Interpretation is:

• based on facts
• reveals meaning
• emphasizes relevance

What is the difference between fact, meaning, and relevance?

This is a statement of fact:

Fact:
This Remington Standard typewriter, Model 8, was manufactured by Wycoff, Seamans & Benedict. First introduced in October 1897, it features a 9.25” platen length and 42 keys.

This statement addresses one possible meaning of the typewriter (there are others), offering more ways of connecting to the object:
What it means:
The invention of typewriters like this Remington Standard Model 8 helped propel the women’s equal rights movement by creating suitable, respectable positions for women in the workplace.

This statement addresses relevance: what that typewriter may symbolize to us today, and why it matters:

Why it matters:
The typewriter demonstrates the profound impact that changing technology can have on society.
An effective interpretive plan:
- Guides decisions regarding the delivery of interpretive services
- Is collaboratively created: many people contributed their thoughts and ideas to the plan.
- Is dynamic: it does not sit on a shelf gathering dust. It is practical, flexible, and implementable.
- Makes sure stories get told from many different viewpoints.
- Serves as a tool for managing organizational change.

2.1.2.2 The purpose: promoting stories, inspiring stewardship
The purpose of the interpretive plan goes beyond defining the region’s stories and identifying ways of telling them. By invoking meaning and relevance, the plan attempts to create a bond between the resource being interpreted, and the persons who connect with it. With that bond comes caring for the resource, and caring about it will lead to a spirit of stewardship. So the ultimate role of interpretation is to encourage the preservation of heritage assets by people who care about them.

2.1.2.3 The participants
A collaboratively created plan seeks to involve many voices and perspectives. A Core Planning Team was created with broad constituent representation. (Please see Appendix 4.7, Core Planning Team Members, for a list of these team members.) Subsets of the Core Planning Team were engaged in specific parts of planning, such as the fifteen targeted assessments the team performed. Notes describing each meeting of the Core Planning Team are included in Appendix 4.8a-e, Interpretive Master Plan Progress Reports.

Members of the public were engaged through public meetings and internet surveys. An initial set of three meetings was held for invited stakeholders in Appleton, Berlin, and Mazomanie in November, 2011. Notes describing these meetings can be found in Appendix 4.8a, Interpretive Master Plan Progress Report, November 2011.

Meetings open to the entire public were conducted in Prairie du Chien, Arena/Spring Green, Merrimac, Montello, Fond du Lac, Oshkosh, and Green Bay in February, 2012. At each meeting, the Parkway and its goals were described, and attendees were then engaged in an extensive dialogue regarding the essential stories they wanted to see told in the Parkway. Please see Appendix 4.9, Fox-Wisconsin Heritage Parkway Report on Public Meetings, February 2012.

Two internet surveys were conducted during the course of the planning project. The surveys asked for favorite activities along the Parkway and for public goals for the Parkway. Concerns addressed included preserving a clean river environment, access to the rivers, preserving recreational activities, connecting to heritage, and safety. Please see Appendix 4.10a, Fox-Wisconsin Heritage Parkway Summary, 1st Internet Survey, Appendix 4.10b, Fox-Wisconsin Heritage Parkway Stakeholder Survey for the raw data from that first internet survey, and
2.1.2.4 The process
The interpretive planning process involves two phases and a series of eight steps. It is based on a manual developed by the National Park Service Northeastern Region in partnership with the Chesapeake Bay office entitled *Planning for Success: Interpretive Planning Tools for Heritage Areas, Historic Trails, and Gateways*, which please see for details on the process.

The first phase establishes the intellectual foundation for the plan. It addresses significance, themes and stories, and audience. The second phase involves recommendations for implementation, including strategies, media, evaluation, and priorities.

The steps in Phase 1 of the process are:

Step 1: Create the team.
Key participants on the 30-member core planning team include subject matter specialists, partners and stakeholders, and people knowledgeable about marketing and tourism, education, and interpretation. Among other things, the core team is responsible for engaging with the public, attending workshops, keeping the project on track, working with partners, and setting priorities. Please see *Appendix 4.7 in Volume 4, Appendices*, for a list of Core Planning Team members.

Step 2: Lay the groundwork
This step involves a look at all prior planning documents that are useful in informing the Interpretive Master Plan. Please see *Appendix 4.3* for a list of these.

Step 3: Engage the public
The civic engagement process for this project included stakeholder and public meetings (total of ten) and internet surveys. Engagement with the public is not just a step along the way, but continues throughout the process, and should continue to gather feedback after the plan is complete.

Step 4: Develop themes and messages
The Interpretive Master Plan provides a framework through which the Parkway is able to identify and tell its rich array of stories. It considers the needs and wishes of many different audiences, and recommends where, how, and why those stories must be told. The Parkway’s feasibility study (included in *Appendix 4.3*) offered six themes for interpreting the Parkway. The themes were cross-checked in community meetings with members of the public, and updated to include any stories that were not originally included. Finally, the core planning team

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25 [www.interpretiveplanningtoolkit.org](http://www.interpretiveplanningtoolkit.org)
consolidated the stories collected from community into three primary interpretive themes (see section 2.2.3, below). The stories that make up each of these themes will be more fully developed during the implementation phase of the project. The steps in the theme consolidation process were:

a) Review public input received through the internet surveys and public meetings
b) “Log” that information in a format that allowed for comparison with the existing thematic structure.
c) Conduct a gap analysis to identify essential stories that were missing or unacknowledged in the existing thematic framework.
d) Identify stories suggested by the public, but better told by others; that is, identify the stories that, while important, are not river-based stories, and therefore do not fit with the Parkway’s interpretive mission.
e) “Regroup” essential stories into a revised thematic framework.
f) Restate revised theme statements to reflect their relevance to today.

Step 5: Assess and target audiences
This step involves understanding both current and potential audiences. Target audiences are identified by comparing the profile of existing visitors with the demographic profile of the region.

Step 6: Develop visitor experience objectives
For this step, the planning team looks at the Parkway from the visitor point of view, identifying the kinds of experiences – whether intellectual, action-oriented, emotional, inspirational, or sensory – that visitors might be looking for as part of their time in the Parkway.

At this point, Phase 2 begins:
Step 7: Create an implementation plan
Throughout the course of planning, a great number of ideas were generated for interpreting the Parkway. Near the end of the process, these were entered into a ballot that allowed each member to prioritize what he or she thought would be the most effective interpretive programs and services. The compilation of this collective wisdom became the basis for the recommendations in the plan.

Step 8: Implement, evaluate, adjust and celebrate
This step continues without end. Parkway managers continue to evaluate, adjust, and celebrate success as programs continue to be rolled out.
For a detailed, step-by-step account of the process followed by the Core Planning Team to create the Interpretive Master Plan for the Fox-Wisconsin Heritage Parkway, please see Appendix 4.8a-e, *Interpretive Master Plan Progress Reports*

### 2.1.2.5 The site assessments

The IMP scope of work called for fifteen assessments of outstanding or under-utilized heritage assets within the Parkway. The assessment targets represent just a small part of the sum total of the plan’s recommendations for interpreting the Parkway. The assessment process was not intended to exclude consideration of any of the Parkway’s many heritage assets that were not assessed. The sites were selected because they needed more study in order for the team to make meaningful recommendations – they represent “homework” that needed to be done before recommendations could be made – as opposed to sites where potential recommendations seemed obvious. Selection of sites assessed was based on nominations by the core planning team, taking into consideration authenticity, river-based stories, geographical distribution, potential leverage, and political considerations. The Core Planning Team submitted more than 40 nominations of potential sites or programs to be assessed for their interpretive value in meeting Parkway goals. The fifteen chosen from those nominations offer river-based stories, and reflect geographical distribution, a variety of themes and stories, and a degree of authenticity. They were selected according to goals, principles, and criteria established by the planning team. The sites selected for assessment were:

- De Pere lock (as potential Parkway gateway)
- Rapide Croche lock (as potential destination for boaters)
- Kaukauna Hydroelectricity Park (as potential Parkway gateway)
- Appleton Lock #1 (to assess public access challenges and educational opportunities)
- Oshkosh’s iconic fishing shanties
- John Muir Park
- Historic Indian Agency House
- Surgeons Quarters/Wauona Trail
- Portage Welcome Center (as potential Parkway gateway)
- Merrimac Ferry (as potential Parkway gateway)
- Victoria Park in Muscoda (as potential Parkway gateway)
- Southern Gateway -- Prairie du Chien, Wyalusing State Park, or Bridgeport (as potential Parkway gateway)
- Menominee sturgeon interpretation project
- Ho-Chunk project: pending
- Military Road (representing the east side of Lake Winnebago)

The site assessments are reported in detail in Volume 3 of the Interpretive Master Plan. See also Section 2.9 of this document.
2.1.2.6 Relationship of the Interpretive Master Plan to other Parkway initiatives
The Interpretive Master Plan focuses on telling the Parkway’s stories, but has a strong relationship to other initiatives, including marketing, media, communications, fund-raising, business planning, and economic development.

2.1.2.7 Criteria for targeted support of partners
As implementation of the interpretation plan gears up, Parkway management will be in the position of choosing which of a number of different initiatives to support. It will be important to develop comprehensive criteria for deciding which projects will be supported and which will not. A formal scoring or rating system should be in place to document the decisions, and anyone affiliated with a requesting institution should abstain from voting on that institution’s request in order to avoid the appearance of a conflict of interest.

For an example of a rating sheet used by the Texas Historical Commission to evaluate project bids, please see Appendix 4.11, Bid Scoring Sheet, Texas Historical Commission

2.1.2.8 Evaluation, data and performance metrics
In the legislation submitted in support of the Fox-Wisconsin Heritage Parkway National Heritage Area, five goals for the Parkway were articulated. These are:

1) Enhance and promote regional heritage, while vitalizing local identities
2) Connect historic, natural and recreational resources along the corridor
3) Establish a water trail and green trail that expose users to the resources and themes of the Parkway
4) Increase quality of life and pride in Parkway communities
5) Develop tourism and other economic opportunities while preserving cultural and natural assets

In order to gauge the Parkway’s success in meeting these goals, it is necessary to develop a set of performance metrics and data tracking protocols that document organizational accomplishments. The sustainability of the organization is reinforced when the leverage and impact of the investments made in the Parkway can be documented.

Bob O'Donnell, Director of the Center for Entrepreneurship and Innovation and the Small Business Development Center at the University of Oshkosh’s College of Business began a research project to develop a set of performance metrics for the Parkway. His team studied the goals and corresponding performance metrics for seven institutions with missions similar to the Fox-Wisconsin Heritage Parkway. These are:

- Keweenaw National Historic Park
- Erie Canal Heritage Corridor
- Trent-Severn Waterway
The project is a work in progress at the time of this writing, but a number of potential performance metrics for the Parkway have been identified:

1) **Goal:** Enhance and promote regional heritage, while vitalizing local identities
   - Annual Survey of Local Economic Development Organizations and Chambers of Commerce
   - Annual Survey of Regional, County & Local Planning/Zoning/Community Development Officials
   - Annual Survey Local Tourism Officials
   - Recordkeeping of Heritage Parkway activity, including workshops and programs held, organizations served, volunteer hours and dollars donated, increase in exhibits/events, increase in visitor awareness levels (measured against prior benchmark survey), signage installed, increase in marketing efforts and educational materials made available, increase in projects funded, number of sites distributing Parkway materials, attendance at events and updates to maps and guides.
   - Annual Surveys to follow up workshop implementation and to capture anecdotal evidence from stakeholders and residents.

2) **Goal:** Connect historic, natural and recreational resources along the corridor
   - Recordkeeping and Annual Surveys
   - Joint workshop follow up to determine actual implementation

3) **Goal:** Establish a water trail and green trail that expose users to the resources and themes of the Parkway
   - Recordkeeping, including miles of water/green trails established, increase in water/green trail mileage, installation of signage, amount and frequency of media coverage, projects completed on time, creation and maintenance of online maps

4) **Goal:** Increase of quality of life and pride in our communities
   - Annual Survey of Local Economic Development Organizations and Chambers of Commerce
   - Annual Survey of Regional, County and Local Planning/Zoning/Community Development Officials
   - Annual Survey of Local Tourism Officials
• Recordkeeping, including number of quality of life projects funded, recognition by and advocacy of political leaders of the benefits of the Parkway, and instances of public and partner organization recognition and advocacy.

5) Goal: Develop tourism and other economic opportunities while preserving cultural and natural assets

• Annual Survey of Local Tourism Officials, Tourism Businesses, and Heritage Parkway Visitors
• Annual Survey of Local Economic Development Organizations and Chambers of Commerce
• Annual Survey of Local Tourism Officials
• Recordkeeping, including number of quality of life projects funded, recognition and advocacy by political leaders, members of the public and Parkway partners, signage installed, etc.

Surveys of Parkway visitors should focus in part on the effectiveness of interpretive programs and services, as well as the visitor experience in general. Goals for the visitor experience were set as part of the IMP process; please see section 2.4.3 for details. Measureable interpreive goals that are directly related to learning or behavioral objectives include:

• Visitors’ ability to identify the purposes of the Parkway.
• Visitors’ ability to identify and understand the key resources of the Parkway.
• Visitors’ ability to understand the major concepts surrounding the Parkway’s resources.
• Visitors’ ability to identify the major themes of the Parkway.
• Visitor’s ability to identify and understand the roles of major cultural groups and personalities in the Parkway’s stories.
• Visitors’ understanding of the need to preserve, protect and restore Parkway resources.
• Increased volunteerism in stewardship activities.26

For details of what each additional survey would attempt to determine, please see Appendix 4.12, Fox-Wisconsin Heritage Parkway Possible Performance Metrics. Other resources for evaluation include Planning for Success: Interpretive Planning Tools for Heritage Areas, Historic Trails and Gateways,27 and The International Council on Monuments and Sites (ICOMOS) Charter for Interpretation and Presentation of Cultural Heritage Sites (The Ename Charter).28

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26 Adapted from Captain John Smith Chesapeake National Historic Trail Interpretive Plan, [www.smithtrail.net/files/CAJO_Interpretive_draft.pdf](http://www.smithtrail.net/files/CAJO_Interpretive_draft.pdf)
27 [www.interpretiveplanningtoolkit.org](http://www.interpretiveplanningtoolkit.org), Part 3
28 [http://www.enamecharter.org/principles_0.html](http://www.enamecharter.org/principles_0.html)
2.2 Interpretive Strategy

2.2.1 Introduction

Interpretation in the Fox-Wisconsin Heritage Parkway presents a number of challenges. Arguably the greatest is the length of the Parkway, and the disparate nature of each of the rivers. People visiting the Parkway will not be likely to traverse the whole distance, so the stories will need to be repeated and reinforced at intervals. Yet linking strategies like web-based itinerary-building functions and a smart phone application, and placement of gateway kiosks will encourage visitors to think of the Parkway as a single sweeping path of history, nature, and opportunities for recreation.

Other strategies include partnering, networking, and leveraging assets to enhance interpretation throughout the Parkway. Anchor institutions will be key partners, with an interpretive unit centered on the Parkway installed in each of their lobbies. There are many opportunities along each river segment for partnered signage, where infrastructure is in place, but underutilized. In many cases, the Parkway will play the role of an overarching “umbrella,” providing information, education, and leadership along with critical partners. It will push innovation and “big ideas,” connections and leverage, and work hard to engage people with their heritage.

Finally, to sum up this plan’s strategic approach to interpretation: don’t reinvent the wheel. There are many assets already in place that can be leveraged to great advantage for the Parkway and its partners. In addition, the plan relies on research on operational models that have worked in other parts of the country to provide guidance as the Parkway develops its own set of programs.

2.2.2 Goals for interpretation

“I would assert the virtues of narrative as our best and most compelling tool for searching out meaning in a conflicted and contradictory world ... When a narrator honestly makes an audience care about what happens in a story, the story expresses the ties between past and present in a way that lends deeper meaning to both ... At its best ... historical storytelling helps keep us morally engaged with the world by showing us how to care about it and its origins in ways we had not done before.” William Cronon, 1992

At its heart, interpretation is about the stories a place has to offer. We know that the history of any local place can be interpreted to reflect the story of the nation as a whole, and that we can gain an understanding of broad patterns of United States history and culture when we place our own stories within a wider context. Our stories help us find and appreciate our place in the continuum of American history, and speak to the roots that have made us what we are today. They help us understand who we have been, and who we may become. Our youth, in particular, need to hear these stories, as they will guide and manage our future.

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In William Cronon’s words, stories show us how to care about our world. What could be a more appropriate goal for interpretation: to encourage people to care, to feel, to engage?

Certain specific interpretive goals were created during planning that will help measure the success of the Parkway’s interpretive program. They are:

- **Overall goal:** To establish the Parkway as a synergist among existing and potential partners – an entity capable of bringing elements of the Parkway together to accomplish results that would not be attainable individually.

Additional, specific goals:
- Help create pride of place and appreciation of natural and cultural heritage assets in Parkway residents, visitors, and the business community, including the hospitality industry.
- Create opportunities and benefits for the Parkway (for example, a site as a potential “gateway” for exploration of other nearby sites).
- Create a tangible and visible entity that connects Parkway stories into a comprehensive and cohesive interpretive experience and reinforces a strong Parkway brand.
- Enhance interpretation of under-interpreted Parkway assets and fill in thematic gaps.
- Reinforce the recreational potential of the Parkway, and provide more opportunities for land access to the waterway.

### 2.2.3 Interpretive themes and stories

The Parkway’s main story is this: *three geologically varied stretches of river together create a distinctive and unique waterway whose history represents and reinforces larger trends in American history.* The collection of stories that make up this main story are consolidated as three primary interpretive themes, each of which accommodates an almost infinite number of topics or subthemes. The primary interpretive themes are:

- **People of the River (Then and Now).** The stories of the people of the Fox and Wisconsin Rivers – their cultures, their communities, their conflicts and encounters – connect us to each other, to the landscape, and to this place we call home.
  
  o Subthemes for this theme include (the list is not all-inclusive):
    Native People, past and present: 12,000 years of continuing history; Native American/European engagement, with stories that include Marquette and Joliet, missionaries, military, and treaties; frontier life; the War of 1812; the era of conflict and battle for control of the West, including intertribal conflict, the French vs. the Indians, and Indian wars and treaties; the arrival of the
Yankees; European immigration including Irish laborers who dug the canals, German brewers, Norwegian fishermen, as well as more recent immigrants, such as the Hmong and Hispanic populations; and distinguished individuals, such as Frederick Jackson Turner, Zona Gale, and Edna Ferber.

- **The River as a Resource (Then and Now).** For thousands of years, people have used the Fox and Wisconsin Rivers for sustenance and survival, harvesting riches, harnessing power, transporting goods, and navigating the waters. We are ever dependent on our rivers.

  o Subthemes include (list is not all-inclusive): fur trade and trappers; Fox-Wisconsin navigational infrastructure, including canals, locks and bridges; hydroelectric power; agriculture, including Native American, wheat, wild rice, cranberries, and today’s dairy and cheese production; industry, including stories about mining, especially lead and stone quarrying; logging and papermaking; ice harvest, pearl buttons, and boat-building; commerce, trade, and shipping linking the Great Lakes to the Mississippi River; transportation and navigation, including “the portage,” railroads, steamboats, and ferries; manufacturing; fishing and hunting, including the culture of the sturgeon from early Native American life to the present, and today’s increasing use of the rivers for recreation and as tourist destinations.

- **River Legacy.** Changing perceptions of the Fox and Wisconsin Rivers shape decisions – past, present, and future – made by people, industries, and organizations regarding the role of the rivers in our lives. We continue to engage in – and encourage dialogue regarding – the ongoing struggle for balance between present use, and preservation for future generations.

  o Subthemes include (list is not all-inclusive): conservation leaders including Indian nations; the Parkway region as a cradle of conservation; environment, industry and conservation, including the demise of the passenger pigeon, pollution, and the largest PCB cleanup in the world; changing views and perceptions; Native Americans and river resources; conservation today, including whooping and sandhill cranes, eagles, peregrine falcons, pelicans and sturgeon; the challenges of invasive species; stewardship and sustainability; environment, wildlife, nature, and river ecology, including the watershed as ecosystem; recreation; and art, inspiration, and spiritual renewal.

Please see Figure 2.2, *Fox-Wisconsin Heritage Parkway Primary Interpretive Themes*.
Three geologically varied stretches of river together create a distinctive and unique waterway whose history represents and reinforces larger trends in American history.

NOTE: Subthemes & stories are not intended to be all-inclusive; stories in particular are probably infinite in number.
The following summary touches upon some of the most prominent and best understood stories that are to be developed as part of interpretive programs and services for the Fox-Wisconsin Heritage Parkway. Additional research will need to be conducted as new stories are developed for presentation.

**People of the River:**

**The Native Peoples.** Wisconsin is home to a dozen native tribes, five of which are closely linked to the Fox and Wisconsin Rivers.

- Menominee traditions indicate that they have occupied this area “from the beginning of time.” Although much Menominee land was forcibly ceded early in the 19th century, the tribe resisted the government’s efforts to remove them to Minnesota, even visiting Washington, D.C., at one point to petition President Millard Fillmore for redress. Finally, in the Treaty of 1854, the Menominee received more than a quarter million acres of heavily forested land to serve as their permanent home. Two museums, the Menominee Cultural Museum, and the Logging Museum, interpret their heritage, along with wayside exhibits that address the tribe’s sturgeon heritage.
- The Ho-Chunk people (once known as the Winnebago) say they came from the Red Banks area on the south shore of Green Bay. They were the most powerful tribe in the area, their influence having extended for thousands of years all the way from what is now Upper Michigan to southern Wisconsin. By early in the 19th century, their territory had been overrun by miners seeking to extract lead ore, and they soon learned that the U.S. government had its eye on those lead-rich lands. Removal for the tribe began in the 1820s but some refused to leave, and others returned to their homeland later, sometimes repeatedly after many removals. In 1881, Congress passed legislation allowing Ho-Chunk people to acquire 40-acres homesteads. The Indian Agency House in Portage features exhibits on the Ho-Chunk that have been developed with the support of tribal officials.
- The Potawatomi migrated to the shores of Lake Michigan more than 500 years ago. The Forest County Potawatomi Cultural Center, Library, & Museum in Crandon, WI, interpret Potawatomi history and traditions.
- The Oneida began to migrate to Wisconsin in 1824, settling along the Fox River. The Oneida Museum near Green Bay interprets the Oneida tribe and their ongoing successful efforts to reclaim reservation land first granted them in the 1820s.
- Several other Indian communities migrated here during the 1820s in response to exploitation in the east. The Stockbridge-Munsee band of Mohicans and the Brothertown community (a group of Pequot, Niantic, Montauk, and other coastal peoples who had once been given refuge by the Oneida in New York) all came to Wisconsin during this time.

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• In 1834, the Brothertown Indian Nation requested U.S. citizenship and individual titles to land for tribal members (the land had been considered tribal property) so they could not be forced to move west again. On March 3, 1839, Congress passed an act granting the Brothertown Indians U.S. citizenship, making them the first Indians with such status.

• Each of these groups maintains traditions that reinforce their connection to the river, the giver of life, manifested in their celebrations, their museums, and their daily way of life. These traditions embrace fisheries, waterfowl, wild rice, forests, and, of course, the water itself. In addition, a remarkable complex of effigy mounds along the Lower Wisconsin – almost 90% of those found in North America -- reveals the vital connection of the river to its people, going back millennia.

The Explorers
The journey by Father Jacques Marquette and Louis Joliet along the Fox-Wisconsin Parkway to the Mississippi was widely heralded in France and formed the basis for the exploration and exploitation of the Mississippi Valley by Robert Cavelier de la Salle and other French explorers of the seventeenth century. The Mississippi River remained an obsession for later exploration. In 1805, Zebulon Pike formed the first important U.S. expedition to enter Wisconsin, as he sought the source of that essential river.31

Please see Figure 2.3: The Route of Marquette and Joliet.

31 More information on Wisconsin’s early European explorers is available at the Wisconsin Historical Society, http://www.wisconsinhistory.org/turningpoints/tp-006/?action=more_essay
The Era of Conflict
Initial contact in the 1600s by French fur traders was followed by a period of unrest when American Indian, French, British, and American interests collided. After the War of 1812, the U.S. government elected to erect a series of forts intended to protect trade routes used by American fur traders. In Wisconsin, these were Fort Crawford at Prairie du Chien (1816), Fort Howard at Green Bay (1816), and Fort Winnebago at the portage between the Fox and Wisconsin Rivers (1828). Remnants of these three frontier forts, the route of the old Military Road, and Portage’s National Register Historic Indian Agency House demonstrate the struggle of a new nation to claim and control its destiny – a destiny closely linked to its rivers. These heritage assets symbolize the nation’s last attempt at reconciling Indian nations to the inevitable flood of settlement by Yankees and European immigrants in the wake of the War of 1812, and illustrate U.S. government/Indian relations on the cusp of change, leading to a permanent shift of power that opened the frontier and ended Indian hegemony forever.32

The newly updated National Register of Historic Places nomination summarizes the national significance of Historic Indian Agency House in the context of this period of American history:

“This property represents a pivotal moment in the evolution of federal Indian policy, a policy which was closely intertwined with the settlement and westward expansion of the United States. This pivotal moment is the brief period between about 1817 and 1834, when the federal government struggled to choose between two opposing approaches to Indian policy: to “civilize” Indian people and assimilate them as the nation expanded westward; or to view Indian tribes as an impediment to Euro-American settlement, and remove them west of the Mississippi River. The critical period of this debate took place during the administration of Andrew Jackson, 1829-1837. At the beginning of his administration, public opinion had moved in the direction of removal, the principal issue on which Jackson had campaigned, and he was ushered into office. By the end of Jackson’s administration, 46,000 Indian people had been relocated to the west. The Old Indian Agency House represents the “civilize and assimilate” approach to federal Indian policy, and although the period of significance is quite short, it coincides with the most intense time in the assimilation versus removal debate.”

Please see Appendix 3.7.1, Excerpt, National Register of Historic Places, Registration Form, Historic Indian Agency House, in Volume 3 of the Interpretive Master Plan for more details on the significance of the building and its time period.

Immigration
Wisconsin’s first European immigrants contributed a valuable part of the national story: they constructed the canals that facilitated settlement from the east, leading to a significant shift in area demographics from earlier Native American communities that

had somewhat integrated with the French. Wisconsin’s nineteenth-century immigrants came mainly from Norway, Germany, Ireland, Poland, England, Denmark, Sweden, Switzerland, Holland, and Belgium. The Yankees from New England arrived with religious convictions regarding the evils of slavery, making Wisconsin a flash point of abolitionism in the 1850s. The immigrants’ river histories are reflected in the lives of Irish canal diggers in Portage, Norwegian fishermen turned farmers, German brewers, farmers and leatherworkers, Finnish dockworkers, Danish factory workers, and Dutch and Belgian farmers, among others.33

Frederick Jackson Turner

“I have poled down the Wisconsin in a dug-out with Indian guides ...through virgin forests of balsam firs, seeing deer in the river—antlered beauties who watched us come down with curious eyes and then broke for the tall timber; hearing the squaws in their village on the high bank talk their low treble to the bass of our Indian polesmen; feeling that I belonged to it all. I have seen a lynched man hanging from a tree when I came home from school in Portage; have played around old Fort Winnebago at its outskirts; have seen the red-shirted Irish raftsmen take the town when they tied up and came ashore; have plodded up the ‘pinery’ road that ran past our house to the pine wood of Northern Wisconsin; have seen Indians come in on their ponies to buy paint and ornaments and sell their furs, have stumbled on their camp in the Baraboo, where dried pumpkins were hung up, and cooking muskrats were in the kettle, and an Indian family were bathing in the river—the frontier in that sense, you see, was real to me, and when I studied history, I did not keep my personal experience in a water tight compartment away from my studies.”34

Frederick Jackson Turner, born in Portage in 1861, led late 19th-century scholars to examine the role of geography and the frontier experience in shaping American democracy and character. He taught that the history of every place is connected to the larger epic, national history. His formative years in Portage brought him firsthand experience of the frontier as he hunted, fished, and canoed with his Indian neighbors, “feeling that I belonged to it all.” Turner argued that physical geography – climate, soils, and vegetation – shape our collective history. His seminal work, The Frontier in American History,35 once widely debated, has lost influence today, but it is still honored for the impact it had upon an entire generation of scholars. Turner’s life and impact is interpreted at The Museum at the Portage in the city of Portage.

34 Quoted in Ray Allen Billington, Frederick Jackson Turner: Historian, Scholar, Teacher, Oxford University Press, 1973
35 New York, Henry Holt and Company, 1921
The River as a Resource

Land and the Rivers
Wisconsin’s glacier-created geology has so obviously shaped its rivers and, consequently, human interactions with them. The glaciers brought rich soil, powerful rivers, and thousands of freshwater lakes. “Wisconsin is glacially world-famous due to the fact that here one can see, side by side, heavily glaciated country and the unglaciated Driftless Area, and thus observe how the ice changed the land.”

The St. Lawrence River Continental Divide separates the watersheds of the Mississippi River and the Great Lakes. The 2-mile portage at Portage, Wisconsin, that spans the divide links the Gulf of St. Lawrence – and the Atlantic Ocean – to the Gulf of Mexico. The divide between the two rivers has little grade change, although it is marshy. The Wisconsin occasionally flowed across the Portage into the Fox during high water. The Fox and Wisconsin have modified their courses and outlets over geological time.

The Fur Trade
The essential trade route provided by the Fox-Wisconsin waterway was fully established and in use long before European and American claims to the land. During the fur trading era and until the railroad era in the 1860s, the most-used transportation route between Lake Michigan and the Mississippi River was that of the Fox River and the easy portage to the Wisconsin River at Portage. According to Harry Ellsworth Cole, during the fall and summer of 1850, an estimated ten thousand plus individuals crossed at Portage. It provided an important trade connection south and north via the Mississippi River that was used for centuries by Native Americans and was adopted by the French once Jean Nicolet in 1634 and subsequent French explorers recognized that the cold climate of the Lake Superior basin produced the richest fur-bearing animals in French North America.

The Fox-Wisconsin river route connecting Green Bay, Portage and Prairie du Chien was the key to the Wisconsin fur trade for 150 years. Beginning in 1795, the United States government established a series of 28 Indian trading houses, two of the most important of which were located at Green Bay and Prairie du Chien. The trading houses were meant to promote peace, protect Indians from unscrupulous private traders, and counteract the influence of Britain and Spain over the tribes. The system, largely a failure, ended in 1822. Villa Louis in Prairie du Chien and Heritage Hill in Green Bay both interpret this important frontier feature, while the Grignon House in Kaukauna tells the story of Charles Grignon, a part-Menominee fur trader who became a lumber baron and entrepreneur on the Fox River.

Navigation and Transportation. The main element linking the three disparate sections of the waterway is the transportation network that Native Americans established as a viable trade and communication corridor long before European exploration. It is not the

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only route connecting the Great Lakes to the Mississippi River, but it is among the most traveled: the short path – just 2,700 paces, according to Father Marquette himself – that connects the Fox and Wisconsin Rivers at Portage is more than 10,000 years old, one of the most ancient corridors of human travel anywhere in North America. By the 1820s, East Coast interests – with the support of the United States government -- were already planning ways to acquire rights to build on this waterway and construct navigation improvements that they hoped would link the Atlantic Ocean to the Gulf of Mexico. With the construction of the canal at Portage, still in existence today (though watered only in some sections), they hoped to open the region to markets on a global scale.

The significance of this waterway was articulated by the United States government in 1873:

“There is no public work more national in character than this. By it the products of the northwest will find cheap transportation to the sea-board, and the lumber and iron of the north to the Mississippi Valley. One great problem of the day is to secure cheap transportation for these indispensable and bulky commodities; and while no one route will meet the demands of the country, there is no other route which will meet the necessities of so large a section of the United States at so small an expense as this.” U.S. Army, Annual Report of the Chief of Engineers. Washington, D.C., U.S. Government Printing Office, 1873.39

This potential had been recognized and developed by the transportation sector between 1843 and 1922 with nearly 150 steam-powered paddle wheelers transporting hundreds of tons of cargo to and from Wisconsin. The Fox River became what Interstate 94 is to the trucking industry today. It accelerated the industrial development of six major Wisconsin cities by offering efficient shipping out of Wisconsin and into the markets of the nation.

The Fox River Lock System. The navigational system is unique in the United States in that it was the only one built for the passage of steamboats. The Wisconsin system is one of only two remaining hand-operated navigational systems in the country. While the Muskingum system in southeast Ohio, built to connect small towns to the larger Ohio and Erie Canal system, is 20-30 years older than that of the Fox, the Wisconsin system was built largely in wilderness areas, where ongoing construction depended upon Indian tribes turning over their lands so the work could take place. The statement of significance from the National Register of Historic Places nomination focuses on the technology evident in the Fox Locks:

“The locks on this system are significant because they are unique technological artifacts. The Lower Fox parkway is a surprisingly thorough system since it contains an example of each type of lock

39 Http://books.google.com/books/about/Annual_report_of_the_chief_of_engineers
The construction method used in the United States (composite, quarried stone, and concrete). The construction technology represented in this system, therefore, covers a period generally from 1830 to 1900. In addition, the chamber flooding and discharging mechanisms represent a mid- to late-nineteenth century technology, a technology that dates to the system’s reconstruction, which started when the federal government acquired ownership in 1872.  

The significance of the lock system today lies in the preservation of this cultural resource and the new heritage-linked recreational opportunities it is already bringing to the Fox River Valley, as boaters and paddlers increasingly discover the pleasure and excitement of locking through on their way to and from the Lake Winnebago pool, and as passersby both watch and potentially operate this authentic hand-operated system.

The preservation of this system was the outcome of a grass-roots-fueled debate and years of dedicated effort by individuals, which eventually led to the return of the federally owned and operated navigational system to the people of the state of Wisconsin. All the money that went into its restoration was intended for its preservation as an important cultural resource.

The Fox River Locks Navigation System will be interpreted as just that – a system. However each of the locks has a distinctive story to tell. For a list of suggested interpretive themes that would be appropriate for each of the locks, please see Appendix 4.13, Preliminary Notes on Lock Themes.

**Hard-Working Rivers**

Through technological innovation, expanding capabilities, and hard work, people of diverse backgrounds established themselves along the river, creating river-based industries that were among the most productive in the nation. The river-driven industries on the Parkway contributed to the nation’s status as an international economic powerhouse. Beginning with development of the richest fur-bearing region in French North America, early industries included harvest of clam shells to make pearl buttons, ice harvest to provide refrigeration for the early dairy, meat, and brewery industries, and market hunting. These early industries are interpreted by various organizations in the Parkway, including the Neville Museum in Green Bay, and the Oshkosh Public Museum.

Although the Lower Fox River is best known today for its industrial heritage, the Parkway’s first industry (other than the fur trade) was closer to the Lower Wisconsin River. French traders had actively sought lead mined by the Ho-Chunk, Fox, Sauk, and other Indians as early as the 1680s, and the Fox and Sauk Indians continued to mine and smelt the ore until the 1820s. Not until most Indian lands had been forcibly ceded to the U.S. did lead mining become an important enterprise for European settlers. By 1829, more than 4,000 miners were at work, producing 13 million pounds of lead each year for use in making pewter, weights, paint, and ammunition. Early lead mining may have done

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more than any other industry to open the upper Midwest to American settlers, but by the 1840s, most easily obtained ore had been mined, and demand for Wisconsin lead was in decline. This heritage is visible today at Tower Hill State Park in the Parkway, an historic shot tower that interprets the history and technology of lead mining and the production of shot on the Lower Wisconsin River.\footnote{Mark Wyman, \textit{The Wisconsin Frontier}, Indiana University Press, Bloomington and Indianapolis, 1998}

Starting about 1850, logging operations brought lumber from northern Wisconsin to the sawmills on the river, supplying material for most of the developing nation’s housing – more than one billion board feet per year in the 1870s, reaching an annual market value of over $9 million by 1892. The legacy and importance of the lumber industry is interpreted at the Oshkosh Public Museum, among other organizations.\footnote{Gregory Summers, \textit{Consuming Nature: Environmentalism in the Fox River Valley, 1850-1950}, University Press of Kansas, Lawrence, 2006}

By the 1870s and 1880s, stone quarrying had become a major industry along sections of the waterway, and remained so until early in the 20\textsuperscript{th} century. Wisconsin produces granite, sandstone, and limestone. Montello and Berlin were among the towns that produced granite for paving blocks and curbing stones. Montello Red was also the source of stone for President Ulysses S. Grant’s sarcophagus in his tomb in New York. Montello’s granite quarry remains an outstanding feature of the town, interpreted by wayside exhibits.\footnote{Wisconsin Historical Society, n.d., web: \textit{Dictionary of Wisconsin History: quarrying industry in Wisconsin}, \url{http://www.wisconsinhistory.org/dictionary/}}

Because the Lower Fox cut through the drift to bedrock, its channel had many rapids and drops. There are eight sets of rapids between Neenah-Menasha and De Pere. The Lower Fox drops almost 170 feet in about 37 miles from Lake Winnebago and Green Bay. Most of this descent occurs in the 15 miles from Lake Winnebago to Kaukauna, and especially in the 9-mile stretch from Appleton to Kaukauna, with large drops of 38 feet at north Appleton and Little Chute, and a larger drop at Kaukauna. In 1882, a small group of Appleton entrepreneurs took advantage of this potential and installed what was only the second Edison hydroelectric plant in the nation, beginning an industry that is still much in evidence along the Fox-Wisconsin Heritage Parkway today.\footnote{Forrest McDonald, \textit{Let There Be Light: The Electric Utility Industry in Wisconsin, 1881-1955}, The American History Research Center, Madison, Wisconsin, 1957} These industries are interpreted by Hearthstone, the Vulcan Power Plant replica, and Vulcan Heritage Park in Appleton, by the Neville and Oshkosh Public Museums, and – coming soon – by the Kaukauna Hydropower Park in Kaukauna. Please see \textit{Appendix 4.14} for a list of hydroelectric plants operating within the Fox-Wisconsin Heritage Parkway today.

By the late 19\textsuperscript{th} century, cities along the river served as processing sites and transportation hubs for dairy and agricultural products, especially wheat, flour, and meat products. Flour milling was the leading industry in 1880, but when wheat production moved to Minnesota and Iowa in the 1870s, large-scale papermaking took over as the leader on the lower Fox.
That early Edison hydroelectric power plant ran a waterwheel at the Appleton Pulp and Paper Company. The even flow of the water due to the steadying influence of Lake Winnebago made the Fox River the perfect place for paper production, while supplying the pure, clean water needed for the process. Nearby Wisconsin forests supplied the raw materials, and the river did the rest – at much less cost than steam. Today, twenty-four paper and pulp mills along the Lower Fox River produce more than five million tons of paper per year. The mills employ about fifty thousand people. The history of the paper industry is interpreted at the Paper Discovery Center in Appleton.45

River Legacy

“If environmental history is successful in its project, the story of how different peoples have lived in and used the natural world will become one of the most basic and fundamental narratives in all of history, without which no understanding of the past could be complete.”46

Few subjects in the world are more important than the interaction of humankind with nature. The waterway offers the opportunity for dialogue on this universal theme – and on the legacy we will leave to future generations.

Conservation Leaders

The waterway is a cradle of leadership in conservation. Iconic leaders who have lived in and been inspired by the Wisconsin landscape include John Muir, Aldo Leopold and his many students, Frank Lloyd Wright, August Derleth, Increase Lapham, George Archibald of the International Crane Foundation, and many others. The Fox-Wisconsin Heritage Parkway is inspired and guided in particular by three intellectual giants, each of whom built upon their love of the Wisconsin landscape to literally change the way the world relates to nature. They include a renowned preservationist, a celebrated conservationist, and America’s most famous architect. In addition, many of Wisconsin’s Indian tribes have a long legacy of conservation of natural resources. Due in part to the influence and leadership of these people, Wisconsin has long been at the forefront of environmental activism.

John Muir

“This sudden plash into pure wildness—baptism in Nature’s warm heart—how utterly happy it made us! Nature streaming into us, wooningly teaching her wonderful glowing lessons . . . Here without knowing it we still were at school; every wild lesson a love lesson, not whipped but charmed into us. Oh, that glorious Wisconsin wilderness! Everything new and pure in the very prime of the spring when Nature’s pulses were beating highest and mysteriously keeping time

45 Legislative Reference Bureau, Revitalizing the Lower Fox River, Wisconsin Brief 04-6, April 2004, legis.wisconsin.gov/lrb/pubs/wb/04wb6.pdf
with our own! Young hearts, young leaves, flowers, animals, the winds and the streams and the sparkling lake, all wildly, gladly rejoicing together!”

John Muir is considered the father of the national park system because his nature writings and advocacy convinced U.S. presidents to protect Yosemite, Sequoia, Grand Canyon, and Mount Rainer as national parks. He immigrated as a young boy with his parents in 1849 to a small farm in the town of Buffalo, near Portage. There, his love of nature and observation of its wonders planted the seeds that led him to become perhaps this country’s most famous and influential naturalist and advocate for the preservation of wilderness. He was influenced by the woods and the fields as if they were a school house, learning a “wild love lesson” in the “glorious Wisconsin wilderness”. He taught the people of his time and the present the importance of experiencing and protecting the county’s natural heritage. His words have heightened our collective perception of nature, and his personal and determined involvement in the great conservation questions of the day remain an inspiration. John Muir Memorial Park in Marquette County comprises Muir’s beloved “Fountain Lake.”

Aldo Leopold

“Conservation is getting nowhere because it is incompatible with our Abrahamic concept of land. We abuse land because we regard it as a commodity belonging to us. When we see land as a community to which we belong, we may begin to use it with love and respect.”

Aldo Leopold accepted a transfer to the U.S. Forest Products Laboratory in 1924 in Madison where he served as associate director, and began teaching at the University of Wisconsin in 1928. He was a renowned scientist and scholar, exceptional teacher, and philosopher who is credited as the founding father of wildlife ecology. He was the nation’s first professor of game management. His cornerstone book *Game Management* (1933) defined the fundamental skills and techniques for managing and restoring wildlife populations. His extraordinary concerns for the natural resource legacy of future generations led him to a coherent and reflective concept of sustainable development that is best carried out by farmers, sportsman, and other citizens themselves: the greatest good for the greatest number over the longest period of time. His *Sand County Almanac*, written to record his observations of nature at his revered Wisconsin River “Shack,” is an international classic of environmental writing. The Leopold Center/Aldo Leopold Foundation just west of Portage offers interpretation of Leopold’s Shack (a National Historic Landmark), while promoting stewardship and scholarship regarding sustaining natural resources according to Leopold’s own principles.

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47 Please see John Muir, *The Story of My Boyhood and Youth*, Houghton Mifflin, Boston and New York, originally published 1912, for Muir’s delightful account of his formative youth in Wisconsin.
48 Aldo Leopold, *Sand County Almanac*, Oxford University Press, 1949
Frank Lloyd Wright

“Nature is my manifestation of God. I go to nature every day for inspiration in the day's work. I follow in building the principles which nature has used in its domain.”

“Organic buildings are the strength and lightness of the spiders' spinning, buildings qualified by light, bred by native character to environment, married to the ground.”

Frank Lloyd Wright, born in Richland Center, Wisconsin, in 1867, was named by the American Institute of Architects “the greatest American architect of all time.” He believed in designing structures that were in harmony with humanity and its environment, a philosophy he called organic architecture, while embracing the social and technological changes made possible by the Industrial Revolution. Wright first grew to love the natural environment growing up near the Wisconsin River, where he spent summers on his uncle’s farm. His lifelong association with the Wisconsin River in Helena Valley, just outside of Spring Green, shaped an artistic response that challenged late 19th-century convention and inspired generations of European and American architects. He dreamed of shapes in the environment being not only integrated into his new found love of architecture, but used as the very basis for it. In 1933, he established the Taliesin Fellowship in Spring Green to train architects in his organic principals of design, always working in concert with nature. The Frank Lloyd Wright Foundation continues to maintain the Wisconsin River property, Taliesin East, that Wright developed as his own personal and organic response to the Wisconsin River setting. Taliesin, a national historic site for both training and visitation, offers an ongoing summer fellowship program which encourages students to study the relationship between the natural and manmade environments.

Native Leaders

The Parkway’s native people have revered and protected the rivers and its related resources long before the men addressed above transformed America’s approach to thinking about and managing nature. For example, Wisconsin’s Menominee people have long advocated for sustainable forestry practices. At a time when most federal officials advocated clear cutting on Indian reservations, the tribe was instrumental in passing the Lafollette Act (1908) which forced the federal government to allow the Menominee Nation to implement sustainable forest management practices such as long rotation ages, selective harvest, and long-term monitoring. These practices are now widely in place throughout the world. The Menominee Lumber Museum in Keshena interprets this history. The tribe has also recently worked with state government officials, who already manage the world’s largest self-sustaining population of lake sturgeon in Lake Winnebago, to restore the historic sturgeon to their native waters. The Menominee Nation is the Parkway’s first official tribal partner.

49 Quoted by Brendan Gill in Many Masks: A Life of Frank Lloyd Wright, Putnum, New York, 1987
50 Frank Lloyd Wright, “To the Young Man in Architecture,” in Two Lectures in Architecture, Chicago, Art Institute of Chicago, 1931
The Potawatomi Nation’s strong cultural ties to the environment have made the group a leading advocate for environmental protection and sustainability in Wisconsin. They live by the credo “Protect Grandmother Earth.” The tribe is one of only five federally recognized tribes in the nation to obtain a Class I clean air designation for their reservation lands -- the highest quality designation given by the EPA. Their leadership became a rallying cry for other tribes throughout the nation to exert their federally recognized right to protect the air quality of their reservations. Last year, the Potawatomi became one of only two tribes in the nation to claim a U.S. Environmental Protection Agency (EPA) Green Power Partnership when they purchased wind energy credits that will provide all of the tribe’s electricity. They are the only tribe to have purchased green power for 100 percent of their power needs, and are listed on the EPA’s list of top local government green power purchasers. In addition, green practices on the reservation such as lighting upgrades and occupancy sensors have dropped the tribe’s energy use by 34%, and reduced the rate of CO2 emissions by 28%. Finally, the Potawatomi were involved in the U.S. Supreme Court decision that gave the right of Indian nations to have “Treatment as a State” status on applicable issues, which was interpreted to apply to setting and enforcing clean air and water standards. The Potawatomi continue their leadership in maintaining Wisconsin’s clean air, water and land.

The Ho-Chunk tribe has also contributed leadership in environmental matters. In 1941, the federal government removed 80 farm families in the Sauk City area to create the Badger Army Ammunition Plant. At approximately 7,400 acres, it was the world’s largest ammunitions plant. Used during WWII, the Korean War, and the Vietnam War, the plant was closed in 1975. A coalition of community groups that includes the Ho-Chunk people are advocating for a portion of the site to be restored to its natural state and returned to the people of Wisconsin.

Wisconsin’s Conservation Legacy
Wisconsin has been home to many innovative, environmentally focused leaders who have influenced the national dialogue. The theory of our relationship to the land and its resources cultivated by these leaders has created an intellectual heritage for Wisconsin that is second to none. Whatever factors resulted in this confluence of environmental inspiration, they propelled Wisconsin to the forefront of the balanced management and conservation of natural resources. For example:

- The Northwest Ordinance of 1787 states that “Navigable waters leading into the Mississippi and St. Lawrence, and the carrying places between the same, shall be common highways and forever free as well to the inhabitants of the state as to the citizens of the United States, without any tax, impost or duty.” When Wisconsin, which was a part of the Northwest Territories, became a state in 1848, this provision was included in article IX, section 1, of the Wisconsin Constitution.
- Increase Lapham (1811-1875), Wisconsin’s first scientist, wrote the first book published in Wisconsin, made the first accurate maps of the

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52 indiancountrytodaymedianetwork.com/article/potawatomi-tribe-buys-green-energy-credits
53 http://lawlibrary.unm.edu/nmlr/26/2/08_cochran_treating.pdf
state, investigated Wisconsin's effigy mounds, native trees and grasses, climatic patterns and geology, and helped found many of the schools, colleges and other cultural institutions that still enrich the state today.54

- In 1909, The University of Wisconsin-Madison became the first home of U.S. Forest Service Chief Gifford Pinchot's Forest Products Laboratory. This national laboratory for the United States Forest Service provides cutting-edge scientific research on wood, wood products, and their commercial uses in partnership with academia, industry, tribal, state, local and other government agencies. Their focus is to promote healthy forests and forest-based economies through the efficient, sustainable use of the Nation's wood resources.

- The Wisconsin Idea is the philosophy developed in 1911 that fosters public universities' contributions to the state: 'in the forms of serving in office, offering advice about public policy, providing information and exercising technical skill, and to the citizens in the forms of doing research directed at solving problems that are important to the state and conducting outreach activities.' This Idea added abundant data and intellectual capital to test the innovative hypotheses that came from the professors in the UW system.55

- Most forest lands were lost during 1850 to 1900 due to clear cutting for agricultural expansion. In 1927, the Forest Crop Law was enacted to encourage sustainable forest management on private lands by providing a property tax incentive to landowners.

- In 1927, Adolph Kannenberg created the Committee on Water Pollution which encouraged scientific investigation of pollution in order to develop new technologically innovative methods of treatment in order to support industry in mitigating pollution.

- The Conservation Congress was created in 1934 to provide Wisconsin citizens with a local avenue for input and exchange concerning conservation issues. In 1972, Governor Patrick Lucy signed legislation that legally recognized the Conservation Congress as an independent organization of citizens of the state that would serve in an advisory capacity to the natural resources board on all matters regarding the state’s greatest asset, its abundant natural resources.

- In 1948, spurred by local citizens due to the grave public health issue that the Fox River had become, state authorities advised by the Committee on Water Pollution ordered thirteen companies and six municipalities to reduce waste discharge, thus beginning the decades-long political battle over the clean-up of the Fox River. This decision was at the forefront of the new environmental policies taking shape.

54 https://www.wisconsinhistory.org/topics/lapham/

• Later, as a U.S. Senator, Nelson (1963-1981) sponsored the Wild and Scenic Rivers Act and founded Earth Day in 1970. This bipartisan movement launched the modern-day environmental movement. Now, with over one billion participants each year, it is the largest civic observance in the world.

• The Ice Age National Scientific Reserve, the first reserve of its kind, was established in 1964 to preserve and explain glacial landforms and landscapes. Today, the Ice Age National Scenic Trail promotes appreciation of Wisconsin’s glacial geology.

• Enacted in 1989, the Lower Wisconsin State Riverway was established to protect and preserve the scenic beauty and natural character of the river valley and to provide a quality public recreational area in a manner consistent with resource and aesthetics protection goals and objectives.

• The Wisconsin Hunters Rights Coalition -- which includes the Wisconsin Bear Hunters Association, Wisconsin chapters of Safari Club International and Wisconsin Firearm Owners, Ranges, Clubs and Educators -- was originally formed in 2005 to bring together sporting groups that were committed to preserving our hunting heritage. There is a strong tradition of hunting and fishing in Wisconsin which has produced a strong commitment to wildlife among people of the state.

The PCB Cleanup
The drop in elevation along the Lower Fox River – at nearly 170 feet, equal to that of Niagara Falls -- and the flow across a distinct series of rapids, has spawned a thriving manufacturing community. In 1853, the river was being touted as the “greatest source of power in the west”. Some of the nation’s earliest hydroelectric power plants on the river, along with abundant lumber from Wisconsin’s north woods, soon led to the establishment of the “highest concentration of pulp and paper mills in the world” according to the Environmental Protection Agency (EPA). The Lower Fox River area thrived as an economic powerhouse for the nation throughout the first half of the twentieth century, becoming a world leader in harnessing the power of water for industry and growth. As these industries grew and communities flourished, the resources of this landscape became increasingly important to the economy and our way of life.

Eventually, it became clear that sediments in the river had become contaminated with the hazardous substance and probable human carcinogen polychlorinated biphenyl (PCBs), used in manufacturing carbonless copy paper between 1957 and 1971. Wisconsin citizens banded together with industry and government to undertake the monumental task of decontaminating the river. The EPA, Wisconsin Department of Natural Resources and

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numerous paper companies developed plans for an environmental cleanup that began in 2003 and is still ongoing, providing a world class model for best practices for our nation and the world. According to the EPA:

“This project is the largest environmental sediment cleanup ever undertaken. To date, this project has removed (i.e., dredged) more than 2 million cubic yards, and capped 400 acres. Site cleanup is expected to be completed by 2017, and will remove or contain a total of 8 million cubic yards of PCB-contaminated sediments, with about half of the sediments dredged and half capped or covered. Long-term monitoring of fish for OU1 indicated substantial reductions in PCB concentrations in fish (e.g., a 73% reduction in walleye).”

Even midway in the cleanup process, this great river, which has always been an outstanding industrial resource, is being reborn to join the Upper Fox and Lower Wisconsin rivers to create a 280-mile recreational asset. This does not preclude nor diminish its importance as an economic power, but in fact helps to sustain industrial production by the many factories, hydroelectric plants, and now restaurants and shops that are turning to face the river.

For more information about how the PCB cleanup is managed, please see Appendix 4.21, Notes on the PCB Cleanup.

**Continuing the dialogue.** The Fox-Wisconsin Heritage Parkway occupies a unique position from which to look at the causes, consequences, and balanced mediation of pollution. By promoting and sharing perspectives on the environment, it offers the potential to positively impact the future of the rivers.

Increased detachment between consumers and our natural resources makes it easy to forget that all our material comforts ultimately come from nature, processed via our industries. This sometimes leads to a disconnect between champions of economic production and those of environmental protection. Citizens tend to forget that industry and conservation, man and nature are entwined and inseparable. Nature is not just the great outdoors, a place of escape, recreation, and beauty in an urban industrial world, but also the supplier of the very resources that are needed for survival. Humanity depends upon the industrial manipulation of nature for every aspect of modern life. Continuing the underlying effort to recognize and enhance the economic value of rivers is key to the future. Great strides are possible when a cooperative, technical, and economically based approach is taken to conservation. Balanced conservation, if done effectively, will help to depolarize the environmental debate, thereby improving our results, both for industry and for nature.⁵⁸

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The Parkway also offers opportunities to address watershed management and the water supply. Half of Parkway waters flow into the Great Lakes, making it part of the Great Lakes-St. Lawrence River Basin Water Resources Compact. Signed into law by President Bush in 2008, it is an historic pact meant to safeguard the health of the world's largest surface freshwater resource for generations to come by detailing how the states manage the use of the Great Lakes Basin’s water supply.

Additionally, during the past two centuries, invasive species have significantly changed the Great Lakes ecosystem. These changes have had broad economic and social effects on people that rely on the system for manufacturing, food, water, and recreation. The Fox River, due to its northern flow, impacts the Great Lakes. Equally importantly, however, are the invasives from Lake Michigan have the potential to spread upstream and negatively impact the largest fresh water population of sturgeon and the economically significant native fisheries found in Lake Winnebago. The lock at Rapide Croche is the site of a fixed barrier to prevent the upstream migration of sea lampreys and other aquatic invasive species. A proposed, innovative lift and transfer station will move boats overland from the downstream side of the lock and clean them prior to placement on the upstream side. The Navigational System Authority plans an Aquatic Invasive Species education center at this site.

The Lower Wisconsin River basin is also at risk of being deeply and negatively impacted by a suite of harmful aquatic invasive species, due to both its physical connection with the Mississippi River, a source water of an estimated 135 invasive species, and its status as a regional recreational destination. The Lower Wisconsin River Basin AIS Strategic Plan is being implemented to guide future efforts of partners and other stakeholders on goals to prevent, contain, and control spread.

### 2.2.4 Parkway boundaries

As part of the IMP process, the planning team evaluated the existing boundaries of the Fox-Wisconsin Heritage Parkway in order to discover if there were essential Parkway stories centered just outside the boundaries that ought to be included. The team considered:

1) Ideas gathered from engagement with the public, through public and stakeholder meetings and an internet survey.
2) Polling of the ideas suggested by the public by members of the Core Planning Team (CPT) who met on April 17, 2012. The CPT evaluated each suggestion for its proximity to the rivers, and the value each would bring in supporting Parkway themes.
3) Additional map research to confirm which units are already located within Parkway boundaries.

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The following units are recommended to be included within the Fox-Wisconsin Heritage Parkway:

**Prairie du Chien.** Prairie du Chien represents important elements of the Parkway story (fur traders, Fort Crawford, War of 1812, etc.). Key city and county people are eager to be included. It provides a logical southern base for the Parkway’s stories.

**Aldo Leopold Foundation.** Although the Foundation and Leopold’s iconic shack are located about 12 miles up river from Portage on the Upper Wisconsin River, not the Lower, Leopold’s story is critical to the support of Parkway themes. The Foundation, already a Parkway partner, should be formally queried as to whether they wish to be included within the boundary.

**Devil’s Lake State Park.** The state park and the Baraboo Range National Natural Landmark (the Midwest’s largest) are critical to the region’s geology story, and should be incorporated into the Parkway, along with the Sauk Prairie Recreation Area (former Badger Army Ammunition Plant) that is under development.

**Pardeeville/Swan Lake.** This location is upstream of the portage between the Fox and Wisconsin Rivers, so is technically not a part of the original Marquette and Joliet et al. route. However, it is on the segment of the Fox River that turns south just before the portage, and fairly close to the actual headwaters of the Fox. The way the river turns at that particular point illustrates the location of the Continental Divide, which supports the Parkway’s geology/geography story, as the portage is a significant bridge across the Divide.

### 2.2.5 Gateways and anchors

Planners envision a number of gateways along the Parkway, which are simple, easy-to-access outdoor units – perhaps kiosks – where visitors can quickly learn about the Parkway, and see a map of the entire corridor that calls out historical and recreational highlights. The kiosks are intended to educate visitors about the Fox-Wisconsin Heritage Parkway, and place it geographically “on the map.” Each kiosk will also highlight information about the nearby heritage assets, and include an “agenda” of things to see and do in the immediate vicinity.

Parkway anchors, on the other hand, are distinguished, up-and-running institutions that will partner with the Parkway to provide more in-depth interpretation. These institutions have exhibits in place, they are open year-around, they reinforce Parkway themes, and best of all, they have restrooms, releasing the Parkway from the need to provide such amenities. People will access the anchor institutions for longer visits, as opposed to the gateways, which are quick, in-and-out experiences. When they encounter the Parkway anchor display in the partner institutions’ lobbies, they will understand the scope of the Parkway and multitude of stories it has to tell.

It may be helpful to think of the Parkway as a gigantic shopping mall. The anchor institutions are the big stores like Macys and Penneys, while the gateways are the
shopping center directories that one encounters at the entrance and in corridors. The latter provide a quick summary of what is available, while the former provide the in-depth, detailed experience.

For a list of potential anchors and gateway kiosks, please see Section 2.6.1 under Recommendations.

2.2.6 Linking strategies: three diverse river segments
To meet the challenge of the long length of the Parkway, strategies that emphasize the Parkway as a whole will help to link the different river segments in the minds of visitors. The Parkway celebrates the distinct nature and value of each segment while encouraging visitors to explore the entire length of the waterway. In addition to the placement of gateway kiosks at strategic locations throughout the Parkway, and Parkway displays established in key anchor locations, linking strategies include itineraries, a smart phone application, and interpretation of the Military Road. Stories that help link diverse parts of the Parkway include fur trade, the route of discovery, the forts, and river transportation.

Itineraries. When prospective visitors enter the Fox-Wisconsin Heritage Parkway website, they will be able to access not only a map of the Parkway and a list of features and events, but also a tool for creating a customized itinerary, based on individual interests. Each itinerary will be customized to visitor specifications, like the nature, ages, and desires of members of the party, the river segments to be visited, and the length of time available for a visit. It is a form of agenda-setting, which informs visitors of potential Parkway experiences, helps them map and schedule their visit, and allows for printing the itinerary from a home computer. The itinerary building function will be available at anchor institutions as well, where online access will allow visitors to create an itinerary and email it to their smart phones. Of course, some visitors will enjoy traditional approaches to setting their itinerary, including going to a visitor center, seeing a map, procuring print materials, and talking to visitor center staff members. For more details on the itineraries, please see Section 2.6.2.

Smart phone application. Visitors will be able to download a smart phone application from the Parkway website, or by scanning QR (Quick Response) codes that they will encounter at gateway kiosks, at anchor institutions, and on printed material. The application will inform them about heritage attractions and recreational opportunities, and providing mapping and wayfinding information, along with information on where to stay and to dine. For more information, please see Section 2.6.3.

The Military Road. One feature that links many elements of the Parkway is the Military Road. The Old Military Road, surveyed and constructed between 1832 and 1837, connected Wisconsin's three frontier forts, Fort Howard at Green Bay, Fort Winnebago at the Fox-Wisconsin portage, and Fort Crawford at Prairie Du Chien. Wisconsin's first real wagon road, it was intended to facilitate easier communications and travel between the forts. Today the route of the historic road (only one remnant of it is extant) remains a presence within the Parkway from one end to the other, and ties together an important theme of conflict and westward expansion.
Several sections of the historical road fall within today’s Parkway boundaries. Please see Figure 2.8, Map of Site Assessment Locations, for details. The route of the road from Green Bay to Fond du Lac falls almost entirely within Parkway boundaries, except for a short section in Calumet County north of Sherwood. The only remaining extant section of road – a 123-foot survivor called the Raube Road site and located near Brandon, Wisconsin – is not within the formal Parkway boundary, but is within twenty miles of it. The road again intersects the Parkway at Portage, extending south from there through Pardeeville to Poynette. It runs in a southwesterly direction south of the Parkway all the way to the point in Grant County where it again enters the Parkway boundary, crossing the Wisconsin River to Prairie du Chien.

Interpretive signage installed along the historic route of the road would set the context for the road, and address the Parkway’s Era of Conflict and Immigration stories. It would recreate – in part – the journey by many in the 19th century who traveled the length of what we now call the Fox-Wisconsin Heritage Parkway, linking the river segments, and even tying in the east shore of Lake Winnebago.

2.2.7 The challenge of curriculum-based interpretation
The planning process investigated the possibility of providing information to classroom teachers and their students that would link to their curriculum requirements. There are a number of Parkway stories with strong curriculum connections. Fortunately, the planning team included educators who brought a dose of reality to the idea of developing curriculum materials. Teachers already have a number of curriculum options in all subject matter areas, include STEM (Science, Technology, Engineering and Math), and development of these materials is quite competitive, with no guarantee that teachers will actually adopt any given set of materials. Teachers consistently adapt currently available curricula to their own locale, and will choose the most cost-effective options for each of their situations. Development of curriculum materials is not likely an effective use of Parkway resources.

This is not to say the Parkway cannot be of service to educators and students. That is a possibility to be explored in the future – but not until staff capacity is increased, and an experienced Education Specialist can be brought on board to help coordinate school and education programs for the Parkway and its partners.

There are a number of education-oriented groups that are not from traditional schools, and may be a future audience for Parkway programming. These include homeschoolers, afterschoolers (looking to fill in subject matter not offered in school), scouts, and Road Scholars (formerly called Elderhostel). And of course the Parkway’s role in educating the public about its heritage is and will be ongoing.

2.2.8 Partners in interpretation
The Parkway’s partners are the keys to its success. Many of them are already up and running with outstanding interpretive programs, and others have great potential to do so. By leveraging, networking, and sharing resources, the Parkway can support and enhance interpretation of its heritage sites and strengthen marketing and outreach.
A list of the Parkway’s current partners is available on the Parkway website. Please see Appendix 4.15a for the Parkway Partner Pledge and Appendix 4.15b for the suggested Municipal Resolution of Support.

2.3 The Audience
2.3.1 Target segments
The Parkway will serve a challenging number and variety of audiences. They fall into five broad categories:

1) Land-based recreation (hikers, bikers, hunters, cross-country skiers, etc.)
2) Water-based recreation. Subsets: paddlers, power boaters and sailors. The group also includes people who fish.
3) Nature-based (birders, ecotourists, geocachers, etc.)
4) Heritage, arts and culture (museums, theatre, historical sites)
5) Culinary/agritourism (farmers markets, local foods, farm tours, etc.)

Each audience segment includes a number of different targets:

a) Local citizens vs. in-state tourists vs. out-of-state tourists
b) Virtual users (website access, social media)
c) Multicultural audiences
d) Urban vs. suburban audiences
e) Generational variations
   1. Retirees
   2. Baby boomers
   3. Gen X
   4. Gen Y/Millennials/20-somethings
   5. Families
f) People with special needs (including vision-impaired, hearing-impaired, physical and cognitive disabilities, etc). With attention to this special target audience, and building on DNR’s already very significant services to this audience, the Parkway could become a “mecca” for folks of all abilities to engage in a wide variety of recreational activities. See section 2.3.2 for more details.
g) (Eventually) Educators and students. Subsets include:
   1. Early childhood
   2. Elementary
   3. Middle school/junior high
   4. High school
   5. College
   6. Organized groups like scouts, homeschoolers, etc.

61 http://heritageparkway.org/partners/our-partners/
2.3.2. **Universal accessibility**
The Fox-Wisconsin Heritage Parkway is committed to the principle that its programs and services should be as accessible as possible to visitors of all abilities. The commitment applies to interpretive programs and services, as well as to access to both land- and water-based recreational activities.

2.3.2.1 **Universal design**
Universal design refers to the design of products and environments to be useable by all people to the greatest extent possible, with minimal need for special adaptations. The National Park Service (NPS) has been a leader in developing principles of universal design; the following material is based on those principles.62

*Principle 1: Equitable use.* The design is useful and marketable to people with diverse abilities. It provides the same or equivalent means of use for everyone, avoids segregating or stigmatizing any users, and ensures that design is appealing to all.

*Principle 2: Flexibility in use.* The design accommodates a wide range of individual preferences and abilities. It provides a variety of usage methods and is adaptable to each user’s individual pace.

*Principle 3: Simple and intuitive use.* The design is easy and intuitive to understand and use, no matter the level of the user’s literacy and language skills. It provides prompt, effective feedback where appropriate.

*Principle 4: Perceptible information.* Information is effectively communicated, without regard to ambient conditions or the user’s sensory abilities. Different modes (visual, auditory, tactile) provide redundancy and the material is designed for maximum legibility.

*Principle 5: Tolerance for error.* The design minimizes the chance for hazards and adverse consequences for unintended actions.

*Principle 6: Low physical effort.* The design can be used efficiently and comfortably with a minimum of effort. It minimizes repetitive actions and fatigue.

*Principle 7: Size and space for approach and use.* The design is reachable and visible regardless of the user’s size, posture, or degree of mobility.

2.3.2.2 **Wisconsin DNR’s “Open the Outdoors” program**
The Fox-Wisconsin Heritage Parkway would do well to reinforce, support, and build upon the “Open the Outdoors” program, which provides adaptive kayaks, accessible boat landings and shore fishing sites, beach wheelchairs, sit skis, and accessible cabins.63 The

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62 For detailed NPS guidelines on accessibility, please see [http://www.nps.gov/hfc/accessibility/](http://www.nps.gov/hfc/accessibility/)
Parkway is committed to creating access for people of all abilities to recreational opportunities throughout its length.\textsuperscript{64} Wisconsin DNR provides an outstanding model.

2.3.2.3 ADA-friendly kayak landings
Access to the water for people of all abilities is a goal of the Fox-Wisconsin Heritage Parkway. A funding request is being explored with Wisconsin Economic Development Corporation (WEDC) to facilitate installation of ADA-friendly kayak landings in a number of Parkway municipalities.\textsuperscript{65}

The Parkway has plans for a health impact assessment that will map the regional mobility-impaired population and their regional rehabilitation services and link them to potential access points along a water route that could be developed in concordance with Americans with Disabilities Act (ADA) guidelines. The study will extrapolate the health benefits of kayaking and canoeing for the mobility-impaired population; demonstrate the cost benefit of investing in ADA-friendly facilities given the health benefits; provide an evidence base to assist communities along the waterway in targeting financial resources to develop and maintain ADA-friendly recreational development; and establish a framework for ongoing health outcome measurement of kayaking and canoeing with water trail utilization for the mobility-impaired population. The assessment is intended to create even more opportunities for waterway access, including a role for paddling sports as part of rehabilitation efforts for people with mobility impairments.

\textsuperscript{64} For resources on accessible trails, see http://www.americantrails.org/resources/accessible/index.html.

\textsuperscript{65} For resources on accessible waterways, see http://designingaccessiblecommunities.org/resources/recreation.php. In particular, see “Universally Accessible Canoe and Kayak Launches,” developed by the St. Clair and Midland (MI) County Parks and Recreation Departments, at that link.
2.4 Experiencing the Parkway

2.4.1 Introduction: What do I want to do in the Parkway?

In planning for the visitor experience of the Parkway, the team naturally approaches the task for the viewpoint of the audience: what will visitors expect to be able to do along the Parkway? Their hoped-for experiences could include:

- Get out on the water
  - Canoe or kayak the rivers (experienced paddlers)
  - Learn how to canoe or kayak the rivers
  - Boat to heritage sites on the river
  - Sail between the lakes
  - Take a boat/water taxi tour
- Travel along the rivers
  - Ride horseback (own horse or rented)
  - Bike along the rivers
  - Hike along the rivers
  - Drive along the rivers
- Enjoy winter sports
  - Cross-country ski
  - Ice-skate
  - Snowshoe
  - Ride ay snowmobile
- Add to life bird list
- Hunt the rivers
- Fish the rivers
- Become immersed in art, theatre, dance, music, and architecture
- Have fun with family:
  - With little kids (0-7)
  - With kids ages 8-12
  - With teenagers
- Learn about the history/heritage of the rivers
- Experience the tastes of the Parkway (chocolate, cheese, supper clubs, fish fries, farmers’ markets, wineries, breweries, cheese factories, agriculture, etc.)
- Do all these things from a wheelchair

All of these experiences are achievable within Parkway boundaries.

2.4.2 Connecting to the Parkway

A major goal of interpretation is to create a strong connection between the visitor and the resource. The hope is that the visitor will come to care deeply about the resource and thereby help to preserve it for the future. However, there is a variety of potential ways for visitors to connect, depending upon their goals for the experience. For example:

- They may have cognitive or intellectual goals. They come to the Parkway to gain knowledge, to think learn, and use their brains.
• They may have action-oriented goals: they want to get out in the Parkway and do things, participate, take action.
• They may have a goal to fully engage their senses, to immerse themselves in their surroundings, fully experiencing sight, sound, touch, smell, and taste.
• They may have emotional or inspirational goals. They want to reflect, to consider their attitudes and values, to connect spiritually with the place and its stories.

Each of these ways of connecting is valid, and many visitors will have multiple goals for their experience. The Interpretive Master Plan is intended to accommodate all.

2.4.3 Visitor experience goals
These goal statements describe the specific experiences visitors would like to have – and that Parkway officials would like them to have – when visiting the Parkway (either in person or remotely). They describe opportunities that will enable visitors to fully enjoy, understand, and appreciate the diverse resources associated with the Parkway. They create “benchmarks” against which final recommendations can be measured: do the recommendations help the Parkway meet these goals? Visitor experience goals address the ways that visitors will connect with the Parkway intellectually, actively, emotionally, and through all their senses. They also address how visitors will plan their trip, how they will become oriented to Parkway geography, how they will enjoy recreation, learn, and – hopefully – engage in stewardship of Parkway natural and cultural resources. The Parkway’s plan for tracking performance metrics calls for periodic surveys. Adding visitor surveys to the mix of evaluative strategies will allow measurement of these goals.

2.4.3.1 Trip planning
Trip planning refers to planning that takes places prior to the actual visit to the region. Most trip planning these days is conducted via the internet. Visitors planning trips to the Parkway will have opportunities to:
  • Use the internet to easily find information on services and experiences available throughout the Parkway, including:
    • The most direct route to access the Parkway
    • The variety of recreational experiences available
    • The variety of interpretive experiences available
    • An events calendar
    • The variety of accommodations available, including those that are pet-, child-, and ADA-friendly
    • Information on ADA-friendly recreational options
    • Places to eat
    • Public access to the rivers
    • Local climate, seasonal, and weather conditions
    • Best seasons for certain activities, such as fishing (which species when) and birding (which species when)
    • Estimated costs, such as entrance fees, tour prices, equipment rentals, etc.
    • Best services and activities for large groups
• Links to group tours of the region (commercial and nonprofit vendors)
• Family-friendly activities
• Information on water and land trail use: how challenging, how long, which are pet-friendly, etc.
• Information about hazards, safety precautions, warnings, etc.
• Links to information about active DOT construction zones
• Links to local resources, such as church services, gas stations, bike repairs, canoe/kayak outfitters, etc.
• Fishing/hunting regulations, where to get licenses, bait shop locations, etc.
• Access suggested itineraries that are tailored to specific interests, and include variations based on group demographics and the amount of time available for each visit.
• Access “favorites” via the Parkway website: for example, “If you enjoyed x, you will also like y …”
• Use social media to access user reviews of Parkway services and experiences.
• Access literature (or perhaps electronic) kiosks offsite (for example: in airports) that describe Parkway resources and opportunities.

2.4.3.2 Orientation/touring
Orientation refers to how visitors will understand the nature of the Parkway and find their way around. Visitors to the Parkway will have opportunities to:
• Access gateway kiosks at specific locations that will 1) describe (and map) the entire Parkway, 2) interpret the local site, and 3) set “agendas” for visiting other sites within a few miles of the kiosk.
• Visit year-round “anchor” institutions that will provide not only more information about Parkway themes, stories and resources, but also restrooms and an escape from inclement weather.
• Access a coordinated sign system that is easy to recognize and follow.
• Use maps online and on paper that accurately depict automobile routes and destinations.
• Procure accurate, easy-to-read maps/charts for each land and water trail within the Parkway.
• Easily learn access points to the river: canoe put-in/take-out locations, boat launches, lock schedules, etc., as well as the locations of bike racks, etc.
• Access GPS coordinates for key Parkway locations.
• Access a smart phone application that offers detailed information about Parkway resources and activities.
• Understand the rules and regulations that are in force.
• Learn how to contact local guides and outfitters.
• Learn the best locations within the Parkway for certain activities. For example, best photo op, most romantic, most challenging hike, etc.
• Learn about the Parkway and understand the benefits of becoming Parkway members/supporters.
2.4.3.3 Interpretation
Interpretation refers to the ways that visitors will access and connect with the Parkway’s stories. Visitors will have opportunities to:

- Connect intellectually and/or emotionally with Parkway stories in real, meaningful ways.
- Find at least a few stories that are of interest to every person of every age and background.
- Broaden their life experience by accessing Parkway stories.
- Access Parkway stories through choosing from a variety of types of media: visual, auditory, hands-on, electronic, etc.
- Purchase/acquire something that will extend the interpretive message once they have returned home.
- Participate in activities that bring Parkway stories to life.
- Immerse themselves in the experience of the Parkway.
- Encounter elements in the Parkway that entice them to return to the same river segment, or to explore another.
- Donate to the Parkway and/or become supporting members.
- Learn about volunteer opportunities, schedules, benefits, etc.

2.4.3.4 Recreation
A large percentage of visitors will visit the Parkway to access its recreational resources. These visitors will have opportunities to:

- Have fun!
- Feel renewed.
- Improve their physical, mental, and emotional health.
- Chose the level of recreational experience they prefer: from a sense of adventure, to a safe, comfortable, relaxing experience.
- Access equipment rentals, liversies, outfitters, and guided tours to enhance their recreational experience.
- Access adaptive equipment that makes recreation feasible for persons of all abilities.
- Access “bundled” recreational opportunities that offer a variety of experiences for multigenerational family groups, taking into consideration variations in ability, preference, physical fitness, etc.
- Take classes intended to teach outdoor recreational skills, especially to families, but also to members of any age group.
- Be compelled to return, perhaps to paddle, hike, or bike the entire length of the Parkway.
- Donate to the Parkway and/or become supporting members.
- Learn about volunteer opportunities, schedules, benefits, etc.

2.4.3.5 Education
Visitors who come for educational purposes will have specific curriculum or other requirements, whether they are teachers with school groups, homeschoolers, Scout
troops, or Road Scholars (formerly known as Elderhostel). These visitors will have opportunities to:

- Easily learn what types of educational experiences are available, including any links to curriculum, and when each is offered.
- Link to additional curriculum- and Parkway-related resources, such as Wisconsin Department of Instruction, Wisconsin State Historical Society, Environmental Education in Wisconsin, etc.
- In the case of parents, access information that enables them to help their children learn in effective and directed ways.
- For homeschoolers, access educational programs that are suitable for a variety of age groups.

2.4.3.6 Stewardship
This category of experience is intended to help people understand the importance of protecting the Parkway’s natural and cultural resources, and to encourage them to participate in helping to protect them. Visitors will have opportunities to:

- Understand the link between the health of the river environment and human health and welfare, including the value of clean water to industry.
- Connect with, support and perhaps participate in historic and/or cultural preservation.
- Connect with Parkway themes and stories that emphasize the importance of conservation.
- Adopt a River Mile, including helping to clean up the shoreline of “their” mile.
- Donate to the Parkway and/or become supporting members.
- Learn about volunteer opportunities, schedules, benefits, etc.
- Become motivated to participate in conservation activities.
- Encourage stewardship and reinforce conservation values through social media.
- Feel inspired and empowered to protect and conserve Parkway resources through voluntary, unregulated means.

2.4.4 Heritage itineraries
Some of the Parkway’s stories are more evident on the landscape than others. In order to encourage visitors to explore these stories in greater detail, the Interpretive Master Plan proposes that a series of topic-specific heritage-based itineraries be developed. Visitors will access the itineraries via the Parkway website or smart phone application, selecting from half-day, one-day, weekend, three-day, or week-long options. Each river segment will offer something that addresses each story, so that it will not be necessary to traverse the entire length of the Parkway to access the story. In addition, some itineraries will be accessible to visitors traveling both overland and on the waterway. Finally, each itinerary will offer an “Off the Beaten Track” feature: other places to explore the topic that are accessible to but not necessarily within Parkway boundaries. Eventually, the Parkway will encourage the development of bus tours that will focus on heritage itineraries.
Nine storylines offer potential as heritage itineraries. They should be rolled out at a rate of one or two per year, each one released to the public when all or most elements are in place. (Of course, each itinerary can be updated with new information when additional elements become available.) The nine potential heritage itineraries can be sorted into three groups: 1) currently well or reasonably well supported by interpretive infrastructure; 2) strong potential; infrastructure available, but needs development; and 3) additional effort needed to create the itinerary.

1) Good to fair support currently available (listed in order of readiness)
   - Transportation/Navigation
   - Geology
   - Nature/environment/ecology
   - Fur trade era/explorers
   - Hydroelectricity
   - Industry/commerce

2) Strong potential
   - Native Americans. This itinerary will of course be developed in close coordination with the Parkway’s tribal partners.
   - Era of conflict: 1812-1840

3) Additional effort
   - Immigration. Preliminary research for this theme has indicated that it may best be addressed through culinary tourism: opportunities to experience the foodways of Wisconsin’s many immigrant groups. Special events and festivals may round out this itinerary.

The PCB cleanup was originally on the list of heritage itineraries to be developed, but further research revealed that there is little tangible, observable evidence to which visitors could be directed. The dredging barges move from place to place on the river, and other than the processing plant in Green Bay, there is little to see. The processing plant offers an amazing environmental cleanup story that visitors would find fascinating, but the plant is not open to the public, nor is it likely to be, due to concerns about safety and – perhaps – proprietary information. So the PCB cleanup story – certainly one of the Lower Fox River’s most compelling stories – will need to be told in other ways.

2.4.4.1 Content frameworks for the itineraries
Preliminary content frameworks have begun to be developed for some of the heritage itineraries (for example, Navigation/Transportation, Geology, Native American Cultures, Fur Trade/Explorers); the others remain works in progress. A content framework is essentially an inventory of the assets that support each of the itineraries. The itineraries are built upon the framework, adding routes, time frames, and other elements to make up a cohesive, topic-based experience.

Along with the development of the content of the itineraries, joint marketing efforts will be explored, as each itinerary will involve an array of partners. Perhaps some form of joint ticketing might be put in place to further encourage visitors to utilize the itineraries.
2.4.4.2 Sample content framework: Navigation/Transportation Itinerary
The story of navigation and transportation along the Fox Wisconsin Waterway is one of the Parkway’s strongest, most tangible stories, and arguably the one closest to being ready for roll-out. Visitors can access the story from land or from the water. It is strongest in the Lower Fox segment and in Portage. (Please see Appendix 4.16a-c for additional content frameworks for the heritage itineraries.)

General. This subject breaks down into two distinctly different types of itinerary, depending if one is traveling by land or on the water.

Navigation/transportation trail (by land), Lower Fox River and the Lakes
- Watching Great Lakes freighters, Green Bay
- Former Chicago and Northwestern Railway Depot, Green Bay
- Milwaukee Road Passenger Depot (Green Bay Chamber of Commerce), Green Bay
- National Railroad Museum, Green Bay
- Hazelwood Historic House Museum, Green Bay
- Visit the FRNSA Lock System
- Stay the night in an authentic lock tender’s house
- Polo-Resto, De Pere
- Appleton Lock #1 Education Center (future)
- Tayco Street Bridge Tower Museum, Menasha (scheduled to reopen for boating season 2013)
- Lighthouses of Lake Winnebago Tour
- Lakes State Railroad History Association, Baraboo
- Military Road (south of Green Bay, east of Lake Winnebago)
- Parkway Floating Visitor Center (future)

Navigation/transportation trail (by land), Upper Fox River and Portage
- Museum at the Portage (steamboat history)
- The Portage Canal
- Military Road
- Parkway Floating Visitor Center (future)

Navigation/transportation trail (by land), Lower Wisconsin River
Merrimac Ferry
- Mazomanie Railroad Museum (if it reopens; closed in November 2012)
- Wyalusing State Park, view of confluence of Wisconsin and Mississippi Rivers
- Villa Louis Carriage Days
- Parkway Floating Visitor Center (future)
Navigation/transportation trail (by boat), Lower Fox River and the Lakes
  • Lock through the locks
  • Stay the night in an authentic lock tender’s house
  • Lighthouses of Lake Winnebago Tour
  • National Railroad Museum (when boat landing is in place)
  • Hazelwood Historic House Museum (when boat landing is in place)
  • Appleton Lock #1 Education Center (future)
  • Winneconne Historical Society Museum Complex: 1871 railroad depot and Steamboat Museum
  • Parkway Floating Visitor Center (future)

Navigation/transportation trail (by boat), Upper Fox River and Portage
  • Portage Canal
  • Locks and bridges
  • Boscobel RR Depot
  • Paddle the Upper Fox
  • Guided paddler with the Voyageurs
  • Parkway Floating Visitor Center (future)

Navigation/transportation trail (by boat), Lower Wisconsin River
  • Paddle trips
  • Parkway Floating Visitor Center (seasonal?)
  • Historic train ride (potential)

Off the beaten track
Fennimore Historical Society Railroad Museum (narrow gauge Dinky locomotive; used to run between Fennimore & Woodman)

Specially for rail fans
In addition to the rail-related opportunities listed above, the Parkway offers rail fans some excellent train watching opportunities. For example, once developed, the Trestle Trail in Appleton would offer a fantastic train-watching opportunity for rail fans, with half the trail devoted to hikers, and the other to an active railway. Other communities, such as Oshkosh, offer good train-watching opportunities, as well.

In addition, BridgeHunter.com lists a number of interesting bridges of historical and engineering interest.

Future enhancements to the navigation/transportation itinerary. Most of the listings above are in place now, ready to receive visitors. However, the visitor experience could be enhanced with a number of additional “upgrades” and developments. For example:
  • Create viewing platforms along the Bay of Green Bay, for example at the Ken Ewers Park and Trail in the North Port Industrial Area, the Metro Boat Launch or near Renard Island in the Bay Beach area, or the Jack Day Environmental Education Center.
• Offer a guided “cruise” to the lighthouses of Lake Winnebago.
• Work with the Museum at the Portage to develop a more extensive exhibit on the history of steamboats on the Fox Wisconsin Waterway.

2.4.5 Other itineraries
Visitors will come to the Parkway for other activities in addition to enjoying heritage itineraries. A series of recreation-based itineraries have been developed by Economic Development Partners (EDP). They will be made available to visitors as part of the itinerary-building function of the Parkway website that is a high priority for development. The recreation-based itineraries are:
• Birding
• Culinary/agritourism
• Hiking/walking
• Biking
• Automobile touring
• Winter sports
• Hunting
• Paddling
• Boating
• Boat tours
• Fishing

A “Family Fun” itinerary that identifies locations that are particularly suitable for different ages of children will be developed. Cultural events (music, art, theatre) will be listed a part of an events calendar, along with other special events like festivals, powwows, etc.

Please see EDP’s Fox-Wisconsin Heritage Parkway Economic Impact Plan (separate document) for details.

2.4.6 Wayfinding
Wayfinding refers to the ways that people will orient themselves within Parkway geography, and how they will find their way from place to place. Following an approach developed by Kevin Lynch, an MIT professor who once studied under Frank Lloyd Wright at Taliesin, there are four components to wayfinding:66

• Orientation: Where am I right now?
• Where to? Can I find the way to where I want to go?
• Mental mapping: Do I know where I have been and where I should go next?
• Arrival: How do I know I have arrived in the right place?

66 The concept of wayfinding was developed by Lynch in his book The Image of the City (Harvard-MIT Joint Center for Urban Studies, Boston, 1960); the elements of wayfinding addressed here are based on Lynch’s work.
Lynch identified five kinds of elements that people use to orient themselves in space. These are:

- Paths or routes: streets, trails, public transportation routes
- Edges: physical barriers like rivers and shorelines
- Districts: places with a distinct identity, such as a Chinatown
- Nodes: intersections or meeting places where people logically connect with each other
- Landmarks: Tall, visible features that allow for orientation over long distances

Wayfinding is not strictly speaking part of the mission of the Interpretive Master Plan, but it is so critical to the success of the visitor experience that it is included here for consideration. As a wayfinding plan for the Parkway is developed, the elements for orientation within its boundaries will need to be identified and reinforced, particularly in light of the great distances between Parkway assets in some cases, and the discontiguous nature of the route. Paths and trails will need to be defined. Certainly the rivers and the shorelines of the lakes will guide orientation. Unique districts and meeting places can be identified, and in some cases, physical features on the landscape can serve as landmarks to orientation.

The challenge becomes even greater when considering the plethora of signage systems that are already in place along the Parkway. Since the Parkway does not own land, any signage put in place would need to be partnered with regard to its placement. While gateway kiosks are recommended in a number of areas, and Parkway maps will point out the locations of the anchor institutions, it may not be practical for the Parkway to install wayfinding or identity signage along its rivers. Instead, maps, both printed and virtual, can provide a “mental overlay” of the Parkway that will guide people to their destinations. The itinerary-building function that will be developed for the website, and the smart phone application especially, will need to be designed to address Lynch’s four components: Where am I? Where to? Where was I and what’s next? and Am I there yet?
2.5 Interpretive Programs and Services: Recommendations

2.5.1 Introduction
After more than a year of research and investigation into the Parkway’s most compelling stories, the Core Planning Team had compiled a formidable list of potential products and services that could help convey Parkway significance and meaning. In September 2012, each participant in the planning process individually prioritized each of the ideas for interpretation. The scores were then compiled as a way of assessing consensus. The priorities were reviewed and fine-tuned in order to provide geographical, thematic, and political balance. So the process of creating the final recommendations was guided by the prioritization exercise, but also by other factors, including gut feelings as well as common sense.

2.5.2 Summary of findings
Installation of gateway kiosks and anchors ranked high. In the media category, there was strong support for creating an itinerary-building function for the Parkway’s website, for a mobile app, and for increased use of social media. Prime locations for gateway kiosks and anchor institutions were identified. Respondents tended to be wary of labor-intensive programs like theatre-based interpretation, and some were skeptical that teachers would have the time or interest to incorporate Parkway elements into their classroom curricula. However, virtual field trips were ranked as a high priority.

There was good support for partnered signage – utilizing existing sign infrastructure as a base for new content, collaboratively developed. The group as a whole was very supportive of a variety of oral history projects, but less so of more research on new topics. Interpreting the Fox River lock system as a whole was ranked higher than that for any individual lock.

There was less enthusiasm for telling the story of the PCB cleanup, and for the idea of a floating visitor center. Art projects on the river ranked mostly medium priority, except for a riverfront mural project, which ranked high. Programs and services interpreting Indian culture and traditions ranked high throughout the exercise, in several different categories.

In the Special Events category, there was strong support for an annual River Summit, perhaps alternating as a conference focusing on Wisconsin’s great conservation leaders and their legacy.

For a timeline for implementation of the recommendations, please see Section 2.8 of this document.

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67 There is a considerable amount of theory behind this approach. “The wisdom of the herd” – sometimes called crowd intelligence – is said to make better decisions and predictions than an individual acting alone. For more information, see [http://en.wikipedia.org/wiki/The_Wisdom_of_Crowds](http://en.wikipedia.org/wiki/The_Wisdom_of_Crowds).
2.5.3 Manifesting the Parkway (demonstrating a visible presence on the ground)

2.5.3.1 Gateway kiosks

These are outdoor signs that 1) introduce the Parkway, 2) provide a map of the whole Parkway, 3) interpret the site where the kiosk is located, and 4) provide information about other nearby sites and attractions. They include QR codes to provide links to more information about things to do in the area, and they allow for commercial sponsorship by a restaurant, hotel, or other benefactor, if desired.

Since the Parkway does not own land, placement of each kiosk will need to be coordinated with governing authorities and land-owners at each preferred kiosk site. With arrangements in place, the Parkway should be able to install one-two kiosks per year, for a total of up to sixteen kiosks total over the course of a decade. The following recommended locations are group by priority.

**Highest priority:**
The first three priorities call for one gateway kiosk in each river segment.

*Portage Welcome Center.* This new building is scheduled to be completed in July of 2013. It will house the area Chamber of Commerce. City officials have already expressed an interest in having a gateway kiosk near the Welcome Center.

*Voyageur Park in De Pere.* The new bridge and planned wildlife viewing and fishing piers near the northernmost lock in the Fox River Navigational System, in an already lovely and well regarded park, make this a prime location for introducing the Parkway from that end. The eventual possibility of the De Pere lock tender house being used to interpret the Parkway and the waterway is another strong factor in considering De Pere, with its historic districts and other historical attractions, as a good place for one of the Parkway’s first gateway kiosks.

*Wyalusing State Park.* DNR officials have indicated that, with the appropriate Memorandum of Agreement (MOA) and with respect for DNR’s existing graphic standards, it may be possible to install gateway kiosks in Wisconsin state parks. Wyalusing is the ideal southern gateway location, with shared themes, excellent infrastructure, and – perhaps most meaningfully – a stunning view of the confluence of the Wisconsin and Mississippi Rivers. The view of these beautiful American rivers with their links to global waters really brings home the whole point of the Fox-Wisconsin Waterway.

**Next priority:**
These recommendations are balanced among the river segments and centered on places where people gather.

*Menasha Lock.* With the Parkway considering setting up headquarters in the Menasha Lock House, a great deal of boating activity in the lock, and more than 350,000 people (2011 figures per Menasha Mayor’s office) accessing the nearby Trestle Trail last year, Menasha Lock is an ideal location for a gateway kiosk.
**Merrimac Ferry.** Captive audiences on both sides of Lake Wisconsin can access information about the Parkway while they eat ice cream and await the ferry. Rather than installing a separate kiosk, this might be an opportunity to partner to create signage (Ice Age Trail on the south side, Wisconsin DOT on the north).

**Victoria Park in Muscoda.** This lovely park is one of the only places along the Lower Wisconsin that offer a public landing with many amenities. The campground and picnic area draw many visitors.

**John Muir Park.** This county park, which includes a segment of the Ice Age Trail, does not draw large numbers of visitors, but John Muir and his international influence on wilderness preservation is an essential Parkway story.

**Final priority:**
This last set of recommendations fills in gaps and establishes a wider Parkway presence.

**CityDeck in Green Bay** (or at the Fox River Recreational Trailhead just south of CityDeck). Active interest in waterfront development in Green Bay and the prospect of increasing usage of this walkway make CityDeck a strong candidate for a Parkway kiosk.

**Kaukauna Hydro Park.** This park is under development, but City of Kaukauna officials have indicated interest in having a Parkway kiosk installed when the park is finished. The kiosk would help tell the hydroelectricity story of the Fox River Valley.

**Fox Cities Mall.** Placement within a mega-shopping center would put the Parkway’s story in front of nearly 16 million shoppers per year.68

**City of Oshkosh.** Several locations have been suggested for a gateway kiosk in Oshkosh; final recommendation is to be determined. Suggestions include Menominee Park, near the Convention Center, and on the Wiouwash Trail near the UW-Oshkosh campus.

**East side of Lake Winnebago.** A gateway kiosk is needed here to remind visitors that the east side of the lake is included within Parkway boundaries. It is especially intended for visitors coming up that side of the lake from Milwaukee. Suggested locations (exact location TBD) include High Cliff State Park, Calumet County or Columbia Park, near Jim and Linda’s Lakeview Supper Club in Pipe, WI, or a DOT wayside near Stockbridge.

**Bridgeport.** This would be a DOT-partnered location where State Highway 35 (the Mississippi River Great River Road National Scenic Byway) crosses the Wisconsin River. Bridgeport was the site of a very early pole ferry that crossed the Wisconsin River as early as 1820. The crossing later became part of the Military Road. A DOT wayside provides access to the Wisconsin River and would be the site for any Parkway interpretive kiosks.

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Ice Age Trailhead in Portage. This location just off Route 33 at the Portage Canal and close to the Indian Agency House would target a variety of audiences and support multiple Parkway stories that are centered in the critical town of Portage.

Brown County Park near Wrightstown. This boat landing location would establish a Parkway identity on the east side of the river.

2.5.3.2 Parkway anchors
These are partner institutions that support Parkway themes and are able to provide more in-depth information. To qualify they must 1) be open year-round on a regular basis, 2) offer drinking water and bathrooms, 3) provide a small display in a prominent location promoting the Parkway. A pilot program to test the anchor concept is underway, centered on the Neville Museum in Green Bay, an institution that beautifully introduces nearly all the Parkway themes. The Parkway should be able to establish two anchors in the first year, with one more to follow each year for four years, for a total of six anchor institutions. The following recommended anchors are listed in priority order. A second category of potential anchors is listed separately because they offer strong potential as anchors, but are either not available yet, or not open year round at this time.

Recommended:

Neville Museum, Green Bay. The Neville Museum is the perfect anchor for the northern end of the Parkway. The focus of their nicely done permanent exhibit is a chronological history of the area -- Wisconsin, really -- starting with the Ice Age.

Portage Welcome Center (to open July 2013); City of Portage officials have already indicated interest in the Welcome Center as Parkway anchor. Note that both gateway (outdoor) and anchor (indoor) units are recommended for the Portage Welcome Center. Portage is truly the fulcrum of the history waterway, and as such is a critical element to interpreting the Parkway’s stories.

Prairie du Chien Chamber of Commerce and Visitor Center. The Visitor Center features a statue of Fr. Marquette, as well as tourism information for all of western Wisconsin.

Children’s Museum of Fond du Lac. The museum is moving to a location near Lakeside Park on the shores of Lake Winnebago. The Parkway should explore the possibility of creating a very special, child-oriented anchor in the form of a hands-on, large scale steamboat. The steamboat (located either indoors or out) would provide a multisensory experience for kids, and provide a venue for the Parkway to interpret its steamboat story, which stakeholders indicated was of great interest, but not yet well interpreted. The museum’s new location is close to the site of Fond du Lac’s original steamboat landing.

Sauk Prairie Chamber of Commerce. This beautiful new building contains interpretive exhibits on area heritage and natural attractions.
**Oshkosh Public Museum.** The museum shares a great number of Parkway stories, including a focus on the area’s wetlands and waterways, the Fox River watershed and river-related stories, environmental impact, etc.

**Potential anchors (future):**

*Villa Louis, Prairie du Chien.* This unit of the State Historical Society shares many Parkway stories and would provide an anchor at the southwest end of the Parkway. The site is not open year-round at this time.

*Tripp Museum, Prairie du Sac.* The Tripp Museum is run by an energetic team of volunteers. It shares Parkway stories, but is open for a limited number of hours only.

*UW-Oshkosh Alumni Welcome and Convention Center.* University official only broke ground for this new facility in October, 2012. It could eventually serve as a Parkway anchor.

**2.5.3.3 Additional marketing-oriented recommendations**

The Parkway should purchase a mobile, banner stand-style “kiosk” that sets up quickly and can be used as a booth wherever a Parkway presence is needed. Any number of vendors offer this type of display unit. It rolls up from a tube like a window shade, and is very lightweight and easily managed. Along with a light folding table and a couple of chairs, the banner stand creates an easy-to-handle display.

In addition, the Parkway should explore the possibility of acquiring a mobile interpretive unit: either a small cart that can be towed, or a van, outfitted with display materials and emblazoned with Parkway graphics. Such a unit provides visibility for the Parkway wherever it appears, as well as a relatively simple way to “take the show on the road.”
2.5.3.3.1 The Parkway can also play a role in facilitating the training of partners’ frontline heritage tourism staff, especially in making sure they are well informed about local heritage and recreational opportunities.

2.5.3.4 Wayfinding strategy
Wayfinding is critical to the success of the visitor experience. As a wayfinding plan for the Parkway is developed, the elements for orientation within its boundaries will need to be identified and reinforced, particularly in light of the great distances between Parkway assets in some cases, and the discontinuous nature of the route. Paths and trails will need to be defined. Certainly the rivers and the shorelines of the lakes will guide orientation. Unique districts and meeting places can be identified, and in some cases, physical features on the landscape can serve as landmarks to orientation.

The challenge is made greater by the plethora of signage systems that are already in place along the Parkway. Since the Parkway does not own land, it may not be practical for the Parkway to install wayfinding or identity signage along its rivers. Instead, maps, both printed and virtual, can provide a “mental overlay” of the Parkway that will guide people to their destinations. The itinerary-building function that will be developed for the website, and the smart phone application especially, will need to be designed to address visitors’ wayfinding needs. See Section 2.4.6 for more details.

2.5.4 Interpretive programs and services
Parkway-sponsored interpretive programs will almost exclusively be developed, coordinated, and presented in conjunction with partners that share values and objectives. These include an outdoor education program, a river mural project, theatre-centered programming at the Charles Grignon Mansion in Kaukauna, and oral history research.

2.5.4.1 The Water Trail
One of the Parkway’s foremost goals is to get people back on its rivers. Development of the Fox-Wisconsin Heritage Parkway Water Trail is an ongoing initiative. The trail involves physical assets like portages, launches, signage and maps, as well as web-based interactive mapping capability that will allow detailed trip planning to include put-in, take-out, break points, camping spots, and repair facilities. The trail is 280 miles in length. Portages, launches, and signage have been developed around Appleton Locks 1-4, Menasha Lock, Menasha Railroad Bridge, Cedar Lock, and De Pere. Signage has been created and is in the queue to be placed along the entire Upper Fox area.

The trail will allow non-motorized through-transportation from Green Bay to Prairie du Chien and will increase the number of people on the water and encourage them to visit heritage sites that are accessible from the rivers. Being able to traverse the system will afford more people the opportunity to experience this great resource, will create increasing desire to do so, and in the end will encourage more visitors to become advocates for its conservation. It will encourage paddlers to utilize the Upper Fox – nearly an undiscovered recreational landscape, which is more tranquil than the Lower Fox, closer to home for many, and could bring economic benefits for Upper Fox River towns.
Technical support for the water trail is being provided by the National Park Service’s Rivers and Trails Program to improve portage design to better withstand seasonal damage; improve design of website and print materials; assist with safety concerns regarding dams; help to turn the Heritage Paddles into a systemically sustainable annual event; advise on combining the Heritage Paddles with the Adopt-A-River Mile Campaign with shoreline cleanups; and create ADA-friendly landings throughout the Parkway.

2.5.4.2 Heritage Paddles
The Parkway has sponsored six heritage paddles per year for the last several years. Typically three of the paddles are on the Lower Fox, where there is a large population of avid paddlers, with two on the Upper Fox, and one on the Lower Wisconsin. For example, heritage paddles planned for 2013 include:

- The Park to Park Paddle, this year from Shattuck Park in Neenah to Lutz Park in Appleton
- The Moonlight Paddle, which launches at a site in De Pere and ends at Green Bay
- The Appleton Locks Paddle, which goes through two or three of the Appleton Locks
- Pardeeville to Portage on the Upper Fox
- Princeton to Berlin to Oshkosh on the Upper Fox, with an overnight campout in Berlin
- Lower Wisconsin River Paddle in the Spring Green area

Each heritage paddle features some historical element. The Fox of the River Voyageur Canoe company, a pair of costumed reenactors with an authentically designed canoe, are traditionally a part of each heritage paddle, as well. Wisconsin DNR sometimes has voyageur-style canoes available; the Parkway has also considered commissioning a voyageur canoe of its own.

2.5.4.3 Water taxi
In summer 2012, initial research into a water taxi in the Green Bay-De Pere stretch of the Lower Fox River was begun. The water taxi would launch at CityDeck near where the tour boat the Foxy Lady now berths, and travel to De Pere with stops at heritage sites along the way, including the Neville Museum, Heritage Hill, Hazelwood, the National RR Museum, White Pillars Museum in De Pere, etc. The boat would lock through at De Pere, perhaps stopping at the De Pere lock tender house, and return, repeating the loop. Bike racks would be provided, as the route parallels the popular Fox River Recreational Trail; passengers could bike down to De Pere and take the water taxi back, or vice versa. Passengers could purchase an all-day pass. An on-board interpreter, perhaps a student of interpretation at UW-Stevens Point’s School of Resource Management, would enhance the tour and answer questions. The City of Green Bay is said to be very receptive to the concept of a water taxi.69

69 See the Lower Fox River and Green Bay Shoreline Waterfront Redevelopment Plan, http://www.co.brown.wi.us/departments/page_1c38905c9e0c/?department=2317176c7f00&subdepartment=bc2d35fa4859
A number of infrastructure projects will be needed in order to make the water taxi project fully feasible. Mainly, while the present ride between Green Bay and De Pere would be very pleasant and interesting, few of the heritage stops along the way provide landings for boat access. Some of the stops are right on the river – Neville Museum, Hazelwood, the National Railroad Museum – but others, such as Heritage Hill, would need to provide some kind of transportation – perhaps a golf cart or van – to bring visitors to the main part of the property. ADA-accessibility is also of concern.

The Parkway plans to partner with volunteers and organizations to offer free, invitation-only proof-of-concept pilot programs for the water taxi program for the next two years.

Please see Figure 2.4 for a map of the proposed route of the water taxi.
Potential Event Dates

Celebrate Americafest - July 4
ArtStreet - August 24-26
Provide links from Packers Heritage Trail to Lambeau
Packers Training Camp Weekends / Family Nite
Wednesday evenings Broadway Farmers’ Market
Celebrate De Pere - Memorial Day Weekend
De Pere Rivewalk Festival - June 30
http://downtowndepere.org/Events_Calendar_GCXA.html
Brown County Fair - August 15-19
Other issues remain to be worked out. A “for-hire” vessel operating on Federal waterways requires a captain’s license. In order to transport more than six passengers, the captain needs a license for a twenty-five-ton vessel, which has a number of stipulations, and makes the vessel subject to the Coast Guard inspection process. Qualified captains are few in number, and the process of obtaining the appropriate license is a rigorous one. A source of funding has yet to be identified, and at least two pontoon boats capable of handling 15-20 passengers each will be needed, along with liability insurance. Private charters would be available during off-peak times. Perhaps advertising space on the vessels could be made available for sponsors of the tour to generate additional revenue.

If details can be worked out, the project is scheduled to be launched next summer as a free proof-of-concept initiative during festivals only.

2.5.4.4 ADA-friendly kayak landings
Access to the water for people of all abilities is a goal of the Fox-Wisconsin Heritage Parkway. A funding request is being explored with Wisconsin Economic Development Corporation (WEDC) to facilitate installation of ADA-friendly kayak landings in a number of Parkway municipalities. Please see Section 2.3.2.3 for more details.

2.5.4.5 Outdoors 101
In 2008, Richard Louv’s book Last Child in the Woods called attention to a growing national problem that he called “nature-deficit disorder.” For a variety of reasons – increasing leisure time spent with digital technology; stressed-out, over-protective parents; heavily scheduled afterschool activities – fewer and fewer children know what it is to be surrounded by nature.

In part as a result of Louv’s book, a “No Child Left Inside” movement began to encourage funding and support for environmental education, healthy outdoor recreation, and good nutrition. Federal bills in support of the movement have been introduced in both houses of Congress, but no action has been taken. In the meantime, the “No Child Left Inside Coalition” formed in Wisconsin, bringing together a variety of partners to develop an environmental literacy plan. Initiatives at the Federal level include America’s Great Outdoors, and First Lady Michele Obama’s Let’s Move program. Taken all together, there is a growing sense that children and their parents value the outdoors, but in many cases, lack the skills to know how to recreate safely and enjoyably.

Two strong potential Parkway partners share the goal of teaching families how to enjoy the outdoors: Wisconsin DNR, and the Ice Age National Scenic Trail. The Parkway will coordinate with these two partners to explore the possibility of creating a partnered outdoor education program devoted to showing families how to have fun in the outdoors. Lessons could include camping, hiking, fishing, winter sports, paddling, or any number

70 New York, Algonquin Books
71 ncliwi.pbworks.com/f/dpinr2009_44nclicoalition.pdf
72 http://americasgreatoutdoors.gov/
73 http://www.letsmove.gov/about
of activities. This “Outdoors 101” coalition could investigate the feasibility of staffing the classes with instructors from UW-Stevens Point’s exemplary College of Natural Resources. DNR once offered a similar program, and it is possible that equipment from the program is still available for use.

2.5.4.6 River mural project
While industry is still a vital force on the Lower Fox River, it is less evident on the Upper Fox today. Yet the Upper Fox towns, including Omro, Berlin, Princeton, Montello, and Portage, once supported a range of thriving industries. One way to honor this important aspect of Upper Fox River history is to work with Arts Wisconsin and the river communities to create murals that depict industries like fur and leather, stone, steamboats, cranberries, etc. The murals would create a heritage attraction, help reduce blight along the river in some areas, and encourage community pride.

2.5.4.7 Museum theatre at the Charles Grignon Mansion
One of the most effective yet demanding approaches to interpretation is the development of scripted dramatizations that take place in and around historic properties. When a site has a rich, significant story, with a multitude of documented characters who offer a variety of viewpoints, it is a good candidate for this type of interpretation. The Charles Grignon Mansion in Kaukauna is one such site.

Fur trader Augustin Grignon (1780-1860) and his wife Nancy McCrea, the daughter of a Montreal trader and a Menominee Indian woman, lived in Kaukauna from about 1805 to 1834 near the site of a large Menominee village. Grignon, as the fur trade began to dwindle due to declining resources, traded, farmed, and built a flour mill and gristmill, setting off an industrial base for Kaukauna that continues today. He also offered an oxcart portage service for boats seeking to circumvent the steep Kaukauna rapids. Augustin and Nancy’s oldest son Charles (1808-1862) served as a government interpreter and participated in the Treaty of the Cedars with the Menominee Nation. After his father moved to Butte des Morts, Charles took over the Kaukauna operation, building what was once called “The Mansion in the Woods” in 1837, the same year that he and Mary Elizabeth Meade, an accomplished young woman from Pennsylvania, married on New Years Day.

The history of this couple is documented in “History and Family Values, A Good Wife’s Tale: Mary Elizabeth Meade Grignon of Kaukauna, 1837-1898,” by Virginia Glenn Crane. The following excerpts from Crane’s article demonstrate just a few of the rich, meaningful, and far-reaching concepts regarding multicultural life on the frontier that could be addressed through a dramatic presentation that interprets the lives of these early Wisconsin pioneers.

“Nancy’s Menominee mother lived in a small cabin near her daughter’s home on the west bank .... Augustine ... was a garrulous host with a large

fund of stories and a Gallic love of fiddling, dancing, singing, and games. Nancy laid a bountiful table of crêpes, good French coffee, venison steaks, wildfowl, and other foods caught, gathered or raised by the numerous Menominee or Métis engagés who lived and worked about the enclave.

“Nancy was devout Catholic ... but she also retained her Menominee traditions—gathering wild rice with her mother, sewing moccasins, threading snowshoes, and, in the early spring, processing maple syrup at a nearby camp in the sugar bush.”

“It was on [a trip to Green Bay] in 1836 – the year that Wisconsin achieved territorial status – that Charles met Mary Elizabeth Meade, newly arrived from the East. Charles was twenty-eight years old at the time, five feet nine, with black eyes, dark hair, and dark complexion. Mary Elizabeth was just nineteen years old, petite and light-eyed, alert and vivacious. He courted her for a short time, and presently they were betrothed.”

“All talk on [the happy day of their marriage] was about the ‘loveliness of the fair bride who had left the ‘luxuries and comforts of civilization to brave the inconveniences’ of pioneer life.”

“Charles Augustin Grignon came from a world that was radically different from the culture and environment that Mary Elizabeth Meade had always known. He was a Métis or “mixed-blood,” the scion of French, Scottish, Menominee, and Ottawa ancestors. His great-grandfather was Charles Michel Langlade (1729-1801), a famous French-Ottawa soldier-warrior and imperial agent in service to the crown of France who later became known as the “Father of Wisconsin.”

“Grand Cacalin [Kaukauna] was a lonely spot for Mary Elizabeth—a tenderfoot who had spent much of her youth in the East and had grown accustomed to living in a busy town surrounded by friends and loved ones. When the new Mrs. Grignon moved to the frontier with her silverware, her books, and her piano, she was a new kind of inhabitant on the old Menominee land. The Indians and the Métis settlers who lived at Grand Cacalin had never before heard the sound of the piano. The voyageurs were accustomed to the fiddle and song; the Menominee, to the drum, flute, and chant. Oblivious to the rich cultural tradition that existed just outside her door, Mary Elizabeth sat alone in her richly appointed parlor and played on her piano the tunes from her music book – operatic airs, comic songs, and popular ditties of the 1820s.”

“Charles’ aged Menominee grandmother ... remained at her cabin, and there lived out her life on what had been her ancestral land in the shadow of her grandson’ imposing home.”
“At home, Mary Elizabeth had a sewing machine and kept clippings describing hat reconstruction and a page cut from a fashion magazine illustrating the latest Paris mode—all suggesting method and style for her wardrobe. Charles, like his lady, was clothes-conscious and never went into society looking like a fur trader. He ornamented his expensive suit with a diamond breast pin; he wore a ring and gold-rimmed spectacles and carried a gold-headed cane and a fine snuff box.”

“... the place was rural, the family had a farm, and Mary Elizabeth kept cows and chickens and tended a kitchen garden.”

“For fun, the children made maple candy, read stories from Gleason’s Pictorial, played with their cats, and enjoyed sledding and sleigh rides.”

“During the final thirty years of her life (1862-1898), the Widow Grignon was faced with the burden of single parenthood and head of household responsibilities at her Kaukauna home. Charles had died intestate, and Mary Elizabeth was appointed executor of his estate ... She continued, for the rest of her life, to sort through the tangled threads of Charles’ and his father’s estates.”

Creation of dramatic, scripted interpretive programs is challenging, but fortunately, there is an organization that provides support and resources. The International Museum Theatre Alliance (IMTAL) mission is “to inspire and support the use of theatre and theatrical technique to cultivate emotional connections, provoke action, and add public value to the museum experience.” Through IMTAL, the Parkway can locate resources to advise on interpretive playwriting and production, from initial consultation on creative and strategic approaches, to casting, costuming, and on-site performances. It will be worthwhile to explore with community theatre groups the possibility of a museum theater program based on the Grignon Mansion’s compelling stories. If such a program at the Mansion proved successful, it could perhaps be expanded to other venues throughout the Parkway.

Appendix 4.17 is an excerpt from the National Register of Historic Place Nomination Form for the Charles Grignon Mansion.

2.5.4.8 Oral history research
Building on an ongoing oral history project centered on lock tenders and their families, the Core Planning Team expressed an interest in continuing such projects. One topic is of particular current interest: the observations and perspectives of a wide variety of people who were and are engaged in the historic PCB cleanup of the Lower Fox River. The Parkway should explore with Wisconsin Humanities Council and others the possibility of establishing an ongoing, carefully planned program of oral history research, to include participants in the PCB cleanup. The Council’s granting guidelines for this year emphasize exploration of the state’s environmental history, celebration of
Wisconsin’s rich conservation heritage, and dialogue about present and future relationships between the people and Wisconsin places.

Meaningful oral history projects can help to capture the everyday experiences and traditions of ordinary people by documenting the life of neighborhoods and families and the ties that bind them. They can build critical folk knowledge, sustain elements of living cultural heritage, nurture local grassroots initiatives, and help build community. Some projects even collect photographs and evocative objects to back up recorded stories.  

**2.5.5 Special events**

Special events are labor intensive, but they call regular attention to the Parkway and its mission. Three potential events are recommended for further exploration: a “River Summit,” a reenactment of the voyage of Marquette and Joliet, and a mini-rendezvous at the Charles Grignon Mansion in Kaukauna.

### 2.5.5.1 River Summit

The Parkway will host an annual conference for the purpose of facilitating dialogue, collaboration and support regarding river issues. These could include river ecology; watershed management; hydropower; development of waterfront industrial sites, brownfields and idle properties, including technical aspects, regulatory issues, funding options and marketing concepts; grant funding programs relevant to riverfront properties; current and prospective water quality issues; tools and resources available; marketing primer and support; special events; itinerary marketing of local themes and linkages; water trail topics including recreational opportunities and connectivity; and tour themes and options on water, bicycle, hiking trail or roadways, including culinary tours.

On alternate years, the conference might focus on Wisconsin’s conservation leaders and their legacy. Each year will feature a specific theme. A wide range of constituents will be invited: representatives of industry, agriculture, municipalities, tourism, etc. Breakout sessions will focus on topics like open space preservation, recreation, waterfront development, sustainability, river heritage, the history of pollution, the challenges of promoting tourism on impaired waters, etc. The River Summit is based on a similar program at the University of Dayton. The University’s Rivers Institute, administered by the Fitz Center for Leadership in Community, promotes, protects, and preserves the watershed of the Great Miami River, which flows into the Ohio.

Partners for such a program in the Parkway might include organizations like Fox Wolf Watershed Alliance, the Aldo Leopold Foundation, Lawrence University, St. Norbert College, and the Wisconsin Humanities Council.

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75 For an example of such a project, see the Philadelphia Folklore Project at [http://www.folklorequipment.org/about/index.php](http://www.folklorequipment.org/about/index.php)

76 [http://rivers.udayton.edu/index.html](http://rivers.udayton.edu/index.html)

85
2.5.5.2 The Great River Voyage Reenactment
In spring of 1972, a group of seven men from Chicago set off to re-enact the 300-year anniversary of the voyage of Father Marquette and Louis Joliet. Beginning from St. Ignace, Michigan, they paddled two custom-built canoes across Lake Michigan, up the Fox River, and down the Wisconsin to the Mississippi. The part of Father Marquette was played by an actual Jesuit priest, and that of Joliet by a high school French teacher. At each night’s encampment, dressed in period costume, the travelers would demonstrate voyageur skills, sing French voyageur songs, and teach the journey’s history to anyone who would gather. Residents of the towns they visited – especially young women who thought those modern-day voyageurs were more than attractive – still remember the voyage fondly.

The Parkway should explore the possibility of a period reenactment of the journey, perhaps every other year, or every three to five years. The journey could begin in Green Bay, with stops at river towns along the Fox Wisconsin waterway. Citizens in costume could join for segments of the journey, similar to multi-day floats like the Delaware River Sojourn. Overnight encampments could feature contests of voyageur skills, like ax-throwing, story-telling, or fiddle-playing, along with group singing of raucous voyageur songs. It would add historical value to the voyage if it could be timed to end up in Prairie du Chien in mid-June in time for the traditional rendezvous, one of the most popular such events in the Midwest. The Parkway could seek corporate sponsorship for the journey, or for segments of it.

2.5.5.3 A Rendezvous at the Charles Grignon Mansion
An annual special event on the grounds of the Charles Grignon Mansion could provide a venue to demonstrate tradition skills like blacksmithing, weaving, pottery-making, traditional cooking, moccasin-making, leather tanning, etc. In years past, when the Outagamie County Historical Society managed the mansion, similar events regularly attracted role-playing costumed volunteers, school children, and families. Vendors would rent booth space from which to sell traditional goods and period food. First-person interpreters or interpreters in period costume could tell the story of the Grignon family, their Menominee relatives, and their impact on Kaukauna. The City of Kaukauna has offered assistance with attracting and managing vendors, and Kiwanis volunteers, who have presented similar programs at the Mansion to school classes on a regular basis in the past, may be prevailed upon to participate in the rendezvous. The event replicates the concept of the trading post that the Grignons operated at that very spot. It should probably be held in August, or at some other time that does not conflict with other long-standing rendezvous events.

2.5.6 Curriculum-centered programs
As discussed above, development of curriculum materials for classroom use is a challenging field, and one that the Parkway may not wish to become involved in.

78 http://www.delawareriversojourn.org/
79 http://www.prairieduchien.org/visitors/rendezvous.htm
However, some curriculum-based programs may be worth exploring: support for History Day, heritage education at an operating lock, an environmental education center, and virtual field trips. Homeschool, after school, and summer programs may be particularly suitable audiences for potential Parkway educational offerings.

### 2.5.6.1 National History Day in Wisconsin

The Parkway should sponsor a History Day prize for projects focused on the Fox or Wisconsin Rivers. Each year, the National History Day organization chooses a broad theme as the basis for student research projects. Sponsors are welcome to offer special awards, from certificates of achievement to educational scholarships.

### 2.5.6.2 Heritage Education Program at Appleton Lock #1

Appleton Lock #1 represents a golden opportunity to educate school children, families, and adult visitors about the industrial history of the Fox River Valley, and Appleton in particular. In this one location, the viewshed includes tangible elements of the Lower Fox River’s most compelling stories: the development of the lock system, water-driven industries, transportation and navigation, including railroad history, and hydroelectric plants that were American pioneers. There is no other lock site on the Fox River that is this rich in tangible assets, and that so clearly demonstrates Appleton’s and the river’s industrial heritage.

Its out-of-the-way location is an advantage – an opportunity to “step back in time” to recreate a historical lock setting in park-like surroundings, yet within the context of the modern world. Development of the site as a location for school field trips must be conducted with extensive involvement by teachers in the Fox River Valley. It is recommended to begin a pilot program with Appleton school district fourth-grade teachers (when Wisconsin history is addressed), first assessing interest and viability of such a program, and then moving on to program development if the project seems feasible. If successful, it is likely the program could draw schools from Green Bay to Oshkosh and beyond.

Because funding is increasingly limited, and because preparation for standardized tests takes up a great deal of classroom teaching time, the classic school field trip is in danger of becoming a thing of the past. In order to attract the attention of teachers, the Appleton Lock #1 school field trip experience would need to offer outstanding value in terms not only of what the students would learn and do, but also with regard to cross-curriculum standards. The field trip should address not just history/social studies, but science, technology, math, and language skills, as well. To be at its most effective, it would need to be developed with the guidance of and input from local teachers.

A visit to the site by a group of school children might feature a variety of hands-on experiences. The group could be split into three different subgroups, each of which would rotate through all three sets of experiences. One group, safely cocooned in life

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80 For more information on sponsoring special awards for History Day students, see the Wisconsin Historical Society, [National History Day in Wisconsin](http://www.wisconsinhistory.org/teachers/historyday/sponsors.asp)
jackets, would get on a boat (preferably a pontoon) and go through the lock with an interpreter on board to explain the process. (There is a conveniently located boat landing just north of the lock.) A second group would control the hand-operated lock. The third group would utilize the (hopefully) restored lock tender house/education classroom and the grounds around it to participate in hands-on period-appropriate activities, pretending that they are members of the lock tender’s family or an officer in the Army Corps of Engineers in whatever year the site is centered on. In addition to industrial and hands-on history, the site, including the possibility of developing the lock tender house as a classroom, has tremendous potential for educational programs on topics that include environmental science, river ecology, conservation, and nature studies.

The use of the Appleton Lock #1 site by visiting school groups could be a community outreach initiative that would require little or no investment in the existing infrastructure beyond renovation of the lock tender house (which would be a sizeable investment). In fact, the program could begin without the lock tender house classroom, with hands-on activities focused on the grounds of the lock.

A pilot program sponsored by the De Pere Historical Society/White Pillars Museum involved student visits to the lock, along with tours of the city’s historic district. The lock tender, a teacher on summer hiatus, was an effective interpreter of the lock’s history and operation. This kind of program can be continued and enhanced – and perhaps expanded to other locks in the future.

2.5.6.3 Multi-day Residential Environmental Education Center
The Cuyahoga Valley National Park Conservancy operates a successful environmental education program that brings in revenue to benefit the park. The four-day, three-night program for grades 4-6 focuses on watershed exploration, while grades 7-8 study human impact on the watershed and low impact development tools and strategies.81

The facility features two 64-bed dormitories, modern bathrooms and showers, and an on-site food service staff. Or visiting groups can rent the kitchen and prepare their own meals. When the resident education program is not in session, the facility is available for rent by church groups, cross county teams, family reunions, or corporate or organizational retreats.

Another model for this type of program is NatureBridge, an organization that partners with the National Park Service to teach science to students, organizations, and family groups through three-to-five-day residential workshops at Yosemite, Golden Gate, Olympic, Santa Monica Mountains, Channel Islands and Prince William Forest National Parks. NatureBridge’s business model combines earned revenue with contributions from individuals, corporations, foundations, and government agencies.82

The Parkway should conduct a study to assess the feasibility of a similar program along the Fox-Wisconsin waterway, considering an appropriate facility and both educational

81 http://www.conservancyforcvnp.org/education/resident-program/
82 http://www.naturebridge.org/
and operational staff to support and run the program. Efforts will soon begin to locate an appropriate venue for exploring this program in the Oshkosh area.

### 2.5.6.4 Virtual field trips

Nothing substitutes for an in-person, actual experience of a heritage or natural resource. But if classroom constraints prevent teachers from scheduling field trips, a virtual field trip may be the next best thing. The Parkway should seek a university partner to investigate the possibility of creating virtual field trips centered on STEM (Science, Technology, Engineering and Math) programming. The waterway offers many opportunities to explore these subjects, from the operation of the lock system, to the PCB cleanup. A feasibility study would identify the areas most likely to strengthen classroom teaching of these subjects.

### 2.5.7 Partnered programs

While the Parkway’s approach to programming will always involve constructive partnerships, some programs are particularly dependent upon partner relationships. For these projects, the Parkway will serve as facilitator of dialogue and planning initiatives, and offer support and encouragement. These include:

#### 2.5.7.1 Rent/repurpose Neville Museum’s former temporary exhibit on the War of 1812 for use in Portage’s new Welcome Center.

The Parkway has an “umbrella” role to play in networking, sharing information, and facilitating partnerships within its boundaries. One such opportunity involves a temporary exhibit on the War of 1812, its run now at an end, that was produced by the Neville Museum. Because the exhibit emphasizes the significance of the War of 1812 to area Indian tribes, it would be particularly useful for display (graphic panels only, not the excellent selection of artifacts that were included in the original exhibit) at the Portage Welcome Center, which is due to open in July 2013. The graphics would make a wonderful base for interpreting the clash of cultures on the Wisconsin frontier. The initiative would introduce the Neville Museum as a kind of patriarch institution in the region, visitors to this temporary exhibit in Portage would add to the Neville’s attendance figures, and Portage would benefit from the display of a professionally produced interpretive exhibit.

#### 2.5.7.2 Dialogue regarding John Muir Park

John Muir Memorial Park is a Marquette County park located near the Town of Buffalo, Wisconsin, between Portage and Montello. The area was settled in 1849 by the Muir family and was the boyhood home of John Muir, founder of the Sierra Club, and widely considered the “father” of the national park system. Roaming through nature in “the glorious Wisconsin wilderness,” Muir learned an appreciation for the natural world that later inspired him to be among the first citizens of the world to advocate for the
preservation of nature for the sake of its own beauty.

The park encompasses approximately 160 acres, ten of which have been developed for recreational use. The remainder of the land is managed by Wisconsin’s Department of Natural Resources as a State Natural Area. A National Historic District overlays much of the eastern half of the park and includes 17 acres of privately owned land; this land was part of the original Muir homestead.

The park includes a 30-acre kettle lake and a variety of plant communities: fen, sedge meadow, open bog, woodlands, oak opening, and wet-mesic prairie. For more information, please see the Interpretive Master Plan, Volume 3, Site Assessments, Section 3.7, John Muir Park.

The park, together with the adjacent Fox River National Wildlife Refuge and nine additional State Natural Areas within Marquette County, protect a tremendous diversity of plant and animal life, and provide an authentic experience of the early settlement landscape of central Wisconsin.

Several entities are involved in management of the park and establishing its direction: Marquette County, the owner of the original homestead site, DNR, Ice Age Trail, and Wisconsin Friends of John Muir. Others interested and involved to some extent are the National Park Service, the U.S. Fish and Wildlife Service, and adjacent property owners.

The park features two monuments and part of an Ice Age Trail kiosk honoring Muir, but the main use tends to be recreational. It beautifully represents the Upper Fox river and all its natural and heritage resources: several different types of habitats, and a wide variety of plant and animal species. It is truly a natural treasure of the Fox-Wisconsin Heritage Parkway. As there are a number of parties with a stake in the development of the park and its landscape, the Parkway should convene a group of stakeholders to engage in dialogue about ways to enhance interpretation of the John Muir story and honor this American icon more deeply at the park.
2.5.7.3 Fort Winnebago Historic Site

The Parkway should foster and encourage an initiative that would interpret Historic Indian Agency House, Surgeons Quarters, and the former site of Fort Winnebago as a single “Fort Winnebago Historic Site” – in effect, an interpretive master plan for integrating all three sites into a single, cohesive story. Methods could include new interpretive signage, a website, brochure, and even a physical link between the two extant historic sites. This is discussed more fully in Volume 3, Site Assessment, Section 3.10, Portage Welcome Center. The concept dates to at least 1967, when a report, *A Study of the Feasibility and Implementation of Developing the Historic and Related Resources of the Portage Area as a part of the Southcentral Wisconsin Region* by Frank and Stein Associates, Inc., went so far to as to suggest an exacting full-scale reconstruction of Fort Winnebago. The idea was revisited in 1993 by Richard Starr of Economic Research Associates (ERA).

With the former site of Fort Winnebago just up the hill from Surgeons Quarters, and now occupied by a privately owned farm and a BP station, it is hard for visitors to grasp the scale of the fort and its prominence in the frontier town at the portage. The wayside across Highway 33 from the Quarters includes historical markers noting Fort Winnebago, Father Marquette, the east end of Wauona Trail, and a red granite marker that commemorates the surrender of Chief Red Bird, the military road that connected Wisconsin’s frontier forts, and the officers who served at Fort Winnebago, who included Lt. Jefferson Davis. Although the signs convey considerable information, they do not include visuals that might help the visitor envision the fort and environs in the 1820s and 30s. A few contemporary sketches of the fort do exist, including one by Juliette Kinzie.

In addition to improvements to the site of the granite Marquette and Joliet marker at the Wisconsin River that is addressed in Section 2.6.3.1 of this document, below, the full length of the Wauona Trail, now an ordinary suburban street, could become a designated bicycle route with pavement striping and interpretive signage.

These improvements would do a great deal to emphasize the importance of one of the Parkway’s most significant stories.

2.5.7.4 Restoration of native prairie at Historic Indian Agency House

In a 1942 lecture to the National Society of the Colonial Dames of America, Aldo Leopold urged reestablishment of the prairie at the Indian Agency House. The Parkway should consider supporting such an initiative to improve interpretation of the site’s period of significance, and to honor the Leopold legacy. In his own words: 83

“Most of the prairie flora has disappeared from view, partly by reason of plow and cow, and partly by reason of competitive Asiatic and European weeds and grasses... This old flora, like an old book, should be preserved for its historical associations. We can hardly understand our history without knowing what was here before we were... We have here restored,

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at great pains, the architecture and furniture of an 1830 household, and then set it in a landscape monopolized by stowaways from Asia. It is only what we don’t know about plants that prevents such an incongruity from hurting us.”

There is a great deal of interest in Wisconsin at present in prairie restoration, and UW-Madison is a leading proponent. The combination of native restoration and historic preservation applied to a real-world site may well be attractive to that community. Historic Indian Agency House has already incorporated a small prairie restoration in addition to the variety of trees and shrubs that have been planted around the buildings.

Other improvements to the Agency House site in conjunction with prairie restoration could involve selective removal of woody vegetation to restore the sightlines to the canal and the Fort Winnebago site; improvements to the approach to the site; improvements to the nearby canoe launch at the north end of the Portage Canal; extension of a trail connection to the Fort Winnebago wayside across from Surgeons Quarters; and replacement of aging signage on approach routes.

For more details about the possibility of a prairie restoration project at Historic Indian Agency House, including a list of potential restoration partners, please see Volume 3, Site Assessments, of the Interpretive Master Plan, Section 3.8.

2.5.7.5 Tribal partnerships
The Parkway is committed to interpreting the Fox-Wisconsin story from multiple viewpoints. Five of Wisconsin’s eleven federally recognized Indian tribes have a strong, ongoing cultural connection and deeply rooted traditions to events and places in the Fox-Wisconsin Heritage Parkway: the Menominee, Ho Chunk, Potawatomi, Oneida, and Stockbridge-Munsee Band of the Mohican Nations. Each of these nations has its own unique history and cultural heritage. The Parkway hopes to encourage and facilitate the telling of each nation’s story for the benefit of its residents and visitors. These shared stories will greatly enhance the Parkway’s message.

The Menominee Nation is the first tribal entity to sign a formal partnership agreement with the Fox-Wisconsin Heritage Parkway. The Parkway is honored by the opportunity to partner with the tribe to interpret heritage and traditions associated with the sturgeon. Details are to come as the project continues to develop. In the meantime, the Parkway’s tribal liaison, Willie Pekah, continues to work with each of the Indian Nations to learn what stories they would like to tell, and how they would like to tell them.

2.5.7.6 Tours of industry
Wisconsin, especially its stretch along the Lower Fox River, is noted for manufacturing. The Parkway should encourage and facilitate the businesses within its boundaries to offer tours of factories (such as paper mills) and hydroelectric plants. Appleton’s state-of-the-art water treatment plant already reportedly offers such tours. An audience exists for these kinds of real world experiences.
2.5.7.7 **Encourage guided paddle trips**
In keeping with the Parkway goal to get more people out on the rivers, guided paddle trips will be encouraged, especially on the Upper Fox and Lower Wisconsin Rivers. Enterprising outfitters who offer voyageur experiences with period clothing and authentic craft will be particularly encouraged.

2.5.7.8 **An improved boat landing at Victora Park in Muscoda**
Victora Riverside Park in Muscoda is one of the few points of boater access along the Lower Wisconsin River that features public amenities that include parking, restrooms, water, picnic areas, and boat launch. It provides a campground with river access, serving both boaters and those traveling by car. The spacious park offers excellent views of and access to the Wisconsin River. The area was home to generations of Native Americans well before Marquette and Joliet traveled through; the historical character of the river is retained in many areas and includes acres of significant plant and animal habitat. Both the Lower Wisconsin State Riverway Board and the Town of Muscoda are supportive of the idea of Victora Park as a Parkway gateway (addressed in Section 2.5.3 of this document), and the area provides access to a vast array of Indian mound sites.

Besides local campers and fishermen, the park is a popular pick-up location for area canoe rental services. Heavy use by both power boats and canoes causes problems at times when the volume of canoes blocks access by other boaters. The Parkway should consider working with Muscoda officials to design and create a new boat landing that would provide separation between paddlers and motor boats. With or without such improvements, Victora Park offers the Parkway the opportunity to encourage and support guided canoe and kayak trips on the Wisconsin River that highlight nature, conservation, and historic and Native American river sites.

For more information on the recommendation for the improved boat landing, please see Volume 3 of the Interpretive Master Plan (Site Assessments), Section 3.12.

2.5.7.9 **The Augustin Grignon Hotel**
The Winnebago County Historical and Archaeological Society is attempting to acquire the historic National Register-listed Augustin Grignon Hotel in Butte des Morts.
Built between the 1830s and 1850, the hotel is significant as the base of fur trader and entrepreneur Augustin Grignon (father of Charles Grignon of the Grignon Mansion in Kaukauna). Grignon moved to Buttes des Morts in 1834 when the Menominee Nation ceded their land near Kaukauna for new territory on Lake Poygan. The building supports the Parkway stories of fur trade, American Indians, the era of conflict, and settlement.84

If the Society is successful in obtaining the building, the Parkway could play a role in helping plan for its highest and best use, including how it can best be interpreted.

2.5.7.10 Support for preservation of the historic Portage Canal
Citizens in various Parkway communities have been deeply engaged in preservation and interpretation projects for many years. The Parkway can lend sustaining moral support, reinforcement, and encouragement as a champion for projects that share its values. There are many such projects in the region. The preservation and interpretation of the Portage Canal is particularly worthy of Parkway support because the canal links its two river systems. Historically, the canal represents one of the first attempts in the nation to create a viable water passage between the Atlantic Ocean to the Gulf of Mexico.

2.6 Interpretive Media: Recommendations
The term interpretive media includes both electronic or digital media, and traditional media like signs and printed matter – any medium that visitors can use to access information on their own, without the intervention of a human interpreter.

2.6.1 Electronic/digital media
2.6.1.1 Website-based itinerary tool
A prime tool for presenting visitors with a comprehensive view of Parkway assets will be via the Parkway website. New capabilities will be required that permit visitors to plan out a specific, custom-tailored itinerary based on a number of criteria, including specialized interests, composition of the visiting party, and amount of time available. The resulting itinerary can be printed out or downloaded to a smart phone or tablet computer.

The model for the itinerary-building function is the website of the Schuylkill National and State Heritage Area in Pennsylvania.85 Their three-step destination wizard helps visitors customize their trip to the region. Step 1 asks “Where do you want to go?” Visitors can select from ten different segments, or choose “Anyplace.” Step 2 addresses visitor interests. They choose from three categories: Nature/Outdoors, History/Culture, or Technology/Industry. Finally, in Step 3, the wizard asks “What do you want to see or do?” Choices range from agriculture, to historic homes, to military history, to railroads (25 choices in all). The wizard than provides a list of all activities that fit the selected criteria. An “Add to Itinerary” button creates a printable itinerary, plus a map and driving directions.

85 http://www.schuylkillriver.org/
2.6.1.2 Smart phone application
Another high priority item for informing visitors about Parkway assets is a smart phone application. After viewing many examples, the Core Planning Team devised a set of features and approaches that would be desirable for a Parkway app. These include:

- **General attributes.** The app should be simple to use and readable, not overloaded with information, too busy or overwhelming.
  - Text should be minimal. All text should fit on a single screen (no scrolling down if possible). The app should provide a link to (a mobile-adapted) Parkway website for more information.
  - Capture demographic data, especially to entice sponsorship and emphasize the benefit to the sponsor.
  - Use online surveys (voluntary only, no pop-ups) to capture visitor metrics and evaluate service to users.
  - The app must be easy to maintain, and there must be someone assigned to maintain it.
  - Limit outside links. All links must be relevant and non-profit (except for paying sponsors). But State Historical Society of Wisconsin links to additional historical information are encouraged.
  - Add option to add email address to the mailing list, and to donate.
  - Include a “Share” button for linking to visitor’s and Parkway’s FB page
  - Offer both Android and iPhone options.

- **Content.** Include the following features:
  - Location of gateways and anchor institutions. NOTE: Gateways and anchors should provide wireless internet service if possible so visitors can download the app on site (using a QR code) without using up minutes of their phone’s data transfer plan.
  - App should include GPS function: Where am I?
    - App should show put-in and take-out locations on the rivers, and the distances between them.
  - Use DNR’s iconography to indicate recreational activities. Use photographs for heritage sites.
    - Photographs will be useful to entice people regarding recreational activities as well.
    - Indicate handicap access
      - Consider slightly modifying existing activity icons to indicate which provide handicap access
      - Assemble and confer with a council of people with disabilities as this feature of the app is developed
  - Add links to relevant topics on Historical Society of Wisconsin website
  - Events schedule/calendar. This is high maintenance, so Parkway may need to roll out itinerary functions first, events calendar later.
    - Calendar will be needed eventually.
    - Possible to arrange for partners to update on their own, with approval by an administrator.
• Photos of and information about typical wildlife species, showing details or seasonal phases that may not be visible in real life.

• Media. Incorporate:
  o Multiple historical images of today’s sites in full-screen format
  o Audio elements in addition to text (useful for vision-impaired users, too)
  o Consider regional or period music (such as Indian drumming).
  o Consider offering audio of historical narratives that offer different points of view.

• Interactivity.
  o Allow visitors to post their photographs with coordinates (like Instagram).
  o Offer contests for best photographs of the Parkway
  o Offer onscreen discount coupons

• Itineraries.
  o Following the model of the Smithsonian Institution’s Visitor Guide, list what one will see that is cool, not just the name of the attraction, museum, etc. (Example: giant squid or T-Rex, not “American Museum of Natural History”).
  o Similar information, organization, and graphic look/quality should be available on the website and the app.
    ▪ Many people will plan their itinerary on the website first. Itinerary should be transferable to phone or tablet computer for in-the-field use.
    ▪ Create computer-plus-app versions as above, and app alone version (for downloading on site via QR code)
  o Include information need for planning activities, routes, and timing of the visit.

For examples of smart phone applications in use in similar contexts to that of the Parkway, please see the September Core Planning Team Meeting Power Point Presentation in Appendix 4.8e, Progress Report, December 2012.

2.6.1.3 Video productions
Many members of the IMP’s Core Planning Team set a high priority on good quality video productions to promote the Parkway’s communities and their stories, heritage assets, and interesting people. The product could be shown on television, at gatherings like Canoecopia, the State Fair, or the EAA Convention, and community partners could use them for fundraising and promotion.

2.6.1.4 Social media
A visible presence on the major social media platforms is essential for public entities these days. Visitors will expect to see the Parkway on Facebook, Twitter, YouTube, and photo sharing sites. They will also access information and reviews about other visitors’ experiences in the Parkway on sites like TripAdvisor.com, Yelp.com, etc. The only way
to make sure that the Parkway’s image is positive is to take an active role in the world of social media.

A social media campaign is not to be undertaken lightly. Feeding appropriate information on a regular basis to the different platforms is labor intensive. What is more, once an aggressive social media initiative begins, it is important to keep it active. Nothing is more off-putting than a months-old Facebook update from a public institution.

The Parkway’s social media campaign should be organized in the context of big-picture planning, including branding, marketing, media/communications, and public relations. Social media management can be assigned to a staff member whose schedule allows plenty of time to devote to the project. Or it can be contracted to an outside firm, in which case, a staff member still needs to feed the contractor current information.

The Parkway should target a one-year time frame to launch an aggressive social media campaign – but only after planning for branding, marketing, etc., has been completed.

2.6.2. Traditional media
There are a great number of signage systems already in place in the territory that the Parkway covers, so any signs to be installed by the Parkway or its partners need to be carefully planned to contribute significantly to the visitor experience, rather than add to the considerable sign clutter that is already present. While a few signage projects might be initiated by the Parkway, many will be developed with partners, including those who already have under-utilized signage infrastructure in place.

2.6.2.1 The Marquette and Joliet marker in Portage
The Wauona Trail is significant as the route of the historic portage travelled by Native Americans for thousands of years, Marquette and Joliet in 1673, and the countless military and immigrant travelers that came afterward. There is virtually nothing about this streetscape that suggests its historical significance until one encounters a granite marker, erected by the DAR in 1905, that now rests in an untended and unsightly corner of a Dairy Queen parking lot across Wisconsin Avenue from the Wisconsin River levee. Its setting is no longer indicative of the importance of the site to the history of the Parkway, Wisconsin, and the nation.

Marker commemorating Marquette and Joliet, as it appeared in 1910. The marker as it appears today.
To enhance the significance of Wauona Trail, a “pocket park” with an improved setting, hardscape, and plantings should be created at the south end of Wauona Trail. Adding similar features across the highway at the levee steps, perhaps including interpretive signage, would visually connect the two spaces and also add prominence to the pedestrian crossing and to the concept that the trail connects two rivers.

See the Interpretive Master Plan, Volume 3, Section 3.9, Wauona Trail/Surgeons Quarters for more details regarding this recommendation.

2.6.2.2 The Fort Winnebago Wayside near Surgeons Quarters
The wayside across Highway 33 from the Quarters includes historical markers noting Fort Winnebago, Father Marquette, the east end of Wauona Trail, and a red granite marker that commemorates the surrender of Chief Red Bird, the military road that connected Wisconsin’s frontier forts, and the officers who served at Fort Winnebago. Although the signs convey considerable information, they do not include visuals that might help the visitor envision the fort and environs in the 1820s and 30s. There is opportunity for more extensive interpretation there, especially regarding Fort Winnebago since it is so close to the original fort site, as well as improved visitor amenities. Interpretive signage at the wayside should include contemporary images of Fort Winnebago.

See the Interpretive Master Plan, Volume 3, Section 3.9, Wauona Trail/Surgeons Quarters for more details regarding this recommendation.

2.6.2.3 Interpreting the Fox River Locks
The experience of traveling through the locks is an educational one in and of itself. But more can be done to enhance the interpretive value of that event. The Parkway should work with the Fox River Navigational System Authority (FRNSA) to:

- Install a vertical pole – a giant measuring stick – in each lock wall so that boaters can observe the depth of the water as they are raised or lowered in the lock; include a profile of the entire system that shows the total distance vessels are raised and lowered.
- Create a booklet for boaters new to the lock system to provide more information about how to access the locks and the protocols for locking through; offer it on the FRNSA and Parkway websites and hand it out when the lock pass is purchased. Interpretive material on each lock and the whole system should be included.
- Encourage FRNSA to create tie-ups where boaters can come ashore to explore the lock and its setting in more detail.

Many visitors will access the lock system via land. The Parkway will work with FRNSA to create specific, individual interpretive signs for each lock.

2.6.2.4 The Military Road
The Old Military Road, surveyed and constructed between 1832 and 1837, connected Wisconsin’s three frontier forts, Fort Howard at Green Bay, Fort Winnebago at the Fox-
Wisconsin portage, and Fort Crawford at Prairie Du Chien. Wisconsin's first real wagon road, it was intended to facilitate easier communications and travel between the forts. The road links the story of the three early Wisconsin forts and places them in the context of the development and settlement of the west, while neatly embracing the geography of the Parkway from Green Bay to Prairie du Chien.

Signage interpreting the Military Road could be installed at six strategic locations within the Parkway, providing opportunities to enhance interpretation of the road by providing historical context about its importance. Potential locations include:

1) Sherwood, intersection of Hwy 55 & County Road M.
2) Stockbridge Community Park, right on the former route.
3) Just south of Stockbridge, where the intersection of Hwy 55 & Hickory Hills Road is marked as Military Road
4) Wayside at junction of Highways 151 & 55; partner with DOT.
5) Calumet County and Columbia Parks
6) Portage; location TBD
7) Bridgeport where Hwy 18/35 crosses the Wisconsin River

Please see Interpretive Master Plan, Volume 3, Site Assessments, Section 3.16, The Military Road, for more details about the Military Road.

2.6.2.5 Partnered signage
As noted elsewhere, there are many different sign systems in place throughout the region of the Parkway. Interestingly, some of the signs within these systems are under-utilized, because the information they convey is outdated, poorly maintained, or simply missing. The Parkway should consider partnering with these entities to collaboratively develop interpretive content, which could be produced as new graphic panels to be installed on existing signage infrastructure. The Parkway would help fund and develop the content for the signs, and the “owner” of the sign structure would be responsible for maintenance and upkeep.

Wisconsin DNR may be a potential partner, especially if the Parkway could support the fabrication and installation of interpretive signs already designed and produced by DNR. The Sauk Prairie Riverway may wish to partner to install interpretive signage in August Derleth Park that emphasizes Derleth’s role as “the Thoreau of the Wisconsin River,” with quotes from his writings on nature.

2.6.2.6 ADA-accessible content for Historic Indian Agency House
Since the interior of Historic Indian Agency House is not fully accessible, audio-visual programs or other resources ought to be created so visitors with mobility limitations can access the IAH stories. Using the National Park Service’s Preservation Brief Making Historic Properties Accessible as a guide, it would be acceptable to create a photo album of the house’s interior for the use of these visitors. The Parkway should facilitate the photography project so that Agency House staff would have the materials with which to create such an album.

86 [http://www.nps.gov/hps/tps/briefs/brief32.htm](http://www.nps.gov/hps/tps/briefs/brief32.htm)
2.7 **Special Projects**

Special projects include those that are somewhat beyond the scope of a plan that focuses purely on interpretation, but that would have an impact on interpretation if implemented. They offer opportunities for partnerships that would strengthen the Parkway’s mission and goals.

2.7.1 **Adaptive reuse of the lock tender houses**

A good bit of the planning process centered on adaptive reuse of the lock tender houses on the Lower Fox River, which are owned by the Fox River Navigational System Authority (FRNSA). While some of the lock tender houses date to the 1890s, most of them, as well as the locks themselves, now represent the period of the 1930s. While none of the houses are ADA-accessible currently, it is possible to drive right up to nearly all of them. Potential adaptive reuse for the buildings centered on educational centers, paddler hostels, and vacation rentals.

The idea for vacation rentals of the lock tender houses is modeled on a program operated by the C & O Canal Trust, a partner of the C & O Canal National Historic Park, which runs along the Potomac River in Maryland and the District of Columbia. The program, called Canal Quarters, offers six lock tender houses for overnight rental. Canal Quarters is extremely popular, but it does not make money. It only breaks even if the initial cost of renovation (which was provided by the National Park Service) and of paid staff management time are not considered. It is considered an interpretive program of the park, with each of the houses restored and furnished to a particular historic period, the goals of which are to save historic buildings in appropriate ways, provide authentic heritage experiences, and strengthen visitors’ appreciation of their industrial heritage. All of each house’s furnishings are authentic to period (including reproductions), and are available for the renters to use, including the furniture, dishes, cookware, and period toys. The periods range from the 1830s in the more rustic houses, to 1930 one house, and 1950 at another. The program is almost entirely run by volunteers.

For more details on the Canal Quarters program, please see the document *C&O_CanalQuarters_Report.pdf* in Appendix 4.8d, Progress Report, August 2012. For documents regarding management of the Canal Quarters program, please see *Appendices 4.19a-h, The Canal Quarters Program at the C & O Canal National Historic Park*.

The Fox River lock tender houses should be offered at market rate and not under-valued. For comparison, the Frank Lloyd Wright-designed Seth Peterson Cottage owned and managed by Wisconsin DNR is constantly booked at $275/night. Lock houses at De Pere and Menasha were not considered for the rental program, as prospective uses for them are already under consideration (offices at De Pere, potential concession stand and Parkway headquarters at Menasha). Little Kaukauna was not listed because it is on DNR property, which prevents its use as an overnight facility.

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87 [www.canaltrust.org/quarters/](http://www.canaltrust.org/quarters/)

88 Please see Appendix 4.22, *Business Plan Pro Forma for Cedars Lock Tender House*. 

100
Some of the houses, such as those at Rapide Croche and Kaukauna, may serve as paddler hostels. The paddler hostel program is modeled on the 10th Mountain Division Hut Association in Colorado. The Association manages thirty backcountry huts in the Rocky Mountains that are connected by 350 miles of trails. The program is run by volunteers, who then get priority when reserving the huts.

The lock tender houses targeted for overnight rentals are Combined Locks at Little Chute, Little Chute Guard Lock, Cedars, and Appleton #2. The Parkway has set a goal of identifying four additional historic properties to serve as overnight rentals, especially targeting the Upper Fox River. Rapide Croche and Appleton #1 have been considered for additional uses.

**Combined Locks at Little Chute.** Recreational upgrades have made this location a real treasure. Trails link to Heersakker Park and a beautiful bridge across the river provides access to riverside hiking/biking trails (the Little Chute Heritage Trail). Boat access here would require a dock. The bridge features “popped out” areas that would be appropriate for interpretive signage overlooking the lock and lock house. For the time being, this is “the end of the line” until more locks are renovated and opened to traffic. The house is appropriate for vacation rental.

**Guard Lock at Little Chute.** This Dutch colonial revival house is in an urban setting right across from a bar. It would be a good place for paddlers, or for “girlfriend weekends,” etc.

**Cedars.** Boat tie-ups would be easier to create here, as the infrastructure is already in place. The house features three small bedrooms upstairs and bathrooms upstairs and down. It has a well and a septic system that are no longer in use; house would need to connect to the town sewer system or holding tanks would need to be installed. Few windows are open to the view of the lock, but the setting is charming.

**Appleton #2.** New stairs have been installed to the porch on the side overlooking the river. The opposite entrance is being reworked due to drainage issues caused by the Newberry Trail that runs right by. The entrance is at grade, and could potentially provide handicapped access. The Riverplace development across the way plans future docks on the opposite side of the river, and FRNSA could install floating docks near the house. The town trolley goes right by the house. Lawrence University has expressed potential interest in the house for quarters for visiting alumni; possibly the University would contribute funding or volunteer labor to renovate the interior.

**Rapide Croche.** Preliminary recommendations called for the lock tender house at Rapide Croche to be set aside as an environmental center for teaching about water quality and aquatic invasive species. However, upon inspection, it became clear that the house is not suitable for that purpose. A central staircase cuts up the space in awkward ways, and providing handicapped accessibility would be very challenging. The best potential use for the house now seems to be as a hostel for paddlers or boaters.

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89 [http://www.huts.org/](http://www.huts.org/)
FRNSA plans a new 20x30’ building on the premises to serve as an interpretive center and to provide bathrooms for people locking through, who will have to get out of their boats as the boats are lifted through the lock. This means ADA-accessible landings must be created, as well as tie-ups for boaters wishing to spend the night. The Parkway supports this idea, as well as the idea of creating a spectacular lift lock at the site that would become an attraction on its own.

**Appleton #1.** This house has the potential to become an education center/classroom for teaching about Appleton’s industrial history, and STEM (science, technology, engineering and math) topics. The interior of the house is fairly intact, and is laid out in such a way that it could serve the hoped-for purpose. The side entrance is nearly at grade already, and FRNSA already plans to regrade the area, and so could create a grade-level entrance (although the door is probably not wide enough to meet official ADA standards). A small ramp would bring wheelchairs over the door sill.

See *Figure 2.5, Lock House Locations* for images and a map of the lock tender houses and *Figure 2.6, Proposed Recommendations for Adaptive Reuse of Lock Tender Houses* for a summary of recommendations.
Sources:


Interpretive Solutions (Photographer) (2012) Photographer’s Collection.
# PROPOSED RECOMMENDATIONS
## LOWER FOX RIVER LOCK TENDER HOUSES

<table>
<thead>
<tr>
<th>Lock #</th>
<th>Condition of lock</th>
<th>House style &amp; setting</th>
<th>Proposed Use</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Menasha</td>
<td>Open 7 days</td>
<td>Clapboard; suburban</td>
<td>TBD</td>
<td>Great location: active lock, trestle trail; many internet survey responders cited Menasha Lock as “the 1st place they take out-of-town visitors.” Southernmost lock on the Lower Fox. Remove porch &amp; siding; Natl. Register nomination.</td>
</tr>
<tr>
<td>Appleton #1</td>
<td>Open weekends &amp; holidays</td>
<td>Clapboard; urban</td>
<td>Education center</td>
<td>Prime location for educational programs on industrial history &amp; conservation</td>
</tr>
<tr>
<td>Appleton #3</td>
<td>Open weekends &amp; holidays</td>
<td>Clapboard, restoration in progress; urban</td>
<td>Vacation rental (when restoration is complete)</td>
<td>Potential for ADA accessibility? Possible Lawrence U Alumni housing.</td>
</tr>
<tr>
<td>Cedars</td>
<td>Open weekends &amp; holidays</td>
<td>Dutch Colonial</td>
<td>Vacation rental</td>
<td>Beautiful! Potential to create tie-ups for boaters.</td>
</tr>
<tr>
<td>Little Chute Guard (#1)</td>
<td>Restoration in progress</td>
<td>Dutch Colonial</td>
<td>Vacation rental (when lock is restored)</td>
<td>Across from a rowdy bar! Good for paddlers?</td>
</tr>
<tr>
<td>Combined (Little Chute #3)</td>
<td>Restoration in progress</td>
<td>Dutch Colonial</td>
<td>Vacation rental (when lock is restored)</td>
<td>Beautiful!</td>
</tr>
<tr>
<td>Kaukauna #1</td>
<td>Restoration in progress</td>
<td>Clapboard</td>
<td>TBD</td>
<td>Rental? Odors from paper company could be a drawback.</td>
</tr>
<tr>
<td>Rapide Croche</td>
<td>Restoration in progress</td>
<td>Clapboard; rural</td>
<td>Hostel</td>
<td>Must development as hostel wait until lift lock is in place?</td>
</tr>
<tr>
<td>Little Kaukauna/Little Rapids</td>
<td>Open 5 days</td>
<td>Dutch Colonial; rural</td>
<td>TBD</td>
<td>No overnight use: possible artist’s studio?</td>
</tr>
<tr>
<td>DePere</td>
<td>Open 7 days</td>
<td>Dutch Colonial; urban</td>
<td>Wait &amp; see</td>
<td>Possible office space on 2nd floor; public use (TBD) on 1st floor</td>
</tr>
</tbody>
</table>
Looking to the Future. At one time, the Upper Fox River featured nine locks as part of the Fox Wisconsin Waterway. Only one lock tender house, at Berlin, remains. However, it is a strong candidate for overnight stays on the Upper Fox. It is likely that other historic buildings exist along the Upper Fox and Lower Wisconsin Rivers that may be suitable for the vacation rental/paddler hostel program. The more paddlers can be encouraged to use the Upper Fox, for example, the better, as it is a gentler, safer stretch of river, and the cities along the water have a lot to offer.

2.7.2 The Vulcan Power Plant Replica

The Vulcan Power Plant replica has been designated a National Historic Engineering Landmark by the American Society of Civil Engineers, the American Society of Mechanical Engineers, and the Institute of Electrical and Electronics Engineers, and as such is a significant element of the Parkway’s hydroelectric power interpretive theme. It was created for the 50th anniversary celebration of the first Edison hydroelectric plant in the world, installed in Appleton in 1882. The exacting replica was created from engineering drawings and was intended to be fully operational and capable of generating electricity. It was installed with great ceremony in 1932 near the Wisconsin Michigan Power Company’s headquarters on Oneida Street. In 1977, the replica received its National Historic Engineering Landmark designation. It was donated to the City of Appleton in 1985 and moved to its current location in 1987. Please see Figure 3.8 in Volume 3, Site Assessments, for a map showing that location. The replica is located near No. 8 (Neenah Paper) on the map, at the back of the parking lot right on the river just to the left of the Lawe Street Bridge. The Vulcan Power Plant replica represents the first time in the country that mills and a residence were lit by hydroelectric power using a Thomas Edison system.

The current location is very close to that of the original Vulcan Power Plant near the Lawe Street Bridge. It resides on land donated for that purpose by the owner of the Neenah Paper Company in the back of whose parking lot it now sits. It is close to the river, and near a small DNR boat launch that is not open to the public. Vandalism has been an issue in the past. The replica has recently received a coat of paint, and is ready for stronger interpretive support.

From 2004 to 2011, Appleton’s Historic Preservation Commission attempted to facilitate the replica’s move to Vulcan Heritage Park in Appleton. Vulcan Heritage Park features several interpretive panels relating Appleton’s hydroelectric story, and is located near Fratello’s Restaurant, located in a former power point building, and the Paper Discovery Center and Atlas Mill, all right on the Fox River with a view of one of Appleton’s dams. The attempt to relocate the Vulcan replica was not successful, but there remains a good deal of enthusiasm on the part of Appletonians for highlighting the replica and its associated history.

Representatives of the planned Kaukauna Hydroelectric Park have proposed moving the replica from Appleton to Kaukauna. As the building (even as a replica) clearly represents Appleton’s connection with a story of national significance, such a move would diminish the authenticity of the structure and compromise its interpretive value. However, if
The preservation of the replica can not be responsibly managed at its present location, it would be preferable to move it to Kaukauna, where it could be protected out of the weather and free of vandalism. It would be stored in the Old Badger Power Plant, which will someday become a museum, and therefore not immediately be available to the public, except perhaps by appointment.

However, as a nationally significant resource with a strong Appleton connection, the Power Plant should stay in that community. Perhaps a sponsor can be found to partner with the Parkway in interpreting the Vulcan. Potential partners include City of Appleton, WE Energies, Wisconsin Energy Corporation Foundation, hydroelectric licensees/operators through federal relicensing; Appleton Historical Society; Appleton Historic Preservation Commission; Hearthstone; Paper Discovery Center; Lawrence University (said to have had the first building at a college of higher education to have been lit by hydroelectricity); Wisconsin State Historical Society; Wisconsin Historic Foundation; Wisconsin Office of Tourism JEM grant; Electric Power Research Institute; National Hydropower Association; professional engineering societies; Daughters of the American Revolution; and Outagamie County Historical Society.

The fact that the replica is almost in the original location on the river is a factor. More important, though, would be developing meaningful interpretation for the workings of the plant that would provide more context. The replica was carefully constructed as a full-scale working model of the original. Presently it is mounted on “stilts” so that people can see the workings, but obviously the original power plant needed water access to power its turbine. The challenge of interpreting for people how the plant actually worked is not unmanageable, but it would be a challenge, indeed.

The Parkway should work with partners to preserve, protect, and interpret this national landmark, which will be of interest to several specialized target audiences: those with an interest in the history of engineering; Thomas Edison “groupies;” school groups, including high school classes engaged in STEM-oriented curriculum; college engineering classes; and hikers and walkers on the North Island Trail Loop of the Newberry Trail.

The First Incandescent Central Station
Description, c. 1882. \textit{WHS Image ID 28333}: Cutaway view of the building that housed the first electrical station created to distribute incandescent light electricity.

The Vulcan replica with a new coat of paint.

2.7.3 Steamboat Classroom/floating visitor center

An idea that generated a great deal of enthusiasm during the public input phase of planning centered on a floating visitor center that could ply the Fox Wisconsin Waterway, visiting cities and towns along the way with interpretive messages. To strengthen the heritage angle of the floating classroom, a steam-powered vessel – a Steamboat Classroom -- would be preferable. Accordingly, some research into the challenges of steam began.

By coincidence, a small steamboat with an educational mission happened to be for sale in Lambertville, NJ, at the time. Ann Clausen of Interpretive Solutions and Parkway volunteer Dave Peck had the opportunity to assess the vessel, and learned a great deal about the challenges of operating a steamboat. The Splash turned out not to be suitable for conditions on Parkway waters, but learning about it was invaluable. Some of the parameters that must be considered to operate steam are:

- The vessel must be powerful enough to negotiate the Lower Fox River’s current/flow rate.
- It must be robust enough to navigate Lake Winnebago’s shallow, choppy, and unpredictable waters.
- It must not be too tall to fit under the Upper Fox River bridges.
- It must be suited to the Lower Wisconsin River’s shallow waters, sandbars, and other navigation hazards.
- While it may be possible to find qualified captains to operate a steam boat, the greater challenge is in finding a qualified engineer.
- The regulatory context for running steam on the river is extremely challenging. The engineer needs a boiler certificate, then a steam certificate from the Coast Guard, then to be certified on a specific body of water with clear travel restrictions.
• Operating the boat is extremely labor intensive. The Splash has eight volunteers who work on the boat weekly, and another 30 who pitch in for bigger projects.

The Fox-Wisconsin Heritage Parkway should retain the eventual goal of acquiring a river vessel, preferably a steam boat, to serve as a floating visitor center/classroom. But many higher priorities take precedent at this time.

2.7.4 The Hiking/Biking Trail
While it is not a direct function of the Interpretive Master Plan, the Parkway’s long-term goals include a hiking/biking trail that allows visitors to travel the entire length of the Parkway, from Green Bay to the Mississippi River, accessing heritage sites along the way. The Parkway will remain alert to opportunities, including abandoned or potentially abandoned rail lines, that could be converted to Rail to Trail amenities. In the meantime, it will partner with other organizations to promote “heritage pedal events” modeled on the traditional heritage paddles, and incorporating visits to heritage sites or heritage-related programming.

2.7.5 Support for other regional initiatives
A number of regional, landscape-scale initiatives share Parkway values and mission. The Parkway should become aware of the programming of each, in order to share outcomes and objectives where appropriate. These projects include:

• The Ice Age National Scenic Trail\textsuperscript{90}
• The Lake Michigan Water Trail,\textsuperscript{91} an America’s Great Outdoors project
• The Niagara Escarpment Resource Network\textsuperscript{92}
• Wisconsin Geographic Alliance\textsuperscript{93}

2.8 Evaluation/Performance Metrics
Every interpreting organization needs a robust plan that will identify areas in need of improvement, save money by focusing efforts and resources on programs known to be effective, and – most important of all – present visitors with the best possible interpretive experiences. Such a plan establishes an ongoing course of action that will indicate whether or not plan-based initiatives and products are effective.

Performance metrics for the entirety of Parkway operations have begun to be developed. (See Section 2.1.2.8 for these.) As part of the performance evaluation for the Parkway, an evaluation plan should be developed to measure the effectiveness of its interpretive programs. It should be scheduled as an annual, ongoing activity, and build on the visitor experience goals developed during planning (see Section 2.4.3). Evaluation is intended to:

\textsuperscript{90} http://www.nps.gov/iatr/index.htm
\textsuperscript{91} http://dnr.wi.gov/topic/Lands/MasterPlanning/LakeMichigan/
\textsuperscript{92} http://www.escarpmentnetwork.org/
\textsuperscript{93} alliances.nationalgeographic.com/directory/place/us-wi
• Provide a balanced view of program effectiveness.
• Build on feedback that has been gathered systematically (not just anecdotally).
• Seek empirical evidence.
• Be useful, not just a report sitting on a shelf.
• Not be viewed as a criticism, but as an opportunity to improve programs and services.
• Carefully planned, and ongoing.
• Require that time and people be allocated to the program.

2.9 Site Assessments

A special category of recommendations arose from the planning team’s assignment to perform fifteen site assessments. The sites assessed were those that needed a bit more study than average in order to determine the best means of interpretation. The assessments were intended to highlight some of the Parkway’s primary assets, and address intrinsic qualities in support of Parkway interpretive themes, management capacity, and visitor readiness of each of the assessed sites – potential or already realized. Some of the assessments – notably those involving Native American stories – addressed innovative partnerships as an approach to stories held in common. Each assessment includes:

• An account of each site’s interpretive connection to Parkway themes:
  which piece of the national and/or regional story is told by the site; how
  the site’s interpretive services will contribute to the seamless visitor
  experience;
• Recommendations for incorporating universal accessibility as well as auto
  and boat accessibility where appropriate;
• Assessment of risks and challenges to preservation and conservation of
  site assets; and
• Detailed documentation of approach used in research.

Four different types of assessment took place, based on the final selection of assessment targets. Some assessments evaluated sites as potential locations for Parkway gateway kiosks that would quickly and efficiently introduce visitors to the Parkway, its assets, and “things to do” in the vicinity of the site (De Pere Lock, Portage Welcome Center, Wauona Trail/Surgeons Quarters, Merrimac Ferry, and the Western Gateway). Others created linkages or pathways that connected multiple sites geographically, thematically, or both (the hydroelectric power story, Rapide Croche lock, Appleton Lock #1, multiple sites in Portage, and the military road). Two assessments (the Menominee and Ho-Chunk projects) involved tribe-directed interpretation. And some simply centered on how a site could better reinforce Parkway interpretive themes (the Oshkosh Fishing Shanties, Muir Park, Indian Agency House, and Victoria Park in Muscoda). Recommendations that resulted from the site assessments have been folded into the recommendations listed in this document, under categories that include gateway kiosks, anchors, interpretive programs, interpretive media, and special projects.
2.9.1 Site improvements
In addition to site assessments that were focused largely on interpretation, a number of the assessments resulted in recommendations regarding site improvements. These recommendations are listed here; while they do not have a direct impact on interpretation, they do contribute to an enhanced visitor experience. The recommendations for site improvements are simply suggestions that arose during the course of the assessment process, and responsibility for implementing them, which is entirely voluntary and optional, is presumed to be mainly the responsibility of the site owners. The recommendations are:

- Landscape Improvements, De Pere Lock, including:
  - Install bike racks near new pedestrian bridge.
  - Add historically accurate landscaping around the lock tender house.
  - Upgrade or replace guardrails.

- Landscape Improvements, Rapide Croche Lock, including:
  - Relocation of parking area
  - Path extension to new picnic area
  - ADA-accessible viewing areas and docks
  - Restroom facilities and drinking water
  - Upgrade or replace guardrails
  - Plantings
  - Clearing of some vegetation
  - Directional signage

- Improve ADA accessibility at Historic Indian Agency House, including:
  - A ramp and accessible path to the Visitor Center

- Improve Sight Lines Between Historic Indian Agency House and former site of Fort Winnebago

- Site Improvements at Historic Indian Agency House, including:
  - An ADA-accessible trail
  - Leopold-style bench
  - Picnic area
  - Removal of brush; replacement with prairie grasses and wildflowers
  - Screen plantings
  - Improved wayfinding signage

- Improve Canoe Launch at the North End of Portage Canal near Historic Indian Agency House
• Bicycle Route Created Along Wauona Trail in Portage
• Improvements to Canoe Launch at Riverside Park, Portage
• Trail to Link Portage’s Historic and Natural Amenities
• Boat Ramp Improvements in Victora Park, Muscoda

For complete details on the fifteen site assessments and the resulting recommendations, including the recommended site improvements, please see the Interpretive Master Plan’s Volume 3, Site Assessments.
### Site Assessment Overview

**Goals:**
1. Synergy
2. Pride of place
3. Leverage/Gateway
4. Cohesive story/Parkway brand
5. Under-interpreted assets
6. Thematic gaps
7. Enhance recreation
8. River access

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<tbody>
<tr>
<td>1. Fox River Lock System: DePere Lock (Lower Fox)</td>
<td>1. Lock system is fundamental to Parkway’s natl. significance: physical and economic connections/importance to markets in the eastern &amp; southern US; role in the birth of the US; strategic nature in relation to US and European powers; juxtaposing western US development with that of the east. 2. Dual purpose: historic &amp; recreational. 3. Multiple existing &amp; potential partners. 4. City of DePere plans for urban development of the area, including viewing deck, recreational features 5. Builds on publicity generated by lock restoration project. 6. Builds on ongoing research on lock tender history.</td>
<td>x x x x x</td>
<td>River navigation/transportation Industry; paper Immigration Glacial geography Taming the river Hydroelectric power USACE/State ownership; restoration Lock tender stories</td>
<td>Recommendations: DePere Lock as FWHP Gateway (gateway kiosk nr. bridge entrance in Voyageur Park nr. parking lot) Reinforce MOA re: use of lock tender house Temporary signage being installed for summer 2012.</td>
<td>Call for volunteers to work on lock tender house; all work must be approved by SHPO. Will lock tenders be effective interpreters? Plans for temporary interp signage to be installed this summer Lock tender house: closed @ night due to bridge closing; limited commercial</td>
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## Goals:

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<td>7. Opportunity for further study of potential adaptive reuse of lock tender house.</td>
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<td>8. Ideally positioned as FWHP gateway at the northern end of the lock system &amp; waterway. Area is incredibly rich historically, providing plenty of “agenda items” for the kiosk to suggest nearby for all themes.</td>
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| 1 2 3 4 5 6 7 8       |                                  |                                      | use?, but city plan calls for eventual addl. pedestrian bridge to the island  
|                      |                                  |                                      | Not good location for hostel for paddlers (urban environment, no nearby put-in) & big boaters don't need hostel.  
|                      |                                  |                                      | Who is the audience?  
|                      |                                  |                                      | When motor boats arrive, will there be conflict w/the enthusiastic paddling community?  

May 22, 2012

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**Goals:** 1 – Synergy  2 – Pride of place  3 – Leverage/Gateway  4 – Cohesive story/Parkway brand  5 – Under-interpreted assets  6 – Thematic gaps  7 – Enhance recreation  8 – River access

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<tr>
<td>2. Fox River Lock System: Rapide Croche Lock (Lower Fox)</td>
<td>1. Support for natl. significance: physical and economic connections/ importance to markets in the eastern &amp; southern US; role in the birth of the US; strategic nature in relation to US and European powers; juxtaposing western US development with that of the east. 2. Dual purpose: historic &amp; recreational. 3. FRNSA partnership. 4. To explore possibility to create a “destination” for boaters at “the end of the line” 5. Lift lock could become an attraction 6. Build on publicity generated by lock restoration project. 7. Opportunity to interpret impact of invasive species. 8. Opportunity for further</td>
<td>x x x x x x x</td>
<td>River navigation/ transportation Industry; paper Immigration Glacial geography Taming the river Hydroelectric power USACE/State ownership; restoration Lock tender stories Invasive species</td>
<td>Recommendations: Lift lock could become attraction (see website for Canada's Trent-Severn Nati Heritage Waterway). Encourage FRNSA to consider designing/building lock based on European models. With the interest throughout the world on the control of invasive species, the lock could become an important model for the U.S. Development of some amenities for land-based visitors (FRNSA plans already work well for water-based). Consider use of lock tender house as an environmental center for teaching river ecology and invasive species impact, as well as STEP program involving lift lock technology; possible overnight field trip for school groups.</td>
<td>Planned canoe portage must include education re: cleaning of craft to mitigate transfer of invasive species. Will canoes/kayaks import invasive species (since they won’t go through the lift and “dip”) With the lift lock under consideration for motor boats, is this an appropriate setting for paddlers?</td>
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<td>3. Kaukauna Hydroelectric Park (Lower Fox)</td>
<td>1. City of Kaukauna already on board, excited, &amp; ready to install their own interpretive kiosk. 2. Opportunity to partner with industry → potential funding &amp; publicity 3. Could be a high profile story 4. Potential for multiple partnerships</td>
<td>x x x</td>
<td>x</td>
<td>Hard Working River Human ingenuity Power Industry Economy Abuse of the river Renewal Conservation/preservation Immigration 1st home powered by hydroelectric Grist &amp; other mills Distilleries Early harnessing of</td>
<td>Recommendations: Install FWHP Gateway Kiosk in proposed Hydroelectric Park</td>
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### Goals:

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| 3a. Vulcan Power Plant Replica (Lower Fox) | 1. Kaukauna officials suggested the Vulcan as part of their interpretation in Old Badger Power Station.  
2. The Vulcan is a significant national artifact that is endangered in its current location; transfer to Kaukauna would help preserve it. | x x x x x | river for power  
Other uses of electricity (trolley transportation)  
Furnaces  
Evolution of the river from Native use as highway to exploration/discovery & trade to steamboat travel to power for electricity and paper industry. | 1. Seek “safe harbor” for the replica; identify an agency or organization to take responsibility for preservation, protection, and enhanced interpretation: OR  
2. Relocate replica to Kaukauna for storage in Old Badger #1 to preserve it out of the weather until such time as the museum | The Vulcan Power Plant replica is an authentic Appleton story, and ideally would remain there, under improved |
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<td>4. Fox River Lock System: Appleton Lock #1 (Lower Fox)</td>
<td>1. Offers the best “sense of place” &amp; best overview of the significance of the river to industry &amp; development: river, canal, lock, dam, bridge, hydroelectric, industry, rail, urbanization – all from 1 superb location.  2. Support for natl. significance: physical and economic connections/ importance to markets in the eastern &amp; southern US; role in the birth of the US; strategic nature in relation to US and European powers; juxtaposing western US development with that of the east.  3. FRNSA partnership.  4. Builds on publicity generated by lock restoration project.</td>
<td>x  x  x  x  x  x  x  x</td>
<td>River navigation/ transportation Industry; paper Immigration Glacial geography Taming the river Hydroelectric power USACE/State ownership; restoration Lock tender stories</td>
<td>Recommendations: Promote the site as a limited access opportunity to experience an authentic Fox River lock setting. Clear overgrowth, create typical historic manicured lock setting. Parking offsite, incl. nearby commercial lots. Onsite parking for handicapped/ turnaround only. Develop road as walkway. Link to trolley route. Link w/future trestle trail, Trolley Square. Develop site authenticity/ historical accuracy. Install wayside exhibit that interprets the view. Develop school program based in lock tender house Education Center where students can visit, learn industrial history &amp; work the lock, perhaps by locking through on a boat.</td>
<td>Adaptive reuse of lock tender house. Can biking/ walking trail be developed? Concerns about access road, but OK for foot traffic. Slope above road very eroded; needs attention. Appleton Downtown plan has suggested trail here, connecting</td>
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## Site Assessment Overview

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| 5. Oshkosh Fishing Shanties (Lower Fox) | 1. Need to emphasize Oshkosh (Community Fund funding of plan)  
2. Opportunity to document a disappearing cultural element/lifestyle. | X | Current River System Efforts  
Conservation Today River management; rights to the use of the river; individual rights v. those of | Recommendations: Research leading to a possible photo exhibit, webpage or documentary interpreting the fishing shanties as vernacular architecture & disappearing cultural resource | Limited connection to FWHP primary interpretive themes  
Shanties |
| | | | | Encourage development of parking lot at Lock #3 as trailhead w/amenities.  
Eventual holistic interpretation of all the locks, esp. all 4 Appleton locks as integral part of waterfront development; potential formal education programs. | down the river.  
No great appreciation of the viewshed, interpretive potential, sense of place among constituents. |
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| 6. Muir Park (Upper Fox) | 1. Interpretation of “Father of NPS” may strengthen bid for NHA status  
3. Site is National Historic Landmark  
4. Incredible plant & animal species diversity – even today – provides opportunity to interpret John Muir’s early life/influences, as well as what Upper Fox environment/ ecology used | x x x x x x |society                           | John Muir/ connection to WI Conserv. Natl resources, incl fauna, wet-mesic, prairie fen, oak woodland forest, sedge meadows, kettle lake in ground moraine Discovery | Recommendation: FWHP convenes a one-day workshop to discuss ways of celebrating John Muir at the park, while retaining appropriate recreational use as county park & incorporating other stories, including other Muir-associated sites. | continuing existence is in question; location on the river runs counter to WI state constitution |

Assets not readily apparent under current conditions.
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| 7. Indian Agency House     | 1. Important story well documented  
2. Significance: WI frontier; U.S.-Native Am relations  
3. Many elements in one place: Indian, military, canal, Ice Age Trail. Canal features unique infrastructure relics here.  
4. Site has unrealized potential  
5. Strong potential partnership w/ Soc. Of Col. Dames of America & Ho Chunk Nation  
6. National Historic Register status  
7. Aldo Leopold facilitated a natural resources inventory for Indian Agency House in | x x x x x | Native American  
Ho Chunk  
Military  
U.S.-Indian relations  
Struggle for control of the waterway  
Portage Canal  
Transportation  
Ice Age Trail  
The opening/settlement of the American West | Recommendations: Develop a biking/hiking trail betw. Indian Agency House & Surgeon’s Quarters/Fort Winnebago site to reestablish the historical connection, creating a “Fort Winnebago Historical Site.”  
Landscape improvements; open the view shed betw. the sites; restore oak-savanna prairie.  
Improve site signage (IAH).  
Clean and water the canal along its entire length; improve put-in/take-out sites, including at Wisc. R. end of canal (create canoe cleaning station there).  
Build on the sites' ongoing partnership to focus on insightful programming centered on this critical time period in WI history. | The two sites are closely linked conceptually & even geographically, but there is no connecting route between them.  
Plans for many of these initiatives are already under discussion by Portage citizens; further discussion on the potential route is... |
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<tr>
<td>the 1930s.</td>
<td></td>
<td>x x x x x x</td>
<td>Native American Military</td>
<td>Recommendations: Landscape Wauona Trail,</td>
<td>City of Portage plans a pedestrian crosswalk where Wauona Trail crosses to the Wisconsin R.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>U.S.-Indian relations Discovery/</td>
<td>perhaps with sidewalk with bronze insets or banners to highlight historical importance. Add historical marker at north end. Improve landscaping surrounding granite M&amp;J monument (in Dairy Queen parking lot) or move monument to a better location. Encourage DNR to keep brush cut along the Wisconsin R. levee. Possible improvements to Wisconsin R. levee access fr. Wauona trail at street level. New wayside across Rt. 33 fr. Surgeon's Quarters illustrating location of Fort Winnebago. Facilities improvements to the wayside across Rt 33 fr. SQ: add accessible walkways, picnic area, possible shelter nr. existing</td>
<td>Possible bike trail link to John Muir Park?</td>
</tr>
<tr>
<td>8. Wauona Trail &amp; Surgeon's Quarters (Portage)</td>
<td>1. Wauona Trail = site of the Parkway's iconic M&amp;J story. This little street is what makes the Parkway what it is.  2. Literal link between the 2 rivers  3. It is woefully under-interpreted.  4. Surgeons Quarters has unrealized potential.  5. Strong potential partnership with Daughters of the American Revolution</td>
<td>x x x x x x</td>
<td>Wisconsin Frontier/territorial history John Kinzie story</td>
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<td>9. Portage Welcome Center</td>
<td>1. Significance in opening up the west (Portage Canal)</td>
<td>x</td>
<td>Native American</td>
<td>Recommendations: FWHP Gateway kiosk at Riverside Park's planned Welcome Center, including space inside for interp of FWHP themes.</td>
<td>Welcome Center scheduled to open June 2013</td>
</tr>
<tr>
<td>GATEWAY</td>
<td>2. Portage Canal Society already actively engaged in preservation/interpretation</td>
<td>x</td>
<td>Military U.S.-Indian relations</td>
<td></td>
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<td>3. Many interp opportunities in downtown Portage in heart of industrial waterfront district, incl. shops &amp; restaurants</td>
<td>x</td>
<td>Discovery/ exploration</td>
<td></td>
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<td>4. The “fulcrum” of the FWHP story, Portage links the rivers &amp; “creates” the FWHP</td>
<td>x</td>
<td>Hard Working River Conservation</td>
<td></td>
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<td>6. Much of City of Portage engaged &amp; interested in their</td>
<td>x</td>
<td>Fur Trade</td>
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<td>Marquette &amp; Joliet</td>
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<td>WI frontier/territorial history</td>
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<td>The Kinzies’ story</td>
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<td>informal canoe take-out.</td>
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<th>Concerns/Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Merrimac ferry (Lower Wisconsin)</td>
<td>heritage 7. Many important historic sites in close proximity</td>
<td>1 2 3 4 5 6 7 8</td>
<td>Natural features Transportation</td>
<td>Recommendations: A FWHP Gateway kiosk on each side of the river</td>
<td>Locations TBD; depends on willing partners</td>
</tr>
<tr>
<td><strong>GATEWAY KIOSK ON EACH SIDE OF THE WATER</strong></td>
<td>1. Ferry is an attraction in itself, w/a captive audience. 2. Signage partnership opportunity w/ Ice Age Trail (kiosk located on south side) 3. Possible DOT signage partnership on north side</td>
<td>x x x x x</td>
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</tr>
<tr>
<td>11. Muscoda (Victoria Park) (Lower Wisconsin)</td>
<td>1. Rare opportunity for river access on the Lower Wisconsin 2. Park already well developed with good infrastructure. 3. Lower Wisconsin River Board supportive 4. Town of Muscoda supportive 5. Boat launch already exists; an improvement to an existing feature, not an addition that might over-populate the river.</td>
<td>x x x x x</td>
<td>Native people WI Indians today Immigration Industry/natural resources Conservation Recreation</td>
<td>Recommendations: Improvements to boat launch; create more separation between motor boats &amp; paddlers Gateway kiosk installed in partnership w/Town of Muscoda. Honor the area as sacred to Indian traditions. Emphasize the unspoiled setting, opportunity to “travel back in time” via ecotours that could include NA element (if Ho Chunk Nation approves)</td>
<td>Need more consultation with Muscoda officials before implementing</td>
</tr>
</tbody>
</table>
## Goals:

1. Synergy
2. Pride of place
3. Leverage/Gateway
4. Cohesive story/Parkway brand
5. Under-interpreted assets
6. Thematic gaps
7. Enhance recreation
8. River access

### Site Assessment Overview

<table>
<thead>
<tr>
<th>Site or project</th>
<th>Why selected</th>
<th>FWHP goals addressed</th>
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<th>Proposed Recommendations/Deliverables</th>
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</tr>
</thead>
<tbody>
<tr>
<td>12. Western Gateway: Wyalusing State Park/Bridgeport/Prairie du Chien (Lower Wisconsin) GATEWAY</td>
<td>1. Confluence links story to Great River Road &amp; natl. expansion 2. Site at Bridgeport was original military road crossing of Wisconsin R. 3. Nearby historical assets include Fort Crawford &amp; Villa Louis in Prairie du Chien, many area Indian mounds, all with interrelated stories; close to Effigy Mounds National Historic Park. 4. Location on bluffs of park offers spectacular view of the confluence. 5. Tourism infrastructure already in place in the park. 6. Potential DNR &amp; DOT partnerships</td>
<td>x x x x</td>
<td>Native American  U.S.-Indian trade &amp; relations  Fur trade  Rendezvous  Military significance  Lumber industry  Pearling operation  Discovery  Trade significance of river network  Conservation</td>
<td>Recommendations: FWHP Gateway kiosks installed in Wyalusing Park and possibly at Bridgeport; explore Prairie du Chien Visitor Center as potential FWHP anchor.</td>
<td>Parkway boundary does not presently include Prairie du Chien  Current interpretation in Prairie du Chien largely centered on the Mississippi R.; confluence with Wisconsin R. is 8-10 south of the city.</td>
</tr>
<tr>
<td>13. Native American project Menominee re:</td>
<td>1. Enhance multiple perspectives/cultural</td>
<td>x x x x x x</td>
<td>Native peoples  Sturgeon traditions</td>
<td>Recommendations: TBD in consultation with</td>
<td>Willie Pekah continues to</td>
</tr>
</tbody>
</table>
**Goals:**
1. Synergy
2. Pride of place
3. Leverage/Gateway
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<tbody>
<tr>
<td>interpretation of the sturgeon (details TBD)</td>
<td>diversity 2. Untold/under told stories 3. Opportunity to hear the Indian voice</td>
<td>1 2 3 4 5 6 7 8</td>
<td>Return of the sturgeon to Wolf R.</td>
<td>Menominee Nation</td>
<td>meet w/tribal reps; more info to come.</td>
</tr>
<tr>
<td>14. Ho Chunk Nation project (details TBD)</td>
<td>1. Enhance multiple perspectives/cultural diversity 2. Untold/under told stories 3. Opportunity to hear the Indian voice</td>
<td>x x x x x</td>
<td>Native people Other stories per Ho Chunk Nation</td>
<td>Recommendations: TBD in consultation with Ho Chunk Nation</td>
<td>Willie Pekah continues to meet w/tribal reps; more info to come.</td>
</tr>
<tr>
<td>15. Military Road (Lake Winnebago)</td>
<td>1. Opportunity to link river segments thematically with forts/military road as connecting thread. 2. Opportunity to support national significance by interpreting military posts as part of wide network of forts built by U.S. government to protect the frontier. 3. Story not well told currently. 4. Opportunity to connect Fond du Lac conceptually w/Parkway stories.</td>
<td>x x x x x x</td>
<td>Native American Military/military power/conflicts U.S.-Indian relations European/US/Indian conflict over land &amp; resources Original forts sites &amp; how linked Prior British &amp; French forts Fur trade Protection of waterway from</td>
<td>Recommendations: Interpretation of military road on Parkway website Interpretive signage providing natl. context for the road at strategic locations TBD Consider reproducing 1930 DAR Military Road markers for sale to municipalities that include the route of the military road in conjunction with a &quot;Military Road&quot; Parkway itinerary</td>
<td>Some don’t see a strong link between the Lake, Fond du Lac, and the Parkway.</td>
</tr>
</tbody>
</table>
## Fox-Wisconsin Heritage Parkway Interpretive Master Plan
### Site Assessment Overview

**Goals:** 1 – Synergy  2 – Pride of place  3 – Leverage/Gateway  4 – Cohesive story/Parkway brand  5 – Under-interpreted assets  6 – Thematic gaps  7 – Enhance recreation  8 – River access

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<th>Concerns/ Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Provides interpretive opportunity on east side of L. Winnebago</td>
<td>1 2 3 4 5 6 7 8</td>
<td>foreign interests Protection for vital fur trade economy Impact of military road on settlement, economy, transportation of goods</td>
<td></td>
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</tr>
</tbody>
</table>
Site Assessment Locations
Fox-Wisconsin Heritage Parkway Interpretive Master Plan
May 2012

Legend

1. De Pere Lock
2. Rapide Croche Lock
3. Kaukauna Hydroelectric Park
4. Appleton Lock #1
5. Oshkosh Fishing Shanties
6. John Muir Memorial Park
7. Indian Agency House
8. Walona Trail/ Surgeons Quarters
9. Portage Welcome Center
10. Merrimac Ferry
11. Victoria Park, Muscoda
12. Western Gateway
13. Native American Project - Menominee, Location to be determined
14. Native American Project - Ho Chunk, Location to be determined

Sources:

East Central Wisconsin Regional Planning Commission in Cooperation with the Friends of the Fox. Fox Wisconsin Heritage Parkway National Heritage Area Feasibility Study – Map 1. 2009.
Figure 2.9: Final Assessment Targets

Fox-Wisconsin Heritage Parkway Interpretive Master Plan
Final Assessment Targets
May 2012

Themes
- Cultural
- Environmental
- Historical
- Recreational

Conservation
- John Muir Park
- Muscoda’s Victoria Park

Discovery/Fur Trade
- HWR River
- De Pere Lock, FWHP GATEWAY

Industry/Abundance
- Upper Fox Site
- Lower Wisconsin Site

Immigration/Settlement
- Native American
- Menominee Project (TBD)

Military/Westward Expansion
- Old Military Road
- Wauona Trail/Surgeons Quarters

Recreational
- Potawatomie story
- Oneida story
- Stockbridge-Munsee
- Green Bay Waterfront
- Water trail
- Land trail
- Menasha Lock

Future new; possible sites
- Old Military Road
- Potawatomie
- Oneida
- Stockbridge-Munsee
- Green Bay Waterfront
- Wauona Trail/Surgeons Quarters
- Indian Agency House
- Portage Welcome Center
- Indian Agency House
- Potawatomie story
- Oneida story
- Stockbridge-Munsee
- Green Bay Waterfront
- Wauona Trail/Surgeons Quarters
- John Muir Park
- Muscoda’s Victoria Park

Possible Ho Chunk Project (TBD)
- Menominee Project (TBD)

Multiple R. segments
- Neville Museum
- Oshkosh Public Museum
- Children’s Museum Fon du Lac
- Prairie du Chien Chamber of Commerce
- Sauk Prairie Chamber of Commerce

Potential Anchors
- Children’s Museum Fon du Lac
- Portage Welcome Center
- Indian Agency House
- Potawatomie
- Oneida
- Stockbridge-Munsee
- Green Bay Waterfront
- Wauona Trail/Surgeons Quarters
- Old Military Road
- Portage Welcome Center
- Indian Agency House
- Potawatomie story
- Oneida story
- Stockbridge-Munsee
- Green Bay Waterfront
- Wauona Trail/Surgeons Quarters
- Old Military Road
- Potawatomie story
- Oneida story
- Stockbridge-Munsee
- Green Bay Waterfront
- Wauona Trail/Surgeons Quarters
- John Muir Park
- Muscoda’s Victoria Park

Historical
- Lower Wisconsin site
- Lower Fox site

Environmental
- Kaukauna Hydropark
- Fox-Wisconsin Heritage Parkway

Lower Fox Site
- Multiple R. segments

Oshkosh Fishing Shanties
- Neville Museum
- Oshkosh Public Museum
- Children’s Museum Fon du Lac
- Prairie du Chien Chamber of Commerce
- Sauk Prairie Chamber of Commerce

... and many others

Upper Fox Site
- Multiple R. segments

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2.10 Implementation Plan, Years 1-10

In this section, the plan’s recommendations are reproduced in calendar format, with each assigned a time frame during which it is to be accomplished. None of the recommendations are classified as low priority (low priority options were not included in the plan at all). But some can be deferred in favor of more urgent needs. The time frames included are:

- Year 1
- Year 2
- Year 3
- Years 4-5
- Years 6-7
- 8-10 years and beyond

2.10.1 Personnel

Parkway operations involve more than just interpretation, and staffing requirements to meet marketing, fundraising, business and strategic planning, etc., needs may well require new hires in order to build capacity. With regard to interpretation, there is an eventual need for two staff members who can focus on telling Parkway stories. The greatest need is for a community liaison who can continue the work begun during the interpretive master plan process. The liaison would encourage networking, partnering, and cooperation among all Parkway constituencies, keep in touch with active members of each community, and facilitate collaborative relationships. The liaison would function much as the Chief of Interpretation would in a national park.

The second staff member will be needed in the future if the Parkway decides to provide more formal support to visitors with curriculum requirements. An experienced education specialist should be brought on board before the Parkway initiates structured school-based programs. In addition to schools, other visitors with curriculum needs include home schoolers, afterschool and summer programs, scouting programs, and Road Scholars, which provides learning opportunities to seniors.

2.10.2 Priorities

Year One begins with a great deal of planning and research, which will be consistent and ongoing, as well as beginning to create infrastructure. Emphasis is on recommendations that “manifest” the Parkway most effectively – make it visible either on the ground or in cyberspace: the gateway kiosks, anchor institutions, web-based itinerary tool, and smart phone application. Graphic standards are developed for the gateway kiosks, and preliminary discussions are held with land owners who will host the gateways. Two anchor institutions will be established, in the Neville Museum and the Portage Welcome Center, with the Portage Welcome Center also offered the opportunity to host the Neville Museum’s 1812 temporary exhibit. Fundraising and pre-planning center on large-scale projects like River Murals, rendezvous, and re-enactments. The first annual River Summit launches.

In Year Two, there is visible progress, with three gateway kiosks and two new anchors ready for installation. The smart phone app is tested in a limited roll-out, and the website
features a total of five itineraries. Fundraising for some projects begins, and feasibility and business planning continue for some long-range projects. The social media strategy is launched.

By Year Three, the gateway kiosk and anchor programs are well underway, with three new installations of the former and one new anchor. After the initial infrastructure-building years, several projects launch: Outdoors 101, River Murals, museum theatre, oral history research, and the lock program for school groups at Appleton #1. Marquette and Joliet’s marker in Portage has a nicely refurbished setting to honor one of the Parkway’s marquee events. The first Great Voyage Reenactment has taken place as a pilot project. Renovations begin on the first lock tender house to be made available as a vacation rental.

Three to five years out, the Parkway acquires a mobile interpretive unit. Launched programs continue, and the Fort Winnebago Historic Site plan is implemented. Itineraries continue to be added to the website. Lock tender houses begin to be made available as vacation rentals.

Five to seven years from completion of the Master Interpretive Plan, the Parkway presence has been well established. Programs are up and running, Muscoda gets a renovated boat launch, interpretive signage is installed for the completed Fox River lock system, and the first signs interpreting the Parkway’s segments of the Military Road are installed. Serious planning for that floating visitor center gets underway.

The plans for seven years and beyond are harder to predict; the plan stays flexible to take advantage of new opportunities. But successful programs continue, new venues are added to the paddler hostel and vacation rental program … and sooner or later, the Steamboat Classroom plies the waters of the Fox-Wisconsin Heritage Parkway.
### 2.10.3 Action Steps Year-By-Year

(Numbers in left column refer to the corresponding section of this document, where more details about each service, program, or medium can be found.)

<table>
<thead>
<tr>
<th>Interpretive Service, Program, Media</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Years 4-5</th>
<th>Years 6-7</th>
<th>Years 8-10 and Beyond</th>
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</thead>
<tbody>
<tr>
<td><strong>2.5.3 Manifesting the Parkway (demonstrating a visible presence)</strong></td>
<td><strong>2.5.3.1 Gateway Kiosks</strong></td>
<td><strong>2.5.3.1 Gateway Kiosks</strong></td>
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<td><strong>2.5.3.1 Gateway Kiosks</strong></td>
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<td><strong>2.5.3.1 Gateway Kiosks</strong></td>
</tr>
<tr>
<td><strong>2.5.3.2 Parkway anchors</strong></td>
<td>--Neville Museum</td>
<td>--Prairie du Chien</td>
<td>--Oshkosh Public Museum</td>
<td>--Children’s Museum @ Fond du Lac</td>
<td>--Explore &amp; install if feasible: Villa Louis, Tripp Museum, UW-Oshkosh (1/yr)</td>
<td>NA</td>
</tr>
<tr>
<td>--Portage WC</td>
<td>--Sauk Prairie</td>
<td>--Plan for Children’s Museum @ Fond du Lac</td>
<td>--Children’s Museum @ Fond du Lac</td>
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<tr>
<td>Interpretive Service, Program, Media</td>
<td>Year 1</td>
<td>Year 2</td>
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<td>Year 1</td>
<td>Year 2</td>
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<td>Years 4-5</td>
<td>Years 6-7</td>
<td>Years 8-10 and Beyond</td>
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<tr>
<td>2.5.3 Manifesting the Parkway (demonstrating a visible presence), cont’d</td>
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<tr>
<td>2.5.3.3 Additional marketing tools</td>
<td>--Acquire banner stand display unit</td>
<td>NA</td>
<td>NA</td>
<td>--Acquire mobile interpretive unit</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>2.5.3.3.1 Frontline training for partners’ heritage tourism staff</td>
<td>Customized letter per area itemizing nearby heritage attractions</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>2.5.3.1 Heritage bus tours of the Parkway</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>Research</td>
<td>Pilot program</td>
<td>Launch if feasible</td>
</tr>
<tr>
<td>2.5.3.4 Develop wayfinding strategy</td>
<td>NA</td>
<td>Wayfinding analysis</td>
<td>Develop wayfinding plan</td>
<td>Implement wayfinding plan</td>
<td>Ongoing</td>
<td>Ongoing</td>
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<tr>
<td>2.5.4 Interpretive Programs and Services</td>
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<tr>
<td>2.5.4.1 Water Trail</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
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<tr>
<td>2.5.4.2 Heritage Paddles</td>
<td>6 paddles/yr</td>
<td>6 paddles/yr</td>
<td>6 paddles/yr</td>
<td>6 paddles/yr</td>
<td>6 paddles/yr</td>
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<td>Year 1</td>
<td>Year 2</td>
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<td>Years 4-5</td>
<td>Years 6-7</td>
<td>Years 8-10 and Beyond</td>
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<tr>
<td><strong>2.5.4 Interpretive Programs and Services, cont’d</strong></td>
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<td><strong>2.5.4.3 Water Taxi</strong></td>
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<tr>
<td>--Develop strategic, business &amp; operations plan</td>
<td>--Develop strategic, business &amp; operations plan</td>
<td>--Acquire/locate boat(s)</td>
<td>Program continues</td>
<td>Program continues</td>
<td>Program continues</td>
<td></td>
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<tr>
<td>--Fundraising</td>
<td>--Fundraising</td>
<td>--Fundraising</td>
<td>--Fundraising continues</td>
<td>--Fundraising continues</td>
<td>--Fundraising continues</td>
<td></td>
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<tr>
<td>--Proof of concept trial run</td>
<td>--Proof of concept trial run</td>
<td>--Pilot training &amp; recruitment if feasible</td>
<td>--Project launch</td>
<td>--Project launch</td>
<td>--Project launch</td>
<td></td>
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<tr>
<td><strong>2.5.4.4 ADA-Friendly Kayak Landings</strong></td>
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</tr>
<tr>
<td>--Fundraising</td>
<td>Install as funding becomes available</td>
<td>Install as funding becomes available</td>
<td>Install as funding becomes available</td>
<td>Install as funding becomes available</td>
<td>Install as funding becomes available</td>
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<tr>
<td>--Identify partners</td>
<td>Install as funding becomes available</td>
<td>Install as funding becomes available</td>
<td>Install as funding becomes available</td>
<td>Install as funding becomes available</td>
<td>Install as funding becomes available</td>
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<tr>
<td>--Install as funding becomes available</td>
<td>Install as funding becomes available</td>
<td>Install as funding becomes available</td>
<td>Install as funding becomes available</td>
<td>Install as funding becomes available</td>
<td>Install as funding becomes available</td>
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<tr>
<td><strong>2.5.4.5 Outdoor 101</strong></td>
<td>Plan with partners (DNR, IAT)</td>
<td>Fund-raising for pilot</td>
<td>Limited pilot program/demonstration</td>
<td>Program launched if successful</td>
<td>NA</td>
<td>NA</td>
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<tr>
<td>Interpretive Service, Program, Media</td>
<td>Year 1</td>
<td>Year 2</td>
<td>Year 3</td>
<td>Years 4-5</td>
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<tr>
<td>2.5.4.6 River Mural project (Upper Fox)</td>
<td>--Explore with Arts Wisconsin --Fund-raising</td>
<td>Community engagement</td>
<td>Implementation begins</td>
<td>Implementation continues (1-2 murals/yr up to 10 total)</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>2.5.4.7 Museum Theatre, Grignon Mansion</td>
<td>Assess interest among community theatre groups</td>
<td>If there is interest, connect community theatre with IMTAL</td>
<td>Fund-raising, scripting, casting, rehearsals</td>
<td>Program launched</td>
<td>Explore museum theatre programs at other venues</td>
<td>Possible implementation of new museum theatre programs at other venues</td>
</tr>
<tr>
<td>2.5.4.8 Oral history research</td>
<td>--Explore possibilities w/Wisconsin Humanities --Identify targets &amp; desired outcomes</td>
<td>Fund-raising</td>
<td>Program launched</td>
<td>Program continues</td>
<td>Program continues</td>
<td>Program continues</td>
</tr>
<tr>
<td>Interpretive Service, Program, Media</td>
<td>Year 1</td>
<td>Year 2</td>
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<tr>
<td><strong>2.5.5 Special Events</strong></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>2.5.5.1 River Summit</td>
<td>1st one launched</td>
<td>2nd R Summit</td>
<td>3rd R. Summit</td>
<td>Annual event</td>
<td>Annual event</td>
<td>Annual event</td>
</tr>
<tr>
<td>2.5.5.2 Great River Voyage Reenactment</td>
<td>--Assess interest --Research logistics</td>
<td>Planning phase</td>
<td>--1st voyage --Assess feasibility</td>
<td>Every 2-5 years as feasible</td>
<td>Every 2-5 years as feasible</td>
<td>Every 2-5 years as feasible</td>
</tr>
<tr>
<td>2.5.5.3 Rendezvous @ Grignon Mansion</td>
<td>Attend/research PdC rendezvous</td>
<td>--Assess interest --Research logistics</td>
<td>Planning phase</td>
<td>Launch program in conjunction w/museum theatre launch</td>
<td>Annual event</td>
<td>Annual event</td>
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<tr>
<td><strong>2.5.6 Curriculum-centered Programs</strong></td>
<td></td>
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<td></td>
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<td></td>
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<tr>
<td>2.5.6.1 National History Day</td>
<td>Offer prize (event is in spring)</td>
<td>Offer prize</td>
<td>Offer prize</td>
<td>Offer annual prize</td>
<td>Offer annual prize</td>
<td>Offer annual prize</td>
</tr>
<tr>
<td>2.5.6.2 Heritage Educ. Program, Appleton Lk#1</td>
<td>Planning phase (w/o use of lock house)</td>
<td>--Pilot program in spring --Further development if feasible, including fund raising for house renovation</td>
<td>--Program launch --Fund-raising continues</td>
<td>--Renovation of lock house --New programs --Program evaluation</td>
<td>Program continues if feasible</td>
<td>Program continues if feasible</td>
</tr>
</tbody>
</table>
### 2.5.6 Curriculum-centered Programs, cont’d

#### 2.5.6.3 Multi-day Environmental Ed Center

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Years 4-5</th>
<th>Years 6-7</th>
<th>Years 8-10 and Beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td>NA</td>
<td>NA</td>
<td>Feasibility study; business plan</td>
<td>Feasibility study; business plan</td>
<td>If feasible, seek, acquire &amp; renovate building</td>
<td>Program launch</td>
<td></td>
</tr>
</tbody>
</table>

#### 2.5.6.4 Virtual field trips

<table>
<thead>
<tr>
<th></th>
<th>NA</th>
<th>Feasibility study; explore potential partners; assess need</th>
<th>Feasibility study; build partnerships; business plan</th>
<th>Feasibility study; finalize business plan</th>
<th>Pilot production</th>
<th>Program continues if successful</th>
</tr>
</thead>
</table>

### 2.5.7 Partnered Programs

#### 2.5.7.1 Neville 1812 exhibit to Portage WC

<table>
<thead>
<tr>
<th></th>
<th>Explore w/all parties; facilitate installation</th>
<th>Explore other similar opportunities; ongoing program?</th>
<th>Program continues if successful</th>
<th>Program continues if successful</th>
<th>Program continues if successful</th>
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#### 2.5.7.2 Dialogue re: John Muir Pk

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<tr>
<th></th>
<th>Convene participants (autumn)</th>
<th>TBD</th>
<th>TBD</th>
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</thead>
</table>

#### 2.5.7.3 Ft. Winnebago Historic Site

<table>
<thead>
<tr>
<th></th>
<th>Facilitate discussion; develop preliminary plan</th>
<th>Develop interpretive plan</th>
<th>Fund-raising</th>
<th>Implementation</th>
<th>Program continues</th>
<th>Program continues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interpretive Service, Program, Media</td>
<td>Year 1</td>
<td>Year 2</td>
<td>Year 3</td>
<td>Years 4-5</td>
<td>Years 6-7</td>
<td>Years 8-10 and Beyond</td>
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<tr>
<td>2.5.7 Partnered Programs, cont’d</td>
<td></td>
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<tr>
<td>2.5.7.4 Prairie Restoration @HIAH</td>
<td>Dialogue w/Colonial Dames, UW-Madison</td>
<td>Feasibility study; Fund-raising</td>
<td>Restoration beings</td>
<td>Restoration continues</td>
<td>Restoration continues</td>
<td>Restoration continues</td>
</tr>
<tr>
<td>2.5.7.5 Tribal Partnerships</td>
<td>Planning for Menominee sturgeon project</td>
<td>--Planning continues for Menominee sturgeon project</td>
<td>--Content development &amp; design for Menominee sturgeon project</td>
<td>Stockbridge Munsee project</td>
<td>--Content development &amp; design for Ho Chunk project</td>
<td>--Content development &amp; design for Ho Chunk project</td>
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<tr>
<td></td>
<td>--Begin planning for Potawatomi project (TBD)</td>
<td>--Planning continues for Potawatomi project</td>
<td>--Begin planning for Stockbridge Munsee project</td>
<td>--Begin planning for Oneida project (TBD)</td>
<td>--Begin planning for Ho Chunk project (TBD)</td>
<td>2.5.7.5 Tribal Partnerships</td>
</tr>
<tr>
<td>2.5.7.6 Tours of Industry</td>
<td>NA</td>
<td>List potential</td>
<td>Explore feasibility</td>
<td>--Business plan</td>
<td>Program continues if successful</td>
<td>Program continues if successful</td>
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<tr>
<td></td>
<td></td>
<td>--Initiate conversation</td>
<td></td>
<td>--Launch pilot program</td>
<td></td>
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<tr>
<td>2.5.7.7 Encourage guided paddle trips</td>
<td>Depends on marketing plan, website &amp; app development</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
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<tr>
<td><strong>2.5.7 Partnered Programs, cont’d</strong></td>
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<tr>
<td>2.5.7.8 Improved boat landing, Muscoda</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>Explore w/city -- Design, fundraising</td>
<td>Implementation</td>
<td>NA</td>
</tr>
<tr>
<td>2.5.7.9 Augustin Grignon Hotel</td>
<td>NA</td>
<td>Assist w/interp plan if bldg acquired</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>2.5.7.10 Support for preservation of Portage Canal</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
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<tr>
<td><strong>2.6.1 Interpretive Media: Electronic/digital</strong></td>
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<tr>
<td>2.6.1.1 Website upgrade: itinerary tool</td>
<td>Hire &amp; work w/contractor to develop tool --Launch 1 heritage itinerary &amp; 2 recreational --Test &amp; evaluate --Plan for events calendar</td>
<td>Adjust --Launch 2 heritage itineraries &amp; 3 recreational --Launch events calendar</td>
<td>Launch 2 heritage itineraries &amp; 3 recreational</td>
<td>Launch 2 heritage itineraries &amp; 2 recreational/year</td>
<td>Launch 1 heritage itinerary/year</td>
<td>Implement new itineraries as needed</td>
</tr>
<tr>
<td>Interpretive Service, Program, Media</td>
<td>Year 1</td>
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<td>Year 3</td>
<td>Years 4-5</td>
<td>Years 6-7</td>
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<tr>
<td><strong>2.6.1 Interpretive Media: Electronic/digital, cont’d</strong></td>
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<tr>
<td><strong>2.6.1.2 Smart phone application</strong></td>
<td>--Assemble content</td>
<td>--Build app</td>
<td>Full launch of app</td>
<td>Update as needed</td>
<td>Update as needed</td>
<td>Update as needed</td>
</tr>
<tr>
<td></td>
<td>--Research providers &amp; platform</td>
<td>--Test &amp; evaluate as pilot</td>
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<tr>
<td></td>
<td>--Seek sponsors</td>
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<tr>
<td><strong>2.6.1.3 Video production</strong></td>
<td>Negotiations w/media firms: TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td><strong>2.6.1.4 Social media</strong></td>
<td>On hold until branding/marketing plan complete</td>
<td>Plan social media campaign when branding/marketing plan complete</td>
<td>Launch</td>
<td>Continue</td>
<td>Continue</td>
<td>Continue</td>
</tr>
<tr>
<td><strong>2.6.2 Interpretive Media: Traditional</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>2.6.2.1 M&amp;J Marker, Portage</strong></td>
<td>--Dialogue w/city</td>
<td>Design, fund-raising</td>
<td>New pocket park developed</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Interpretive Service, Program, Media</td>
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<td>2.6.2 Interpretive Media: Traditional, cont’d</td>
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<tr>
<td>2.6.2.2 Ft. Winnebago Wayside</td>
<td>--Facilitate discussion --Develop prelim plan in coord. w/plan for Ft. Winnebago HS</td>
<td>Develop interpretive plan in coord. w/plan for Ft. Winnebago HS</td>
<td>Fund-raising (w/ Ft. Winnebago HS plan)</td>
<td>Wayside upgrades</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>2.6.2.3 Fox River Locks</td>
<td>--Test installation of “measuring stick” &amp; system profile @ 1 lock --Evaluate --Develop interp signage plan for each lock</td>
<td>--Work w/FRNSA to develop booklet for boaters --Install “measuring stick” &amp; system profile @ other locks --Content development for lock interp signs</td>
<td>--Booklet becomes available --Fundraising for lock interp signs --Design &amp; fabrication</td>
<td>--Installation of lock interp signs --Support for planning for interp center at Rapide Croche</td>
<td>Support for interp center at Rapide Croche</td>
<td>TBD</td>
</tr>
<tr>
<td>2.6.2.4 Military Road Signage</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>--Explore potential locations w/land owners --Develop content; design</td>
<td>Installation of approximately 1 sign/year for a total of up to 6</td>
<td>NA</td>
</tr>
</tbody>
</table>
### 2.6.2 Interpretive Media: Traditional, cont’d

<table>
<thead>
<tr>
<th>Interpretive Service, Program, Media</th>
<th>Year 1</th>
<th>Year 2</th>
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<th>Years 8-10 and Beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.6.2.5 Partnered signage (existing infrastructure)</strong></td>
<td>--Create inventory of potential sign partners --Discuss concept w/sign owners</td>
<td>--Pilot program: content development for 3 signs --Fundraising</td>
<td>Installation, 3 signs</td>
<td>Program continues</td>
<td>Program continues</td>
<td>Program continues</td>
</tr>
<tr>
<td><strong>2.6.2.6 ADA Accessible photo album for HIAH</strong></td>
<td>--Assign photographer --Transfer photos</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Interpretive Service, Program, Media</td>
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<tr>
<td><strong>2.7 Special Projects</strong></td>
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<tr>
<td><strong>2.7.1 Adaptive Reuse, Lock Tender Houses</strong></td>
<td>--Planning logistics --Protocols --Fund-raising for 1 house --Search for addl. venues on UF &amp; LW</td>
<td>--Fundraising for house #1 continues --Research for house #1 furnishings --Continue search for addl. venues on UF/LW</td>
<td>Renovation of house #1 --Fund-raising for 2nd house --Research for house #2 furnishings --Continue search for addl. venues on UF/LW</td>
<td>--1st house available for rent --Renovation of 2nd house --2nd house available for rent (Year 5) --Fundraising for 3rd house --Research for house #3 furnishings --Continue search for addl. venues on UF/LW</td>
<td>--Fundraising for 4th house --Research for house #4 furnishings --Renovation of 3rd &amp; 4th houses --Continue search for addl. venues</td>
<td>--3rd &amp; 4th houses available for rent --Program continues --Continue search for addl. venues</td>
</tr>
<tr>
<td><strong>2.7.2 Interpretation of Vulcan Power Plant</strong></td>
<td>--Research potential interpretive content &amp; methods --Evaluate mechanism</td>
<td>--Seek interpretive partners --Develop interpretive plan</td>
<td>Fundraising</td>
<td>Develop, design &amp; install interpretive media on site</td>
<td>Program development</td>
<td>Program development</td>
</tr>
<tr>
<td>Interpretive Service, Program, Media</td>
<td>Year 1</td>
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2.7 Special Projects, cont’d

| 2.7.3 Steamboat Classroom/ Floating VC | Continually monitor classified ads for potential purchase | Continually monitor classified ads for potential purchase | Continually monitor classified ads for potential purchase | Continually monitor classified ads for potential purchase | Develop strategic, business & operations plan | Actively seek vessel & qualified captains & engineers; launch when feasible |

| 2.7.4 Hiking/biking Trail | Ongoing | Ongoing | Ongoing | Ongoing | Ongoing | Ongoing |

<p>| 2.7.5 Support for other area initiatives | Ongoing | Ongoing | Ongoing | Ongoing | Ongoing | Ongoing |</p>
<table>
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<tr>
<td>2.8 Evaluation</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2.8.1 Develop performance metrics methodology</td>
<td>Research &amp; develop strategy</td>
<td>Baseline survey to test approach</td>
<td>Survey begins</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2.8.2 Develop evaluation strategy for interpretive programs &amp; services</td>
<td>Research &amp; develop evaluation strategy</td>
<td>Baseline evaluation to test approach</td>
<td>Evaluation begins</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2.8.3 Develop selection criteria for targeting Parkway support</td>
<td>Research &amp; develop strategy</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
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</table>
2.11 **Action Steps Sorted by Category:** 1) individual, site-specific projects; 2) advocacy/support/dialogue; 3) exploring options; 4) multi-site and large-scale projects; 5) physical infrastructure; 6) organization/institutional infrastructure; and 7) Big Ideas and Dreams.

<table>
<thead>
<tr>
<th>Interpretive Service, Program, Media</th>
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</thead>
<tbody>
<tr>
<td><strong>1. Individual, site-specific projects and recommendations</strong></td>
<td></td>
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<tr>
<td><strong>2.5.3.1 Gateway Kiosks</strong></td>
<td>--Explore: De Pere, Portage WC, Wyalusing SP; develop graphic standards</td>
<td>--Design &amp; install: De Pere, Portage WC, Wyalusing SP</td>
<td>--Design &amp; install: Menasha, Merrimac Ferry if feasible</td>
<td>--Design &amp; install: Victoria Park (Muscoda), John Muir Park</td>
<td>--Design &amp; install: CityDeck, Kaukauna Hydropark, Fox R. Mall (1/yr) if feasible</td>
<td>--Design &amp; install: Oshkosh, E. side L. Winnebago, Bridgeport, IAT in Portage, Brown Co. Park nr. Wrightstown (1/yr) if feasible</td>
</tr>
<tr>
<td><strong>2.5.3.2 Anchors</strong></td>
<td>--Neville Museum --Portage WC</td>
<td>--Prairie du Chien --Sauk Prairie</td>
<td>--Oshkosh Public Museum --Plan for Children’s Museum @ Fond du Lac</td>
<td>--Children’s Museum @ Fond du Lac</td>
<td>--Explore &amp; install if feasible: Villa Louis, Tripp Museum, UW-Oshkosh (1/yr)</td>
<td>NA</td>
</tr>
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<tr>
<td><strong>1. Individual, site-specific projects and recommendations, cont’d</strong></td>
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<tr>
<td><strong>2.5.7.1 Neville 1812 exhibit to Portage WC</strong></td>
<td>Explore w/all parties; facilitate installation</td>
<td>Explore other similar opportunities; ongoing program?</td>
<td>Program continues if successful</td>
<td>Program continues if successful</td>
<td>Program continues if successful</td>
<td>Program continues if successful</td>
</tr>
<tr>
<td><strong>2.6.2.1 M&amp;J Marker, Portage</strong></td>
<td>--Dialogue w/city --Identify nature of Parkway support</td>
<td>Design, fund-raising</td>
<td>New pocket park developed</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td><strong>2.6.2.6 ADA Accessible photo album for HIAH</strong></td>
<td>--Assign photographer --Transfer photos</td>
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<tr>
<td><strong>2.7.2 Interpretation of Vulcan Power Plant</strong></td>
<td>--Research potential interp content &amp; methods --Evaluate mechanism</td>
<td>--Seek interpretive partners --Develop interpretive plan</td>
<td>Fundraising</td>
<td>Develop, design &amp; install interpretive media on site</td>
<td>Program development</td>
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<table>
<thead>
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<tbody>
<tr>
<td><strong>2. Advocacy/support/dialogue</strong></td>
<td></td>
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<tr>
<td>2.5.5.1 River Summit</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; one launched</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; R Summit</td>
<td>3&lt;sup&gt;rd&lt;/sup&gt; R. Summit</td>
<td>Annual event</td>
<td>Annual event</td>
<td>Annual event</td>
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<tr>
<td>2.5.6.1 National History Day</td>
<td>Offer prize (event is in sprng)</td>
<td>Offer prize</td>
<td>Offer prize</td>
<td>Offer annual prize</td>
<td>Offer annual prize</td>
<td>Offer annual prize</td>
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<tr>
<td>2.5.7.2 Dialogue re: John Muir Pk</td>
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<td>2.5.7.5 Tribal Partnerships</td>
<td>Planning for Menominee sturgeon project</td>
<td>--Planning continues for Menominee sturgeon project</td>
<td>--Planning continues for Potawatomi project (TBD)</td>
<td>--Content development &amp; design for Menominee sturgeon project</td>
<td>--Planning continues for Potawatomi project</td>
<td>--Planning continues for Stockbridge Munsee project</td>
</tr>
<tr>
<td>2.5.7.7 Encourage guided paddle trips</td>
<td>Depends on marketing plan, website &amp; app development</td>
<td>Ongoing</td>
<td>Ongoing</td>
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<td>Year 1</td>
<td>Year 2</td>
<td>Year 3</td>
<td>3-5 Years</td>
<td>5-7 Years</td>
<td>7-10 Years and Beyond</td>
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<tr>
<td><strong>2. Advocacy/support/dialogue, cont’d</strong></td>
<td></td>
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</tr>
<tr>
<td>2.5.7.9 Augustin Grignon Hotel</td>
<td>NA</td>
<td>Assist w/interp plan if bldg acquired</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>2.5.7.10 Support for preservation of Portage Canal</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
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</tr>
<tr>
<td>2.7.5 Support for other area initiatives</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>3. Exploring options</strong></td>
<td></td>
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</tr>
<tr>
<td>2.5.4.3 Water Taxi</td>
<td>--Develop strategic, business &amp; operations plan - --Fundraising --Proof of concept trial run</td>
<td>--Develop strategic, business &amp; operations plan --Fundraising --Proof of concept trial run</td>
<td>--Acquire/locate boat(s) --Develop operations plan --Fundraising continues --Pilot training &amp; recruitment if feasible --Project launch</td>
<td>Program continues</td>
<td>Program continues</td>
<td>Program continues</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Interpretive Service, Program, Media</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>3-5 Years</th>
<th>5-7 Years</th>
<th>7-10 Years and Beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3. Exploring options, cont’d</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>2.5.4.6 River Mural project (Upper Fox)</strong></td>
<td>--Explore with Arts Wisconsin --Fund-raising</td>
<td>Community engagement</td>
<td>Implementation begins</td>
<td>Implementation continues (1-2 murals/yr up to 10 total)</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td><strong>2.5.4.7 Museum Theatre, Grignon Mansion</strong></td>
<td>Assess interest among community theatre groups</td>
<td>If there is interest, connect community theatre with IMTAL</td>
<td>Fund-raising, scripting, casting, rehearsals</td>
<td>Program launched</td>
<td>Program continues</td>
<td>Program expands to other venues if feasible</td>
</tr>
<tr>
<td><strong>2.5.4.8 Oral history research</strong></td>
<td>--Explore possibilities w/WI HumCncl --Identify targets &amp; desired outcomes</td>
<td>Fund-raising</td>
<td>Program launched</td>
<td>Program continues</td>
<td>Program continues</td>
<td>Program continues</td>
</tr>
<tr>
<td><strong>2.5.5.3 Rendezvous @ Grignon Mansion</strong></td>
<td>Attend/research PdC rendezvous</td>
<td>--Assess interest --Research logistics</td>
<td>Planning phase</td>
<td>Launch program in conjunction w/museum theatre launch</td>
<td>Annual event</td>
<td>Annual event</td>
</tr>
<tr>
<td>Interpretive Service, Program, Media</td>
<td>Year 1</td>
<td>Year 2</td>
<td>Year 3</td>
<td>3-5 Years</td>
<td>5-7 Years</td>
<td>7-10 Years and Beyond</td>
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</tr>
<tr>
<td>2.5.6.2 Heritage Educ. Program, Appleton Lk#1</td>
<td>Planning phase (w/o use of lock house)</td>
<td>--Pilot program in spring --Further development if feasible, incl. fund raising for house renovation</td>
<td>--Program launch --Fund-raising continues</td>
<td>--Renovation of lock house --New programs --Program evaluation</td>
<td>Program continues if feasible</td>
<td>Program continues if feasible</td>
</tr>
<tr>
<td>2.5.7.3 Ft. Winnebago Historic Site</td>
<td>Facilitate discussion; develop preliminary plan</td>
<td>Develop interpretive plan</td>
<td>Fund-raising</td>
<td>Implementation</td>
<td>Program continues</td>
<td>Program continues</td>
</tr>
<tr>
<td>2.5.7.4 Prairie Restoration @HIAH</td>
<td>Dialogue w/Colonial Dames, UW-M</td>
<td>Feasibility study; Fund-raising</td>
<td>Restoration beings</td>
<td>Restoration continues</td>
<td>Restoration continues</td>
<td>Restoration continues</td>
</tr>
<tr>
<td>2.5.7.6 Tours of Industry</td>
<td>NA</td>
<td>List potential --Initiate conversation</td>
<td>Explore feasibility</td>
<td>--Business plan --Launch pilot program</td>
<td>Program continues if successful</td>
<td>Program continues if successful</td>
</tr>
<tr>
<td>2.6.2.2 Ft. Winnebago Wayside</td>
<td>--Facilitate discussion --Develop prelim plan in coord. w/plan for FWHS</td>
<td>Develop interpretive plan in coord. w/plan for Ft. Winnebago HS</td>
<td>Fund-raising (w/ Ft. Winnebago HS plan)</td>
<td>Wayside upgrades</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>
### 4. Multi-site and larger scale projects

<table>
<thead>
<tr>
<th>Interpretive Service, Program, Media</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>3-5 Years</th>
<th>5-7 Years</th>
<th>7-10 Years and Beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5.4.2 Heritage Paddles</td>
<td>6 paddles/yr</td>
<td>6 paddles/yr</td>
<td>6 paddles/yr</td>
<td>6 paddles/yr</td>
<td>6 paddles/yr</td>
<td>6 paddles/yr</td>
</tr>
<tr>
<td>Plan with partners (DNR, IAT)</td>
<td>Fund-raising for pilot</td>
<td>Limited pilot program/proof of concept</td>
<td>--Acquire voyageur canoe</td>
<td>Program launched if successful</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>2.5.4.5 Outdoor 101</td>
<td>Plan with partners (DNR, IAT)</td>
<td>Fund-raising for pilot</td>
<td>Limited pilot program/proof of concept</td>
<td>--Addl. fundraising if viable</td>
<td>Program launched if successful</td>
<td>NA</td>
</tr>
<tr>
<td>Negotiations w/media firms: TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>2.6.1.3 Video production</td>
<td>Negotiations w/media firms: TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>2.6.2.3 Fox River Locks</td>
<td>--Test installation of “measuring stick” &amp; system profile @ 1 lock</td>
<td>--Work w/FRNSA to develop booklet for boaters</td>
<td>--Booklet becomes available</td>
<td>--Installation of lock interp signs</td>
<td>Support for interp center at Rapide Croche</td>
<td>TBD</td>
</tr>
<tr>
<td>--Evaluate</td>
<td>--Install “measuring stick” &amp; system profile @ other locks</td>
<td>--Fundraising for lock interp signs</td>
<td>--Planning for interp center at Rapide Croche</td>
<td>Support for interp center at Rapide Croche</td>
<td></td>
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<tr>
<td>--Develop interp signage plan for</td>
<td>--Content development for lock interp signs</td>
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<tr>
<td>each lock</td>
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</tbody>
</table>

### Details

- **4. Multi-site and larger scale projects**
- **2.5.4.2 Heritage Paddles**
  - Year 1: 6 paddles/yr
  - Year 2: 6 paddles/yr
  - Year 3: 6 paddles/yr
  - 3-5 Years: 6 paddles/yr
  - 5-7 Years: 6 paddles/yr
  - 7-10 Years and Beyond: 6 paddles/yr
- **2.5.4.5 Outdoor 101**
  - Plan with partners (DNR, IAT)
  - Year 1: Fund-raising for pilot
  - Year 2: Limited pilot program/proof of concept
  - Year 3: --Acquire voyageur canoe
  - 3-5 Years: Program launched if successful
  - 5-7 Years and Beyond: NA
- **2.6.1.3 Video production**
  - Negotiations w/media firms: TBD
  - Year 1: TBD
  - Year 2: TBD
  - Year 3: TBD
  - 3-5 Years: TBD
  - 5-7 Years and Beyond: TBD
- **2.6.2.3 Fox River Locks**
  - --Test installation of “measuring stick” & system profile @ 1 lock
  - --Work w/FRNSA to develop booklet for boaters
  - --Install “measuring stick” & system profile @ other locks
  - --Content development for lock interp signs
  - --Booklet becomes available
  - --Fundraising for lock interp signs
  - --Installation of lock interp signs
  - --Support for planning for interp center at Rapide Croche
  - Support for interp center at Rapide Croche
  - 7-10 Years and Beyond: TBD
<table>
<thead>
<tr>
<th>Interpretive Service, Program, Media</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>3-5 Years</th>
<th>5-7 Years</th>
<th>7-10 Years and Beyond</th>
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</thead>
<tbody>
<tr>
<td>4. Multi-site and larger scale projects, cont’d</td>
<td></td>
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<tr>
<td><strong>2.6.2.4 Military Road Signage</strong></td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>--Explore potential locations w/land owners --Develop content; design</td>
<td>Installation of approximately 1 sign/year for a total of up to 6</td>
<td>NA</td>
</tr>
<tr>
<td><strong>2.6.2.5 Partnered signage (existing infrastructure)</strong></td>
<td>--Create inventory of potential sign partners --Discuss concept w/sign owners</td>
<td>--Pilot program: content development for 3 signs – Fundraising</td>
<td>Installation, 3 signs</td>
<td>Program continues</td>
<td>Program continues</td>
<td>Program continues</td>
</tr>
</tbody>
</table>

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### Interpretive Service, Program, Media

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>3-5 Years</th>
<th>5-7 Years</th>
<th>7-10 Years and Beyond</th>
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<tbody>
<tr>
<td><strong>4. Multi-site and larger scale projects, cont’d</strong></td>
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</tr>
</tbody>
</table>

#### 2.7.1 Adaptive Reuse, Lock Tender Houses

- Planning logistics
- Protocols
- Fundraising for 1 house
- Search for addl. venues on UF & LW
- Fundraising for house #1 continues
- Research for house #1 furnishings
- Continue search for addl. venues on UF/LW

#### 5. Infrastructure (Physical)

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>3-5 Years</th>
<th>5-7 Years</th>
<th>7-10 Years and Beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.5.4.1 Water Trail</strong></td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>2.5.4.4 ADA-Friendly Kayak Landings</strong></td>
<td>--Fundraising --Identify partners --Install as funding becomes available</td>
<td>Install as funding becomes available</td>
<td>Install as funding becomes available</td>
<td>Install as funding becomes available</td>
<td>Install as funding becomes available</td>
<td>Install as funding becomes available</td>
</tr>
<tr>
<td>Interpretive Service, Program, Media</td>
<td>Year 1</td>
<td>Year 2</td>
<td>Year 3</td>
<td>3-5 Years</td>
<td>5-7 Years</td>
<td>7-10 Years and Beyond</td>
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<tr>
<td>2.5.7.8 Improved boat landing, Muscoda</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>Explore w/city -- Design, fundraising</td>
<td>Implementation</td>
<td>NA</td>
</tr>
<tr>
<td>2.7.4 Hiking/biking Trail</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
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</tbody>
</table>

### 6. Infrastructure (Organizational/institutional)

<table>
<thead>
<tr>
<th>2.5.3.3 Additional marketing tools</th>
<th>--Acquire banner stand display unit</th>
<th>NA</th>
<th>NA</th>
<th>--Acquire mobile interpretive unit</th>
<th>NA</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5.3.3.1 Frontline training for partners’ heritage tourism staff</td>
<td>Customized letter per area itemizing nearby heritage attractions</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>2.5.3.3.1 Heritage bus tours of the Parkway</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>Research</td>
<td>Pilot program</td>
<td>Launch if feasible</td>
</tr>
<tr>
<td>Interpretive Service, Program, Media</td>
<td>Year 1</td>
<td>Year 2</td>
<td>Year 3</td>
<td>3-5 Years</td>
<td>5-7 Years</td>
<td>7-10 Years and Beyond</td>
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<tr>
<td>6. Infrastructure (Organizational/institutional), cont’d</td>
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<tr>
<td><strong>2.6.1.1 Website upgrade: itinerary tool</strong></td>
<td>Hire &amp; work w/contractor to develop tool --Launch 1 heritage itinerary &amp; 2 recreational --Test &amp; evaluate --Plan for events calendar</td>
<td>Adjust --Launch 2 heritage itineraries &amp; 3 recreational --Launch events calendar</td>
<td>Launch 2 heritage itineraries &amp; 3 recreational</td>
<td>Launch 2 heritage itineraries &amp; 2 recreational/year</td>
<td>Launch 1 heritage itinerary/year</td>
<td>Implement new itineraries as needed</td>
</tr>
<tr>
<td><strong>2.6.1.2 Smart phone application</strong></td>
<td>--Assemble content --Research providers &amp; platform --Seek sponsors</td>
<td>--Build app --Test &amp; evaluate as pilot</td>
<td>Full launch of app</td>
<td>Update as needed</td>
<td>Update as needed</td>
<td>Update as needed</td>
</tr>
<tr>
<td><strong>2.6.1.4 Social media</strong></td>
<td>On hold until branding/marketing plan complete</td>
<td>Plan social media campaign when branding/marketing plan complete</td>
<td>Launch</td>
<td>Continue</td>
<td>Continue</td>
<td>Continue</td>
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</tbody>
</table>
### 6. Infrastructure (Organizational/institutional), cont’d

<table>
<thead>
<tr>
<th>2.8.1 Develop performance metrics methodology</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>3-5 Years</th>
<th>5-7 Years</th>
<th>7-10 Years and Beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research &amp; develop strategy</td>
<td></td>
<td>Baseline survey to test approach</td>
<td>Survey begins</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.8.2 Develop evaluation strategy for interpretive programs &amp; services</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>3-5 Years</th>
<th>5-7 Years</th>
<th>7-10 Years and Beyond</th>
</tr>
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<tbody>
<tr>
<td>Research &amp; develop evaluation strategy</td>
<td></td>
<td>Baseline evaluation to test approach</td>
<td>Evaluation begins</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
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<table>
<thead>
<tr>
<th>2.8.3 Develop selection criteria for targeting Parkway support</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>3-5 Years</th>
<th>5-7 Years</th>
<th>7-10 Years and Beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research &amp; develop strategy</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
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</tbody>
</table>


### 7. Big Ideas and Dreams

<table>
<thead>
<tr>
<th>Interpretive Service, Program, Media</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>3-5 Years</th>
<th>5-7 Years</th>
<th>7-10 Years and Beyond</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.5.5.2 Great River Voyage Reenactment</strong></td>
<td>--Assess interest --Research logistics</td>
<td>Planning phase</td>
<td>--1st voyage --Assess feasibility</td>
<td>Every 2-5 years as feasible</td>
<td>Every 2-5 years as feasible</td>
<td>Every 2-5 years as feasible</td>
</tr>
<tr>
<td><strong>2.5.6.3 Multi-day Environmental Ed Center</strong></td>
<td>NA</td>
<td>NA</td>
<td>Feasibility study; business plan</td>
<td>Feasibility study; business plan</td>
<td>If feasible, seek, acquire &amp; renovate building</td>
<td>Program launch</td>
</tr>
<tr>
<td><strong>2.5.6.4 Virtual field trips</strong></td>
<td>NA</td>
<td>Feasibility study; explore potential partners; assess need</td>
<td>Feasibility study; build partnerships; business plan</td>
<td>Feasibility study; finalize business plan</td>
<td>Pilot production</td>
<td>Program continues if successful</td>
</tr>
<tr>
<td><strong>2.7.3 Steamboat Classroom/ Floating VC</strong></td>
<td>Continually monitor classified ads for potential purchase</td>
<td>Continually monitor classified ads for potential purchase</td>
<td>Continually monitor classified ads for potential purchase</td>
<td>Continually monitor classified ads for potential purchase</td>
<td>Develop strategic, business &amp; operations plan</td>
<td>Actively seek vessel &amp; qualified captains &amp; engineers; launch when feasible</td>
</tr>
</tbody>
</table>
2.12 Order-of-Magnitude Cost Estimates for Interpretive Programs, Services and Media

Introduction. This section includes preliminary “ball park” cost projections for the interpretive programs, services, and media recommended in the plan. At this stage of planning, requirements cannot be specified in great detail nor can exact project budgets be calculated with any degree of certainty. Yet the table created a point of departure for detailed estimating and preparation of requests for proposals. Thus the material that follows includes are rough Order-of-Magnitude (ROM) estimates of costs and time only.

Summary. The summary table breaks down costs for eight major categories in which interpretive experiences will be delivered within the Parkway. They include the following:

- Manifesting the Parkway
- Interpretive Programs and Services
- Special Events
- Curriculum-centered programs
- Partnered programs
- Electronic / Digital Media
- Traditional Media
- Special Projects

The delivery of programs within each of the eight categories will also require ongoing evaluation to measure program effectiveness and to make necessary course adjustments. Evaluation is the ninth category of analysis.

Interpretive Program Totals. This table contains preliminary order of magnitude estimates for each of the eight categories. Each category is broken down in greater detail showing program elements to the extent possible at this stage. The totals are not all inclusive. Many costs are yet to be determined.
## Preliminary Order of Magnitude Costs for Implementation of FWHP Interpretive Master Plan

**Interpretive Service, Program and Media by Location**

<table>
<thead>
<tr>
<th>Interpretive Service, Program and Media by Location</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Yrs. 4-5</th>
<th>Yrs. 6-7</th>
<th>Yrs. 8-10</th>
<th>10 Yr.</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.5.3 Manifesting the Parkway</strong></td>
<td></td>
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<tr>
<td><strong>2.5.3.1 Gateway Kiosks</strong></td>
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<tr>
<td><strong>Background Research &amp; Specifications</strong></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Bridgeport</td>
<td></td>
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## Preliminary Order of Magnitude Costs for Implementation of FWHP Interpretive Master Plan

**Interpretive Service, Program and Media by Location**

<table>
<thead>
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<th>Location/Anchor</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Yrs. 4-5</th>
<th>Yrs. 6-7</th>
<th>Yrs. 8-10</th>
<th>10 Yr.</th>
<th>Notes</th>
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### 2.5.3.2 Anchors

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<th>Yrs. 8-10</th>
<th>10 Yr.</th>
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### 2.5.3.3 Additional marketing tools

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<th>Yrs. 6-7</th>
<th>Yrs. 8-10</th>
<th>10 Yr.</th>
<th>Notes</th>
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<tr>
<td>Design graphics: 39&quot; banner stand display unit</td>
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### Subtotals - 2.5.3

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<th>Yrs. 6-7</th>
<th>Yrs. 8-10</th>
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12/22/2012
**Interpretive Service, Program and Media by Location**

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<th>Yrs. 6-7</th>
<th>Yrs. 8-10</th>
<th>10 Yr.</th>
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<td>0</td>
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<td>TBD</td>
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<td>6,048</td>
<td>12,096</td>
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<td>Year 3</td>
<td>Yrs. 4-5</td>
<td>Yrs. 6-7</td>
<td>Yrs. 8-10</td>
<td>10 Yr.</td>
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## Preliminary Order of Magnitude Costs for Implementation of FWHP Interpretive Master Plan

**Interpretive Solutions, Inc.**  
732 Westbourne Road  
West Chester, PA 19382

| Interpretive Service, Program and Media by Location | Year 1 | Year 2 | Year 3 | Yrs. 4-5 | Yrs. 6-7 | Yrs. 8-10 | 10 Yr. | Notes |
|----------------------------------------------------|--------|--------|--------|----------|----------|----------|--------|
| **2.5.5 Special Events**                           |        |        |        |          |          |          |        |
| **2.5.5.1 River Summit**                           |        |        |        |          |          |          |        |
| Annual event                                       | 12,000 | 12,000 | 12,000 | 30,000   | 30,000   | 45,000   | 141,000 |
| **Year Totals**                                    | 12,000 | 12,000 | 12,000 | 30,000   | 30,000   | 45,000   | 141,000 |
| **2.5.5.2 Great River Voyage Reenactment**         |        |        |        |          |          |          |        |
| Assess interest                                    | Contract | 0 | 0 | 0 | 0 | 0 | 0 |
| Research                                           | Contract | 0 | 0 | 0 | 0 | 0 | 0 |
| Logistics planning                                 | Contract | TBD | TBD | TBD | TBD | TBD | TBD |
| Launch                                             | TBD | TBD | TBD | TBD | TBD | TBD | TBD |
| **Year Totals**                                    | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **2.5.5.3 Rendezvous at Grignon Mansion**          |        |        |        |          |          |          |        |
| Attend/research PdC rendezvous                      | Contract | 0 | 0 | 0 | 0 | 0 | 0 |
| Assess interest                                    | Contract | 0 | 0 | 0 | 0 | 0 | 0 |
| Logistics research                                 | Contract | TBD | TBD | TBD | TBD | TBD | TBD |
| Planning phase                                     | Contract | TBD | TBD | TBD | TBD | TBD | TBD |
| Launch                                             | TBD | TBD | TBD | TBD | TBD | TBD | TBD |
| **Year Totals**                                    | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Subtotals - 2.5.5**                              | 12,000 | 12,000 | 12,000 | 30,000   | 30,000   | 45,000   | 141,000 |
| **2.5.6 Curriculum-centered Programs**             |        |        |        |          |          |          |        |
| **2.5.6.1 National History Day**                   |        |        |        |          |          |          |        |
| Offer prize                                        | 100 | 100 | 100 | 200 | 200 | 300 | 1,000 |
| **Year Totals**                                    | 100 | 100 | 100 | 200 | 200 | 300 | 1,000 |

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## Preliminary Order of Magnitude Costs for Implementation of FWHP Interpretive Master Plan

Interpretive Solutions, Inc.
732 Westbourne Road
West Chester, PA 19382

<table>
<thead>
<tr>
<th>Interpretive Service, Program and Media by Location</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Yrs. 4-5</th>
<th>Yrs. 6-7</th>
<th>Yrs.8-10</th>
<th>10 Yr.</th>
<th>Notes</th>
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<tr>
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| **2.5.7 Partnered Programs**                        |        |        |        |          |          |          |        |
| **2.5.7.1 Neville 1812 exhibit to Portage WC**      |        |        |        |          |          |          |        |
| Explore with all parties                           | Contract| 0      | 0      | 0        | 0        | 0        | 0      |
| Facilitate installation                            | Contract|        |        |          |          |          |        |
| Explore additional opportunities                    | Contract| TBD    | TBD    | TBD      | TBD      | TBD      |        |
| **Year Totals**                                    | 0      | 0      | 0      | 0        | 0        | 0        | 0      |

12/22/2012
# Preliminary Order of Magnitude Costs for Implementation of FWHP Interpretive Master Plan

Interpretive Solutions, Inc.
732 Westbourne Road
West Chester, PA 19382

<table>
<thead>
<tr>
<th>Interpretive Service, Program and Media by Location</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Yrs. 4-5</th>
<th>Yrs. 6-7</th>
<th>Yrs.8-10</th>
<th>10 Yr.</th>
<th>Notes</th>
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12/22/2012
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<th>Year 2</th>
<th>Year 3</th>
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<th>Yrs. 6-7</th>
<th>Yrs.8-10</th>
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## Preliminary Order of Magnitude Costs for Implementation of FWHP Interpretive Master Plan

### Interpretive Service, Program and Media by Location

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<th>Interpretive Service, Program and Media by Location</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Yrs. 4-5</th>
<th>Yrs. 6-7</th>
<th>Yrs.8-10</th>
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### 2.6.2 Traditional Media

#### 2.6.2.1 Marquette & Joliet Marker, Portage

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<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Yrs. 4-5</th>
<th>Yrs. 6-7</th>
<th>Yrs.8-10</th>
<th>10 Yr.</th>
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12/22/2012
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<td>Yrs.8-10</td>
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<td>Year 2</td>
<td>Year 3</td>
<td>Yrs. 4-5</td>
<td>Yrs. 6-7</td>
<td>Yrs. 8-10</td>
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<td>Monitor classified ads for potential purchase</td>
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<td>Launch when feasible</td>
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12/22/2012

Interpretive Solutions, Inc.  
732 Westbourne Road  
West Chester, PA 19382
## Preliminary Order of Magnitude Costs for Implementation of FWHP Interpretive Master Plan

**Interpretive Service, Program and Media by Location**

<table>
<thead>
<tr>
<th>Interpretive Service, Program and Media by Location</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Yrs. 4-5</th>
<th>Yrs. 6-7</th>
<th>Yrs. 8-10</th>
<th>10 Yr.</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td><strong>2.7.4 Hiking/biking trail</strong></td>
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<td><strong>2.7.5 Support for other area initiatives</strong></td>
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## 2.8 Evaluation

### 2.8.1 Performance metrics methodology

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<th>Year 2</th>
<th>Year 3</th>
<th>Yrs. 4-5</th>
<th>Yrs. 6-7</th>
<th>Yrs. 8-10</th>
<th>10 Yr.</th>
<th>Notes</th>
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<tbody>
<tr>
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<tr>
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<td>TBD</td>
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### 2.8.2 Evaluation strategy-IP prog. /services

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<th>Year 3</th>
<th>Yrs. 4-5</th>
<th>Yrs. 6-7</th>
<th>Yrs. 8-10</th>
<th>10 Yr.</th>
<th>Notes</th>
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</thead>
<tbody>
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## Preliminary Order of Magnitude Costs for Implementation of FWHP Interpretive Master Plan

**Interpretive Solutions, Inc.**  
732 Westbourne Road  
West Chester, PA 19382

<table>
<thead>
<tr>
<th>Interpretive Service, Program and Media by Location</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Yrs. 4-5</th>
<th>Yrs. 6-7</th>
<th>Yrs.8-10</th>
<th>10 Yr.</th>
<th>Notes</th>
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<td>for targeting Parkway support</td>
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**INTERPRETIVE PROGRAM TOTALS**  
199,700 481,600 934,136 698,272 645,464 514,696 3,473,868

*Note that totals are not all inclusive; many costs are yet to be determined.*
### Preliminary Order of Magnitude Costs for Implementation of FWHP Interpretive Master Plan

**Interpretive Service, Program and Media by Location**

<table>
<thead>
<tr>
<th>Interpretive Service, Program</th>
<th>Year 1</th>
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<th>Year 3</th>
<th>Yrs. 4-5</th>
<th>Yrs. 6-7</th>
<th>Yrs. 8-10</th>
<th>10 Yr.</th>
<th>Notes</th>
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</tr>
<tr>
<td>Upgrade or replace guardrails</td>
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<td><strong>Monthly rentals</strong></td>
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<td></td>
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<td></td>
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<tr>
<td>Ramp and accessible path to visitor center**</td>
<td>9,250</td>
<td>0</td>
<td>9,250</td>
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<tr>
<td><strong>3.7.2 Indian Agency/ Fort Winneb. Sight Lines</strong></td>
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<tr>
<td>Clear brush</td>
<td>4,000</td>
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## Preliminary Order of Magnitude Costs for Implementation of FWHP Interpretive Master Plan

**Interpretive Service, Program and Media by Location**

<table>
<thead>
<tr>
<th>Interpretive Service, Program</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Yrs. 4-5</th>
<th>Yrs. 6-7</th>
<th>Yrs. 8-10</th>
<th>10 Yr.</th>
<th>Notes</th>
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<tbody>
<tr>
<td><strong>3.7.3 Indian Agency Site Improvements</strong></td>
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<td>ADA accessible trail**</td>
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<td>Leopold-style bench***</td>
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<td><strong>$10-15 linear foot.</strong></td>
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<td>Brush removal; replace w/ prairie grasses****</td>
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<td>0</td>
<td><strong>$30-50 for</strong></td>
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<td>Screen plantings</td>
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<tr>
<td>Improved wayfinding signage</td>
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<td><strong>3.7.4 Indian Agency Canoe Launch</strong></td>
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<td></td>
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<tr>
<td>Improve canoe launch at the north end of Portage Canal near HIAH</td>
<td>500</td>
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<tr>
<td><strong>3.8 Portage: Wauona Trail - Bike Route</strong></td>
<td></td>
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<td></td>
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<tr>
<td>Planning, logistics and protocols (scheduling)*</td>
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<td>Create bicycle route plus interpretive signage (as needed)</td>
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</tr>
<tr>
<td><strong>3.9 Portage: Riverside Park Canoe Launch</strong></td>
<td></td>
<td></td>
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<tr>
<td>Improve canoe launch at Riverside Park</td>
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<td>500</td>
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<tr>
<td><strong>3.11 Muscoda: Victora Park Canoe Launch</strong></td>
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<tr>
<td>Planning, logistics and protocols (scheduling)*</td>
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<tr>
<td>Improve canoe launch at Victora Park</td>
<td>70,000</td>
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<tr>
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<td>0</td>
<td>70,000</td>
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</tbody>
</table>

**SITE IMPROVEMENT PROGRAM TOTALS**                      | 183,650| 0      | 0      | 0        | 0        | 0         | 183,650|       |
2.13 Conclusion: Forecasting the Future of History Organizations and Their Leaders

What does the future hold for organizations that are tasked with interpreting our nation’s heritage? The time is past when government support for such organizations could be taken for granted, and all managers of heritage assets recognize a profession on the cusp of radical changes. What better way to conclude this Interpretive Master Plan than to turn to leaders in the field of public history who meet regularly to discuss challenges and new directions? The following article, reproduced in its entirety, is a blog post by John and Anita Durel, coordinators of the annual Seminar for Historical Administration. It is dedicated to new ideas and approaches that promise to make history relevant, meaningful and useful in today’s world. The developments outlined in the article make clear the many opportunities the Parkway has to truly make a difference to its residents and friends.

“Tuesday, December 13, 2011: Forecasting the Future of History Organizations and Their Leaders

For three weeks every November leaders and practitioners from the field of public history meet at the Seminar for Historical Administration to discuss challenges and future directions for history organizations. This week’s blog post is by John Durel, who coordinates the seminar, and his partner, Anita Durel. John and Anita work with museum executives nationwide and have written frequently about museums and cultural organizations.

The public history field—history museums, historical societies, historic sites and archives—has reached a tipping point. Driven by the need to develop financially sustainable operating models, the impact of technology how individuals access and share information and most importantly the emergence and favorable reception of new leaders with entrepreneurial acumen, the field is no longer hesitant or resistant to change. Though some organizations are lagging, we see a blossoming of ideas and new approaches that promise to make history relevant, meaningful and useful in today’s world.

This is a time of innovation. Here are ten developments we see coming in the years ahead.

1. A National Purpose

Leaders in the field begin to articulate a purpose for history organizations aligning with a nationally recognized need. Children’s museums are building their case around healthy early childhood development as a fundamental right and an investment in the nation’s future. Science centers, in partnership with schools and universities, have established

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94 The complete blog can be found at http://futureofmuseums.blogspot.com/2011/12/forecasting-future-of-history.html. It offers a great deal of food for thought.

95 http://historyleadership.org/
STEM education as essential for our future prosperity. Both children’s and science museums have built a platform to articulate the importance of these respective fields and their link to a strong America. History organizations must do the same. What is the greater good that public history serves? How will improved knowledge and understanding of the past make us better as a nation? In the long run, what difference will history organizations make? The field needs a single, concise statement of purpose that does not require elaborate explanation.

2. An Integrated Programmatic Approach
History organizations will no longer assume that the best methods to present history are thematic exhibitions, historic site tours and living history “experiences.” Programming, generally seen as supplemental to these primary approaches, will begin to play a central role. Staffs, in collaboration with advisors, will brainstorm ways to tell a particular story, explore a topic and engage the public. Science Gallery\(^96\) in Dublin, Ireland, is a good example. Their innovative work includes a series of integrated, edgy and extremely popular programs, incorporating interactive exhibits, online engagement, onsite happenings and public events. We look forward to the history organization that takes this approach and makes the examination of historical phenomena relevant, edgy and fun.

3. The Value of Historical Objects
We expect to see more innovation in the use of three-dimensional collections. The traditional and expensive development of thematic exhibits, laden with numerous objects and interpretive labels, will give way to more flexible and experimental approaches. An early glimpse of this shift is “Controversy” at the Ohio Historical Society.\(^97\) Constrained by time and money, the staff selected objects that prompt a reaction and discussion. Similar constraints will lead to innovation elsewhere. We are already reading about pop up exhibits. Experimenting with the use of objects will help us understand their true value and educational potential.

4. Sharing Historical Authority
The authority for interpreting the past, which resided with professional historians and curators, is increasingly shared with visitors, program participants, online users and community groups. Digitization of collections is making it easy for anyone to use a computer or hand-held device to read documents, view images, and get information about historical topics, locations, events or artifacts. Over the next several years we expect to see more history organizations embrace this change and find ways to involve the public in presenting and interpreting history.

\(^{96}\) [http://sciencegallery.com/](http://sciencegallery.com/)
5. Critical Thinking and Historical Practice
As the field learns to share historical authority, it finds ways to help the public develop a more complex and nuanced understanding of history. Building on educational programs developed for youth, such as National History Day, and spurred by IMLS’s 21 Century skills initiative,98 history organizations offer tools, resources, and “history labs” for both youth and adults. They engage the public not only in an interpretation of the past, but also in understanding how historians arrive at the interpretation. The public (lay historians) receive guidance and support for finding reliable information, thinking critically about primary evidence, considering alternative and multiple perspectives, thinking historically and not projecting today’s assumptions on the past, and crafting narratives that reveal the subtleties and ambiguities of history. (See “What is the role of the historian in the age of shared authority and radical trust?”99 for further thoughts on this.)

6. The Power of Historical Places
History organizations will engage people “on site, online, or on the road” (to borrow a phrase from the Kentucky Historical Society). At the same time they will recognize the power of particular places and settings. Following the lead of Historic New England and the historic sites of the National Trust for Historic Preservation, innovative uses of historic properties will continue, enabling people to experience these places even when the purpose is not an overt or explicit history lesson. Historic properties will be both places to gather and places to learn (this time borrowing a phrase from Strawbery Banke Museum in Portsmouth, N.H.)

7. Contentious History
Some history organizations, in some communities, will be compelled to address contentious history. (See the Nov. 8 blog post at Developing History Leaders @SHA100 for our thoughts on this.) This requires leaders who are passionate about history, deeply committed to building stronger communities, and have the fortitude to endure attacks. It will also take skilled facilitation. Exploration of the past can easily divide people rather than unite them.

8. Business Thinking
Through our work with museum CEOs in executive roundtables, we are beginning to see increased understanding of business thinking. More leaders are becoming adept at business planning, market research, data driven change, monetizing assets, strategic investment and disinvestment, 

98 http://www.imls.gov/about/21st_century_skills_home.aspx
disciplined measurement of ROI, diversification of revenue, and capitalization. They are also tuning in to changes in philanthropy and the growth of social entrepreneurship, as described in Nonprofit Finance in Hard Times,\textsuperscript{101} by Susan U. Raymond.

9. Governing Boards
In spite of our general optimism, we remain deeply concerned about the performance of governing boards. For every conversation we have with an executive director indicating a strong and engaged board, we have five conversations about boards that are inactive, resistant, or worse, undermining change. Without active board engagement in the fund development process, without their willingness to step up to the challenge of raising money, without their enthusiastic financial support for new approaches to the work, it seems unlikely that the current spate of innovation in the field will be sustained. It does not have to be this way—a courageous and committed executive director can give the board the direction and the support it needs to meet its responsibilities for the financial health of the organization.

10. History Leadership
After a delay caused by the recession, we are starting to see the retirement of executive directors who have led organizations since the 1970s and 80s. Opportunities are opening for younger individuals who are department heads or directors of smaller institutions. These younger leaders are responsible for much of the innovation now underway. Their greatest challenge will be to learn how to lead a board. We use the word “lead” here in the sense that Jim Collins uses it in Good to Great and the Social Sectors.\textsuperscript{102} The leadership challenge is not to make the right decisions, but to make sure that the right decisions get made, and that will require building boards that are fully supportive and actively engaged in the transformation of history organizations.

\textsuperscript{101} New York, John Wiley & Sons, 2009
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