

TRAVEL TOWN MASTER PLAN

1987



TRAVEL TOWN MASTER PLAN

Griffith Park, Los Angeles, California

Department of Recreation and Parks
City of Los Angeles

SEPTEMBER 1987

Prepared by: Metro Administrative Services

TRAVEL TOWN MASTER PLAN - SEPTEMBER 1987

TABLE OF CONTENTS

Introduction/Justification of Master Plan 1

Recent History/Current Presumptions 3

Theme/Collections Management 5

Phase I 10

Phase II 12

Conclusion 21

Tables I-IV 22

Appendix A: Items Admissible for Accession Consideration 24

Appendix B: Excerpts from the Griffith Park Master Plan 27

Appendix C: Time and Cost Estimates for Proposed Projects ... 31

Appendix D: Suitable Milestones for the Next Five Years 34

Appendix E: Sample Budget and Revenue Forecast: 1992-93 36

INTRODUCTION/JUSTIFICATION OF MASTER PLAN

On October 3, 1952, a new and unusual piece of playground equipment was hauled by truck from Glendale and installed in the Northwest area of Griffith Park. Its popularity with local children assured that it would be the first of many such pieces of equipment placed in the park. And only two months later, on December 14, 1952, about ten acres in that Northwest section was designated and dedicated as TRAVEL TOWN: a transportation-oriented playground, complete with its first decommissioned steam locomotive, the Southern Pacific #3025. Over the next decade, it became the last resting place for steam locomotives, trolleys, passenger and freight cars, airplanes, wagons, fire engines, automobiles, other vehicles, and assorted artifacts. Due to the aggressive solicitations of first director Charley Atkins and the enthusiastic support of Superintendent of Recreation William Frederickson, Travel Town's collection grew, and so did its popularity.

Travel Town was founded as a recreational facility, upon the following presumptions:

- Steam locomotives are being retired in favor of diesel motive power, and thousands of steam engines are thus destined for the scrapyards;
- Steam locomotives and other "obsolete" vehicles are easily obtained for free;
- Children delight in exploring, touching, and playing on real equipment;
- Full scale transportation equipment is as safe as any other playground equipment;
- Looking at and touching antique railroad equipment or other vehicles is an exclusive attraction.

Over thirty years, Travel Town evolved into little more than a graveyard for the locomotives and other vehicles, although undeniably a unique, well-attended, and affectionately regarded facility. In those years, the founding presumptions have become as obsolete as steam locomotives themselves. Travel Town's maturation has been stagnated by its own limiting "playground" concept. Displaying equipment only for play does not wholly satisfy any of our Department's patrons, and many of them it does not satisfy at all. Travel Town must enter a new phase, meeting a variety of recreational and educational needs, which will, incidentally, effect an increase in attendance. To achieve this growth, a series of objectives must be established. Such a plan is essential to the success of a rejuvenated and improved Travel Town.

RECENT HISTORY/CURRENT PRESUMPTIONS

Narrow gauge railroad track was laid for a steam excursion ride behind Travel Town in the mid-1950's; in 1961 the steam locomotive was retired because of maintenance costs. A decade later, trolley rides were offered on the same track. In 1965 Travel Town's exhibits were re-arranged into trainyard-like rows and about seven acres were fenced off as official boundaries of the facility. In 1979 the full-scale track was replaced with track for a miniature railroad, which has been operated by a concessionaire since that time. Between 1965 and 1985, Travel Town was improved with a brick food service building, a 10,000 square foot corrugated metal museum building, and attractively landscaped picnic areas. No improvements, and only slight maintenance, were performed on the exhibits themselves in that time.

The toll taken by nearly thirty years of vandalism and exposure to the elements finally began to show in 1980. Now the deterioration is so severe that the safety of patrons will be compromised if it is allowed to continue. The time has come for the Department to make a decision about Travel Town's future: the facility, and the diversions it offers to the community, justify the significant expense the Department faces merely to stabilize the facility's condition.

This same concern was addressed by consultants Stephen E. Drew and Walter P. Gray III of the Sacramento State Railroad Museum, who were engaged in 1984 to evaluate Travel Town's potential. In their report they explain "...that Traveltown is worthy of preservation and development. Tremendous potential exists to create a high quality interpretive railroad museum from the existing fabric of Traveltown....[It] comprises the largest collection of standard and three foot gauge steam locomotives west of

St. Louis, Missouri. While once quite common, many of the artifacts are now unique. It is an important recreational destination within Griffith Park..."

The first step toward identifying Travel Town's potential was to synthesize the presumptions that describe the facility's status and role in serving community needs today:

--Travel Town is a well-loved and long-established facility: a tradition;

--All the artifacts, railroad equipment in particular, are no longer surplus among thousands of like items; they are one-of-a-kind survivors of their eras;

--Because of hazards inherent in the nature and age of the artifacts, maintaining patron and employee safety is paramount to the facility's growth and operation;

--Current standards of safety and concerns over liability render transportation equipment unsuitable as playground equipment;

--Griffith Park Master Plan directs the eventual development of an intra-park transportation system that will function as both recreation and transport, and also describes an eventual upgrade of the Park's Valley Gateway, where Travel Town is located;

--Majority of Travel Town's patrons are adults with children; a smaller segment of our patrons are school and camp groups; trailing in the smallest group are railfans, photography buffs, and other like patrons interested in the facility from a technical or historical standpoint.

Travel Town is large enough, and its railroad collection significant enough, to continue providing a recreation atmosphere and interactive exhibits, yet also give patrons a chance to learn historical or technical lessons. The goal is not to transform Travel Town from a playground into a formal railroad museum, but to add dimension to a static facility.

Building on Travel Town's strengths--its reputation, its acreage and landscaping, and the significance of its artifacts, that facility which Drew describes as "...[providing] a quality recreational and educational experience" will become a reality.

THEME/COLLECTIONS MANAGEMENT

Travel Town thrived on what has been called "opportunity acquisition"--if an artifact was available cheaply or free, and if a child was likely to enjoy playing on it, or it had an interesting background, Travel Town staff happily accepted it. Today, the lack of close relationship among the artifacts, coupled with the collections' overall physical deterioration, dilutes any attempt to utilize Travel Town's collection to trace an historical path. A seven-acre facility, with a few cars, a model ship, some steam locomotives, a dozen wagons, and assorted other vehicles, cannot hope to tell the entire history of the transport of Man, or even of transport for the last 150 years--at least not in a way that would be interesting or worthwhile. The scope of Travel Town's interpretive theme must be limited to a storyline which can be illustrated effectively within Travel Town's physical limit and overall goals. Its artifacts must conform to this focused theme.

Travel Town's collection is concentrated with railroad-related equipment, both in sheer numbers {44 pieces of motive power or rolling stock in an inventory of 89 vehicles} and in terms of the significance of the equipment. Tables I-IV illustrate information about Travel Town's inventory: generalized data on the artifacts' primary uses, the regions where they were most used, and the years artifacts were constructed; tables cannot express the subjective ratings on the significance of artifacts, however. The tables illuminate the following concentrations among items in the collection:

- Used for commercial transport of goods or persons;
- Used in Los Angeles area or elsewhere in California;
- Built 1880-1930.

The preliminary survey of Messrs. Drew and Gray highlighted the railroad equipment collection's value, and emphasized that it was the only one of Travel Town's collections able to serve as the foundation of a rejuvenated facility program. Staff's research in the interval has elaborated on the background data given about the railroad artifacts and likewise has noted the predominance of the railroad equipments' educational possibilities over those of Travel Town's other collections.

The impact of the railroads on our nation's economic evolution offers interpretive options that can capture patrons' imaginations: Manifest Destiny, the taming of the West. With the railroad equipment as a tangible launching point, the story of California's growth can start at the first transcontinental railroad, and from there be illustrated through exhibits about the lumber industry, shipping of agricultural products, land booms, and even how the steady greed for improved technology on 19th century railroads resulted in advanced engineering in the 20th century. Travel Town can tell an impressive tale about steam locomotive use, and its impact, in Los Angeles, although the complete story of rail in Los Angeles is limited by the lack of even a few 1900's-to-1930's-era interurban rail passenger cars, which played an integral role in Los Angeles' growth and politics. Overall, story-telling is further handicapped {at the present time} by the lack of supportive materials, such as uniforms, timetables, manuals, lanterns, tickets, and any number of other smaller, more personal items which makes the re-creation of other time periods vivid.

The steam locomotive collection, however, already broadly represents the use of steam motive power in Los Angeles and throughout California, and should be the basis of the theme on which Travel Town is redeveloped:

Commercial steam railroad transportation {freight and passengers} in the United States' Far West from 1880 to the 1930's, with emphasis as possible on Southern California's systems.

This is a story of interest and value; other Los Angeles museums are not programmed or equipped to tell the same story as can Travel Town with its "touchable" history.

With our basic theme set, a definitive accounting of the role each Travel Town artifact played in history must be compiled. A careful assessment must be made of how each individual artifact's history can be combined with others to follow a thread of mechanical or historical development which supports our theme. Specific artifacts will be targeted for acquisition when they might become available. Items from among Travel Town's collections which are judged too disparate from the central theme will be made available for trade, donation, or if appropriate, sale. Since the ability to illustrate a story will be contingent on the items in the collection, relationship to the theme will be the overriding criterion for seeking, accepting, or deaccessioning artifacts. Second will be a desire to preserve valuable historical artifacts, coupled with a solid understanding of the limits of public funding and a strong sense of responsibility for proper handling of public property.

Responsible management of Travel Town's collections will incorporate the following elements:

- compile accurate background material;
- identify funds to preserve and secure artifacts;
- solicit support to restore artifacts;
- use artifacts to follow a central interpretative theme;

- accept an artifact only if it contributes to the story and only if manpower and funding is available to care for the artifact;
- deaccession artifacts which do not contribute to the story by trading, selling, or donating {depending on the legal restrictions} unusable items to other museums or organizations which may use them for education or display; dispose of artifacts which are irreparably unsafe, unrecognizable, or falsified.

PHASE I: IMMEDIATE ACTIONS

Our immediate activity is to vigorously exercise our sumptions.

Safety is priority. Asbestos has been identified and will be removed or encapsulated as essential for safety. A program of routine maintenance will be instituted to handle the endless repairs required to avert hazards and provide remedial stabilization of artifact decomposition. Employee training programs on asbestos and other safety matters will ensure a safer facility for both staff and patrons.

Steps to enhance Travel Town's educational role will begin with new brochures, signs to identify equipment and provide additional information, special information and lesson plans for teachers, interesting and informative displays and exhibits, tours for both children and adults.

Minor cleaning, repainting, and refurbishing can vastly improve the look of Travel Town. Re-arranging artifacts where possible, and providing changing displays and exhibits about the artifacts, can bespeak a new growth and attitude at the facility.

While all improvements will be primarily aimed at cultivating the family audience, we can effect a important overall increase in attendance by introducing special events and programs that will nurture the smaller segments of the attendance makeup. Most profitable will be programs that involve people in research or "hands-on" restoration of equipment. Support groups of volunteers, both those interested in working at Travel Town and those who are simply philanthropically inclined, are essential to improvement of the facility; their time and money are needed, and

in particular, their advocacy will help produce a smooth transition as Travel Town shifts into its new direction.

Security must be upgraded to protect the collection and to guard improvement work as it is accomplished. Defending against intrusion and destruction is a remedial responsibility, one which, like asbestos abatement, will require increasing allocations of resources.

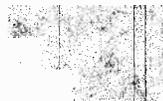
Taking a close look at what we have, and planning and designing specifications for Phase II's capital improvements and exhibits, are also Phase I business. An inventory control system and registration method for artifacts will be devised and implemented. A thorough evaluation of the significance of artifacts in Travel Town's collection will be completed, leading to development of an optimum plan for utilizing the collection to tell a story. To assist in this evaluation and planning, the City may apply for a Museum Assessment Program grant from the National Endowment for the Humanities. Also, detailed cost estimates on construction projects will be prepared.

With one hand we will be "putting the shine" back on Travel Town; with the other, we will begin to lay concrete plans for the near future.

PHASE II: ON OUR HORIZON--CAPITAL IMPROVEMENT AND MAJOR PROGRAMS

Phase I is a plan to improve Travel Town outwardly: more and better information, improvements to the look of exhibits, programming to attract a broader audience, an increase in attendant vigilance and involvement, safety assurance--adding something to Travel Town and simultaneously planting a seed of excitement about what's to come. Phase II will move Travel Town towards its potential as a Los Angeles landmark.

The programs and activities initiated under Phase I will continue permanently under Phase II. Phase II activities grouped into the following commissions:

	Artifact Restoration
	Collection Management
	Construction
	Coordination with Griffith Park Master Plan
	Education and Exhibition
	Promotion/Public Relations
	Staffing

detailed as follows

Artifact restoration.

- Asbestos removal
- Cosmetic refurbishment
- Restoration to operability

Total asbestos removal will be accomplished on a program which may schedule two or three locomotives a year for total removal; on the others, we will continue to encapsulate exposed

asbestos to maintain public and employee safety until all asbestos is removed. Removal shall be accomplished in such a way as to preserve the equipment as valuable artifacts.

All artifacts remaining in the collection will be scheduled for cosmetic restoration; contingent on the results of tests and evaluations, some pieces will be fully repaired and restored to operable condition. Depending on resources and exhibit plans, artifacts may be restored to appear as when they were manufactured, or as they would have looked after the years of rebuilding and modification that was typical for all railroad equipment.

Collection Management.

- Establish definitive accession policy
- Cull unrelated artifacts
- Selectively acquire additional artifacts
- Develop a loan program

Building on the assessment completed in Phase I, detailed accession policies and procedures will be composed. Each item in the inventory will be designated for either disposal or future use.

Items inappropriate to the theme will be sold, traded, or donated to other organizations; these artifacts may include such items as the 1950's aircraft, the Hawaiian Railway equipment, the old pumping plant, construction equipment, and the post-1940's automobiles. The firefighting equipment will be kept together as a Collection, and deaccessioned only as a Collection, due to its value; it may be transferred to the Los Angeles Fire Department if their plans to build a museum are fulfilled. Any revenue gained from sales of unrelated artifacts will augment the Travel Town Development Fund. Trading unrelated equipment for pertinent artifacts, particularly small items such as uniforms, lanterns, tickets, schedules, and other railroad paraphernalia would be

advantageous, as Travel Town lacks that type of material now. If no buyer or trader can be located who will utilize an artifact for public display or educational purposes, an artifact slated for disposal may be donated to an appropriate museum or organization.

As space becomes available, artifact purchases or acceptance of donations will be explored selectively, in compliance with the accession policies. Appendix A suggests items which may be considered for accession to Travel Town's collection in the future; it is neither inclusive nor exclusive. A loan-and-borrow program may temporarily clear out artifacts which are not needed at this time, but could be displayed again in the future, as well as bring many needed artifacts to Travel Town on a long term basis. Such a program will afford time to expand the collection and provide opportunities to build ever-changing exhibits.

Construction.

Trainshed for rail equipment repair and protection

-Bridge crane

-Tool room

-Work shop

Track repair and additions

Museum

Gift shop

Railroad

New passenger station

To facilitate Phase II's restoration plans, protect the artifacts after restoration, and provide covered display area for poor-weather days, a trainshed will be constructed over one-quarter to one-third of the track area. This structure may begin as only a roofed skeleton on a concrete slab, remodeled in phases

with walls, bridge-crane, shop and tool room, and a locking front roll door.

Artifacts need to be moved at Travel Town: exhibits should change intermittently. The locomotives and cars must be re-organized in patterns that tell various stories or replicate actual use of the equipment. To allow the movement of rail equipment within Travel Town, or into the new train shed, the existing track must be repaired and re-bolstered, and new spurs and switches added to give maneuvering room. Most of the railroad equipment is 60 to 80 feet long, and requires at least twice that much length to be switched from one track to another.

A museum structure with office space, exhibit areas, small research room/library, theatre, and conference room will be either remodeled from the current building or be newly erected in another area, such as where the aircraft are currently on display. If located in the latter area, it might be designed and built around a spur of railroad track veering off from the main lines.

A gift shop will be built in the existing freight-station entrance, the new museum building, or the existing snack bar area.

The construction that will instill the most life into Travel Town, however, will be for a railroad connecting Travel Town to points south or east. The miniature train now contributes more to Travel Town's vitality and visibility than any other aspect of the facility. Even better will be an operating rail system {which may be a steam locomotive in peak seasons or on special occasions, supplemented on a regular basis by diesel, gasoline, or electric locomotives, or even trams fabricated to look like old-style trolleys}. Such an attraction will give Travel Town's stories dimension, and inject life everywhere in the park the trains, trams, or trolleys run.

A new passenger station or platform will be required to handle loading and unloading for a railroad or other excursion transportation system.

Coordinate with Griffith Park Master Plan.

Valley Gateway

Intra-park transportation system

The Griffith Park Master Plan, which was adopted by the Board of Recreation and Parks Commissioners in 1979, involves Travel Town in two of its major elements. The first is the development of the Valley Gateway, which will utilize a transportation theme to improve the Forest Lawn Drive entrance into a pedestrian mall area. Undeveloped settling basins west of Travel Town are to become recreational use areas; Travel Town, the Live Steamers-leased property, and surrounding parcels are to be refurbished to become part of the mall, and may be subject to expansion after reorganization of the roads. The mall itself is to incorporate a restaurant, exhibits, special events, small concessions, and pleasant rest areas, all following a transportation or railroad motif.

The Griffith Park Master Plan also calls for a transportation system which would reduce vehicle traffic through the park and provide an alternative recreational experience for Park visitors. A rail line to the Los Angeles Zoo, or other destinations, with Travel Town as the principal terminus, will be planned to conform to the needs of this in-park transportation description and take advantage of the road re-organization.

Appendix B excerpts the sections regarding these aspects of the Griffith Park Master Plan.

Education and Exhibition.

Phase I directs the first attempts at educational programs. In this second phase advanced educational aims will be addressed, such as preparing a full color souvenir guide book, instituting a rigorous school tour program tiered for various age groups, or building models for illustration purposes. Displays and exhibits will employ the interpretive possibilities assigned to the artifacts during the assessment phase. These quality presentations will be rotated, augmented, and replaced intermittently. Eventually, an outreach program or speakers bureau may be organized.

Promotion/Public Relations.

Advertise

Special interest programming

Special events/Community involvement

Live Steamers

Gene Autry Museum

Support group

New concessions

Appeal to corporate sponsors

"Travel Town is one of the best-kept secrets in Los Angeles" is a common conception, one echoed by Drew and Gray in their report. Those who were brought as children, or now bring their own children and grandchildren, are fond of the place, but much of Los Angeles, and its tourists, know nothing of it. Advertisement is needed: color flyers at airports, hotels, and tourist spots; inclusion in newspapers, magazines, books, radio ads, and other information sources for those looking for things to do. Besides getting the word out that Travel Town exists, it needs to become a highly desirable destination, so that word-of-mouth will become a top advertising medium.

A quality museum, locomotive rides, or a great gift shop will not be the only attractive features. Special programming for children and families will enhance Travel Town's recreational reputation--for example, a chili cookoff, high school jazz bands playing ragtime for an hour or two on a Sunday afternoon, crayon contests for little children, or special weekday afternoon locomotive demonstrations for imaginative young "engineers". Artists, model builders, and model railroad fans will find competitions, festivals, conventions, and workshops for their interests. Volunteer and support groups will be doing substantial restoration and track repair work: meaningful assistance. Other events and promotions can mark dates of historical importance or anniversaries of equipment donations, and so on. While much of the promotion and special event planning will target Travel Town's family audience, many activities will be aimed at increasing the attendance of other patron groups, as long as family attendance is not adversely impacted.

The Live Steamers of Los Angeles is a non-profit organization leasing land east of Travel Town. They have improved this property as a handsome and extensive small-scale steam locomotive operation, and offer rides to the public on a limited basis. Their membership is large and diverse; their interests complement Travel Town's theme. Promotions and activities at Travel Town which involve the Live Steamers will be encouraged.

Travel Town will also gain from coordinating efforts with the Gene Autry Western Heritage Museum. Scheduled for completion in 1988, this facility's orientation will harmonize with Travel Town's interpretive projects; as the museum is privately funded, its promoters may be willing partners in joint promotions or even capital improvements.

Travel Town must have its own support group, a "Friends of Travel Town". From this group will come the sponsors for the projects, the "hands" when a job needs to be done, and the expert advice in a cross-section of professions. Without the willing

support of dedicated "Friends", energy may falter, ideas stagnate, and money may be unavailable.

Another method which promotes Travel Town and can involve the community in the facility is the concessions. Travel Town's snack bar is concessionaire-operated, as are all snack bars in Griffith Park, and so is the miniature train ride. Proposals from all interested citizens, local businesses, and hobby associations will be considered. The gift shop should be operated under a concession contract. Special exhibits, active model train layouts, and other activities could all be executed by groups in exchange for free space or utilities. Proposals for theme eating places, such as an old-fashioned ice cream parlor, or a fine restaurant near Travel Town's entrance, will be considered.

Travel Town is more than a memorial to the past--it is a modern classroom on mechanical and technological evolution. Perhaps more than any other 19th and early 20th century industry, the railroads inspired a wealth of invention and technical improvement that are the clear antecedents of today's technology. This heritage can be used to solicit the financial support of modern industrial and technological firms.

Staffing.

Director

Curators

Designers and graphic artists

Engineers

Volunteers and Volunteer Coordinators

Travel Town needs specialists to prosper. Civil Service classes for Railroad Museum Director and Railroad Museum Curator will be formulated, examinations given, and personnel hired who can, by blending history, technology, and forty-four pieces of

railroad stock, help transform a handful of dreams into reality. The Director and curator will be supported by exhibit designers and graphic artists who may be on staff or engaged as private contractors. Technical experts, people who work with or repair locomotives and accessories professionally, will be sought to advise and direct restoration efforts by volunteers. These experts may be volunteers themselves.

Travel Town's volunteer army should include people who want to help with hands-on restoration or who would like to share their interests and experiences with Travel Town's patrons. Coordinators from the volunteer ranks and liaison from Travel Town staff will keep the efforts of the volunteers focused on specific objectives set by the Director.

CONCLUSION

The Department has always had three alternatives at Travel Town: maintain a static facility, close the facility, or invest resources of both time and money to raise Travel Town to its educational, historical, and recreational prime. Until the last few years, when invariable maintenance became insufficient to solve safety and preservation problems, the first alternative has been satisfactory. But now, in order to see the 21st century with a new generation of children, Travel Town requires a new direction, and the Department has made that commitment.

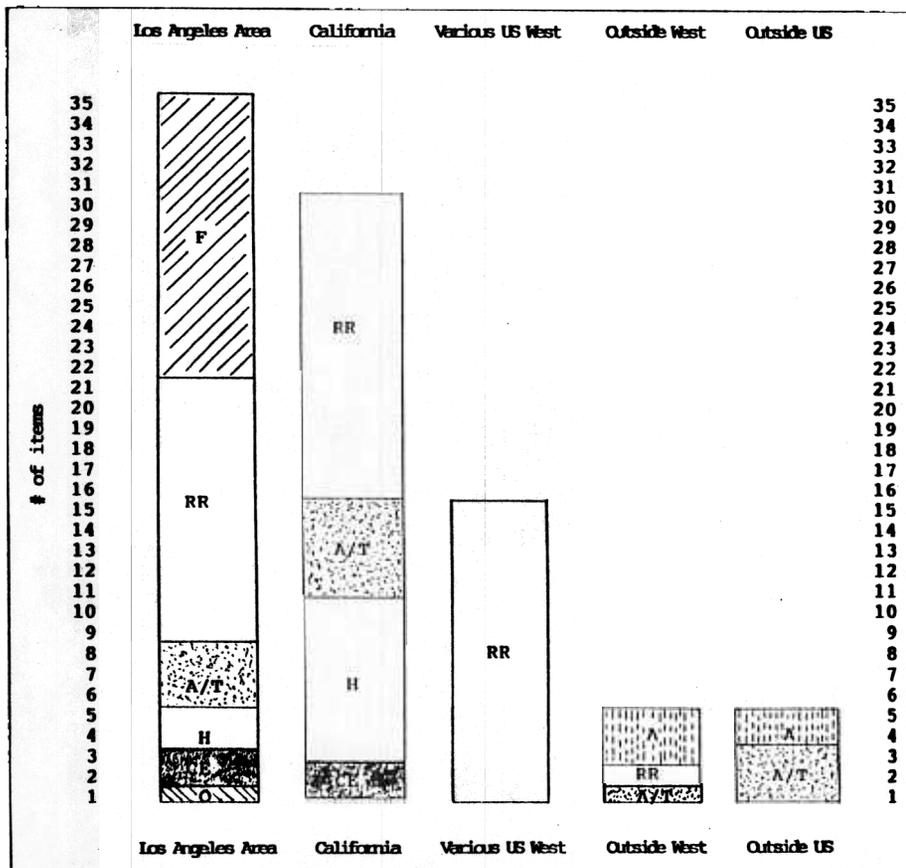
Appendix C sets a suitable schedule of milestones for the five years beginning in July 1987; Appendix D lists estimated total costs and time required {from planning to completion} for some of the projects and activities mentioned in the Master Plan. Since one project or improvement is often contingent on or inter-related with another, both schedule and costs may fluctuate depending on availability of funds or an opportune funding bequest. Some aspects of Phase II may take a decade or more to accomplish. But all its aspects, all the milestones, are achievable. Appendix E offers a sample budget outline and revenue projection for Travel Town in five years, given substantial progress in pursuing elements of the Master Plan.

We are proud to present this Master Plan for Travel Town, and submit that it is not inclusive of all the possibilities that await us. As the development commences, and as the facility continues to evolve in the next decades, Travel Town will continue to serve the people of Los Angeles, and our visitors, as a unique hybrid of park and museum.

Table I: Breakdown of the Travel Town Inventory

ARTIFACT TYPE	# of Items	Primary Use
Steam Locomotives	16	
Other Motive Power	3	
Rolling Stock	21	
Trolleys/Horsecar	4	
Total Railroad-related	44	Commercial transport of goods and passengers.
Aircraft	5	Warfare.
Horsedrawn Vehicles	10	Commercial and personal transport of goods and passengers.
Fire Equipment	14	Fire-fighting, commercial and municipal.
Automobiles/Trucks	12	Law enforcement; also both commercial and personal transport of goods and passengers.
Construction Vehicles	4	Public works.
Other	1	Oil pumping plant used in urban area.
Total Major Items on Inventory	90	

Table II: Region's of Artifacts' Primary Use



A/T--Automobiles/Trucks A--Airplanes CE--Construction Equipment O--Other
 F--Fire Equipment H--Horsedrawn RR--Railroad-Related

Tables III-IV: Timelines of Artifact Construction Dates

Table III: Railroad-related

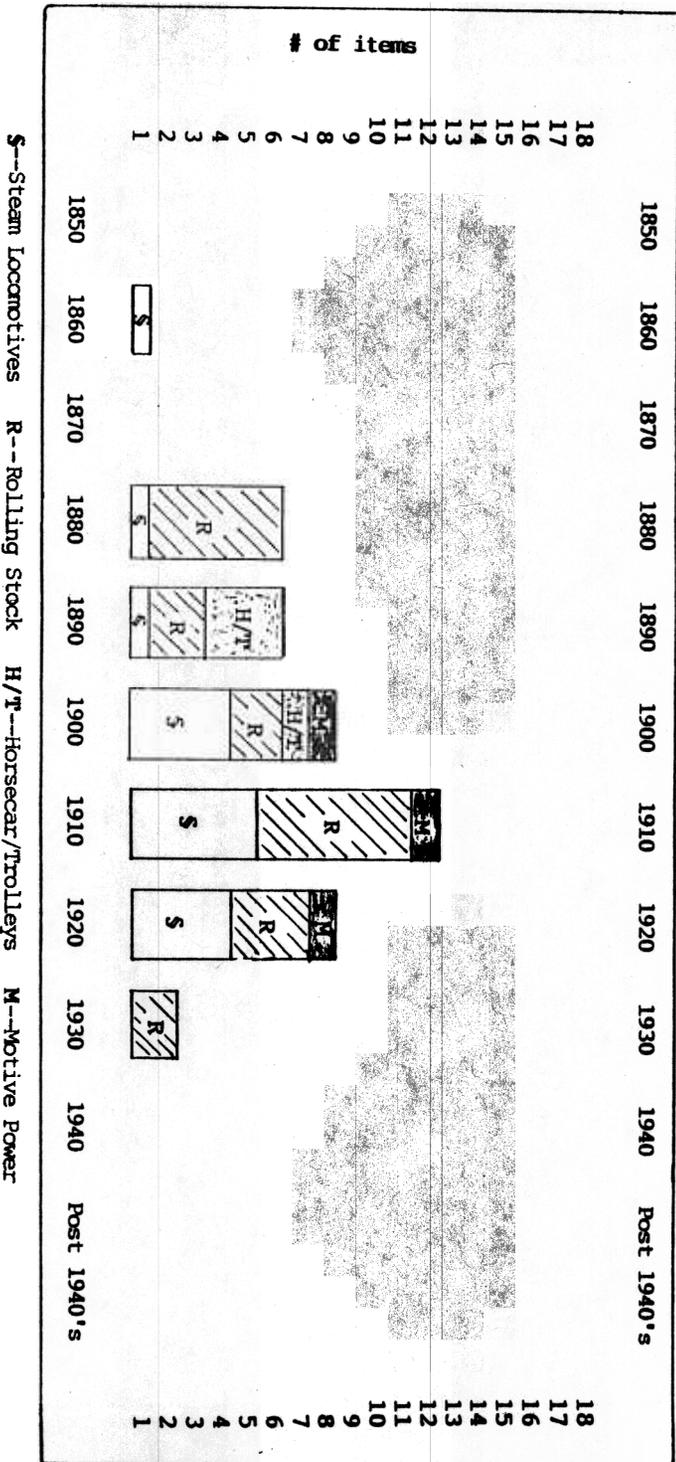
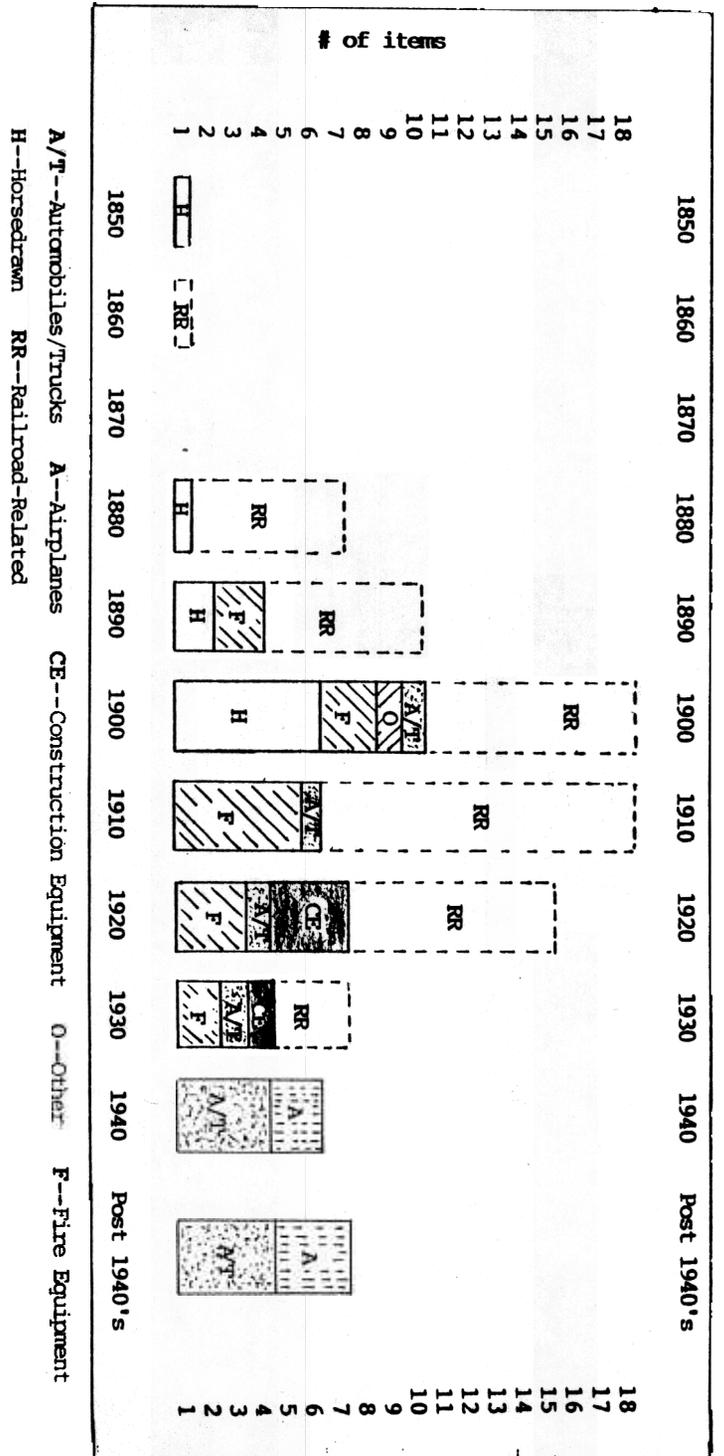


Table IV: All Other Artifacts



APPENDIX A

Items Admissible for Accession Consideration

If any of the artifacts listed below become available for purchase, trade, or to accept as donations, acquisition will be considered, using Travel Town's theme and collection management policy for guidance. However, no artifact will be acquired without provision for appropriate storage, care, and utilization; no artifact will be sought prior to an expert review of the current inventory and each artifact's role in the interpretive plan.

I. LOCOMOTIVES

A. Any steam-powered engine which operated on a road in California, Oregon, Washington, Nevada, Arizona, Colorado, or Utah, and which is small enough to be trucked into Travel Town.

B. Small operational deisel switch engines {as a working switch for the site}.

C. Any Climax geared locomotive.

D. Any inspection vehicles.

NOTE: Acquisition contingent on obtaining storage for one to ten years.

II. ROLLING STOCK

A. Any pre-WWII passenger or freight cars which was used on a road in California, Oregon, Washington, Nevada, Arizona, Colorado, or Utah.

B. Flat cars used for log-hauling.

C. Cabooses.

III. RAILROAD-RELATED ARTIFACTS

A. Builder's plates.

B. Timetables

C. Lanterns with railroads' name and logo on base or globe.

D. Keys and locks with railroads' name.

E. Metal baggage tokens.

- F. Annual railroad passes.
- G. Tickets and related items such as punches, ticket machines, and hand stamps
- H. Uniforms items and insignia.
- I. Passenger car appointments and accessories:
 - 1. China and silver
 - 2. Table linens
 - 3. Bedding
 - 4. Menus
 - 5. Ashtrays
- J. Advertising and Promotional items such as posters, calendars, matchbook covers, postcards, and playing cards.
- K. Books, magazines, sheet music, movies of railroad subjects.
- L. Railroad rule books; instruction or operational manuals for locomotives built by Baldwin, ALCO, Lima, Norris, Heisler, or other builders of Travel Town's locomotives {and rolling stock}.
- M. Contemporary material promoting Western immigration in the 1880's and 1890's.
- N. Contemporary material relating to railroad labor unrest prior to WWII.
- O. Switches
- P. Depot and Train signs.
- Q. Model replicas of locomotives and cars of the same classes as Travel Town's stock.
- R. Locomotive or car hardware.

Travel Town's locomotives ran on the following railroads, and thus we should be especially alert for artifacts from the following railroads:

- Atchison, Topeka & Santa Fe
- Central Pacific
- Market Street, Park & Cliff Railway
- Nevada, California & Oregon
- Newaukum Valley Railroad
- North Shore Railroad
- Pacific Electric
- Santa Maria Valley Railroad
- Southern California Motor Road

- Southern Pacific {especially: Oakland, Alameda & Berkely Line; "The Lark"}
- Stockton Terminal & Eastern
- Union Pacific {especially: "L.A. Limited;" "City of L.A."}
- Western Pacific {1909}

IV. HISTORICALLY RELATED ARTIFACTS

- A. Harvey House {or other railroad route station wayside restaurants} memorabilia.
- B. Telegraph equipment.
- C. Railway Post Office items.

V. OTHER ARTIFACTS OR EQUIPMENT

- A. Track material, new or used, if in useable condition.
- B. Tools, useable in restoration projects or site repair work of many types.
- C. Reference material on railroads or Western U. S history.
- D. Pre-1930's style luggage; crates, trunks, other shipping containers.
- E. Structural material for exhibits {useable partitions, display cases, and the like}.

The enumeration above is a guideline for evaluating offers of trade or donation in the near future. It is not meant to be a definitive listing of all or the only artifacts which qualified curators may seek or reject in coming years.

The list which follows offers additional artifacts, the availability of which may be considered or noted in file, that may be desirable additions to the Travel Town inventory as specific exhibits are planned:

- Clothing and personal items {1880-1930}.
- Photographs.
- Pony Express memorabilia.
- Stage coach and wagon train advertising material and other memorabilia.
- Models, replicas, or authentic wagons, coaches, and carriages.
- Models, replicas, or authentic early automobiles or delivery vehicles.
- Lumber industry artifacts and memorabilia.
- Mannequins.

APPENDIX B

Excerpts from The Master Plan for Griffith Park, Los Angeles, California, Phase IV Design Plan, Phase V Resource Management Plan. Prepared for the Department of Recreation and Parks, City of Los Angeles, by the SWA Group, Irvine, California, May 1977.

From Pages 47-49 {text only, maps and sketches omitted}:

The Valley Gateway

The Master Plan designates Traveltown [sic] and its surrounding area as the third gateway to Griffith Park. Located in the northwestern corner of the park, this gateway would receive and manage incoming traffic from the Ventura Freeway and Forest Lawn Drive.

Encompassing about 92 acres, the Valley Gateway includes the settling basins to the west of Traveltown, and the flatter area eastward to the Live Steamers. The area is generally bounded on the south by the foothills, and on the north by the Ventura Freeway. Because of their northern exposure the adjacent slopes and ravines provide ideal conditions for riparian rehabilitation.

The Valley Gateway is a showcase for unique transportation systems and rolling stock. The themes for the area are well established, and the master planning concepts focus on reinforcing them and enhancing their environmental setting.

Several vacant areas exist near Traveltown and the Live Steamers. These parcels offer space to accommodate additional activities which would complement the travel museums.

The major program elements include:

- An Information Kiosk. Distinctly visible after passing through the entry, the information post allows the rangers to dispense information and adequately survey the highly used areas of this gateway.
- A Perimeter Berm. Adjacent to the freeways, the berm especially protects the heavily impacted equestrian path.
- An Improved Entry. Actually within the park, the entry establishes the symbolic entrance in the park's northwest corner. The settling basins will be used on a seasonal basis for freeplay and picnicking.
- Landscaped Picnic and Freeplay Areas. Previously under utilized areas become available from the area gained by reorganizing the roads. They should be landscaped and used for unstructured recreation such as picnicking and kite flying.
- A Festive Street. A pedestrian mall replaces the narrow road which follows the toe of the northern slope. It would connect activities spread linearly from Traveltown to the Live Steamers. Arts and crafts exhibits, model railroad shows, small concessions, floral displays, an outdoor cafe (with a railroad motif), self-guided interpretive exhibits of emerging transportation technology, and pleasant sitting areas can grace the mall. Strolling musicians, or puppet

shows can enliven the mall on peak days and become a special treat for visitors to the Valley Gateway. The northern terminus of this street would coincide with a rest stop on the equestrian trail, with refreshment available for horses and riders alike. The street would also be an access to nearby picnic areas. Paving materials would match Los Feliz Square, as previously proposed.

-Traveltown and Live Steamers Expansion. The Master Plan for the Valley Gateway recommends reserving land for expansion of these unique railroad attractions, should such expansion be desired in the future.

From pages 51-61 {text only, maps and sketches omitted}

D. PARKWIDE TRANSPORTATION PLAN

Overall Concept

Improvements in the parkwide transportation system and policies that regulate its use are necessary if the various Master Plan proposals previously described are to be enjoyed by the visiting public. The transportation system must provide convenient access to the major use areas in each park zone. It must also include elements intended to decrease the widespread impact of automobiles on park roads and intrusion of non-park traffic into precious parklands. Finally, the system itself should be viewed as a potential recreation experience, fulfilling public anticipations that all aspects of a visit to Griffith Park will be fun. Thus, the plan for transportation is to introduce, over time, interesting alternatives to the automobile within the park.

Gateways Excursion System

The three major Gateways and the Crystal Springs area form a network of activity centers that lends itself in the early stages of implementation to an interconnecting system.

Because of the relatively high cost of transportation systems, the plan proposes a staged development.

In its initial stage, a relatively economical excursion bus system would be introduced along the 4.5-mile route between the Valley and Los Feliz Gateways, with intermediate stops at the Main gateway and Crystal Springs. The buses would operate on existing park roads, eliminating the need for expensive capital improvements. Initial use would be confined to weekends only, with the possibility of using public transit buses that would otherwise be stored during those non-commute days.

Even if the system were to continue indefinitely to operate only on weekends, its level of use could increase over time to justify rolling stock of higher capacity. Coupling this need with the objective of providing a better recreation travel experience, a combination bus/tram system is the next likely stage. Studies of the route indicate that with minimum headways, a bus/tram system could consist of up to 12 powered vehicles, each towing an open-sided trailer to provide a maximum of 70

passengers per unit. With minimum auto traffic interference, the system could operate at an average speed of 15-20 miles per hour and yield an hourly 2-way capacity of 2,100 passengers for the full 4.5-mile route. Of course, the number of vehicles could be less at the introduction of the system, and more could be added to up to the maximum as demand increases and funds are available. This system could also be used on weekdays.

The bus/tram system may well represent the most adequate system for the Gateways excursion route from a functional point of view. As the purpose of Griffith Park is to fulfill recreational desires, the excursion must always be viewed as a special recreation opportunity. In this respect, the route is amenable to the ultimate introduction of an electric trolley system.

The proposed electric trolley route could run on Crystal Springs Drive from the Los Feliz Gateway to the Valley Gateway. With the introduction of recreational rail travel, Crystal Springs Road would transform into a multimodal recreation corridor, as shown in an accompanying sketch. The roadway is sufficiently wide to accommodate the trolley line, pedestrian and bicycle circulation and an automobile right-of-way.

To heighten the unique travel experience, the rolling stock could be of vintage character, restored as necessary to replicate its historic appearance. A typical car of the kind envisioned has a capacity about equal to the bus/tram vehicle previously described. Of course, the number of cars in operation at any one time would determine total capacity of the system. Use of "double-ended" cars would avoid using scarce land resources, especially at the Los Feliz entrance, for track loop turnarounds.

Such a trolley system could also be extended to Friendship Auditorium, to take advantage of the parking resource located there.

Parkwide Shuttlebus System

With the anticipated increase in visitation to the Park, increased automobile traffic can be expected parkwide, with the attendant effect of creating congestion in many locations unless some actions are taken. Widening roads and enlarging parking lots in environmentally sensitive areas would only detract from the park character idealized for Griffith Park. Park land is simply too precious to remove from activities related to recreation.

It will only be a matter of time before automobile use will have to be managed and restricted during peak days. The Master Plan is designed to accommodate a flexible system of transportation management for these peaks. The success of automobile restriction will be directly related to the provision of alternative means of in-park travel. As buses or trams become financially feasible the plan will allow for an orderly and flexible automobile restriction. A shuttlebus or tram system operating from the major staging areas would provide a viable transportation system that would be a relaxing way to see the park. The system could use existing roads and thereby serve interior areas of the Park and even extend to scenic recreation areas in other parts of the Santa Monica Mountains.

Use of the system could be encouraged through several means:

1. Provisions for the elderly, the handicapped, and large families to comfortably use the buses;
2. stops located at points of interest, picnic areas, and all use zones of the Park;
3. schedule and route coordination for transferring to and from city buses;
4. economic incentives through low fares or the establishment of parking fees for interior parking lots;
5. comfortable and enjoyable rides which could include driver or taped information messages conveyed during the trip;
6. timely and dependable schedules providing users an alternative to congested roads and parking facilities;
7. unique side trips denied to heavy private car use; and
8. combination fares which includes admission to other Park activities.

For most days, even in the future, park travel could either be by car, bus, or trolley with all routes open to automobiles. Once shuttle service is feasible and in effect to all key park destinations, it creates another option for managing the park for the approximately 25 peak use days each year when some restrictions on the automobile might be desired to protect the resource. After that, other days may be added depending on the need to manage unanticipated congestion problems.

In any case, the system of major entries, orientation and parking reservoirs at the gateways allows ease of control and direction of park traffic, assisting both visitors and park management. The Gateways excursion system is a new transportation alternative necessitating less in-park traffic. Buses and trams on park roads offer flexibility of use and scheduling and permit a total transportation management for the park that can respond to changing recreation needs.

APPENDIX C

Time and Cost Estimates for Proposed Projects

PHASE I

<u>Item</u>	<u>Cost</u>	<u>Time Required</u>
Asbestos - Stage I {note 1}	\$100,000	Completed
Guide book preparation/printing	\$5,000/yr	6 months
Landscape changes	\$5,000	1 month
M.177 Project	\$20,000	2 years
Museum assessment	\$10,000	1 year
Plans	\$10,000	1-2 years
Security lighting	\$5,000	1 month
Theatre/video viewing area	\$15,000	3 months
Track repair	\$20,000	1 year

PHASE II:

<u>Item</u>	<u>Cost</u>	<u>Time Required</u>
Activate a locomotive {note 2}	\$20,000	6 months
Advertising	\$20,000/yr	on-going
Asbestos - Stage II {note 3}	\$500,000	5 years
Cosmetic Restoration {note 4}	\$210,000	3 years
Exhibits and Graphics	\$ 10,000/yr	on-going
Gift Shop {note 5}		1 year
Museum Building	\$75-150,000	1 year
Operational Restoration {note 6}		
Locomotives	\$1,200,000	3 yrs ea
Rolling Stock	\$40,000	2 years
Passenger Station {inc. restrooms}	\$30-50,000	6 months
Personnel - additional		
Graphic Arts	\$35,000/yr	on-going
Technical	\$40,000/yr	on-going
Railroad to Zoo {note 7}	\$500,000	1 year
Track extensions	\$20,000	6 months
Train shed	\$100,000	1 year

Estimates achieved by review of current material and labor, or actual experience of other rail museums and restoration groups; or, estimates supplied as noted below.

~ Note 1: Simple removal from 10 pieces of rolling stock, emergency encapsulation on 16 locomotives - completed for a cost of about \$121,000 in August-September 1987.

~ Note 2: Restore a steam locomotive sufficiently to display rigged with a motor that will produce the crank motion of actual operation with the rods and cylinder.

~ Note 3: Using volunteer labor to remove and replace metal jackets and locomotive accessories may be possible. Complete removal of asbestos from the 16 locomotives would then cost about \$10,000 per engine. {State Railroad Museum estimate.} Generous estimate offered here {about \$30,000 per engine} provides for professional handling of all elements of the removal program, in case safety regulations preclude volunteer involvement. Removal will be scheduled over several years.

~ Note 4: Assuming that most work will be accomplished by volunteer labor forces, each of 16 locomotives will cost \$10,000 to restore cosmetically. Work will include replacement or fabrication of accessories, painting, inspection for further restoration efforts, replacement of wooden components, repair of rusted areas, test and repair of air brakes, inspection and lubrication of journal bearings and other moving parts. Restoration of the exteriors of the rolling stock, which would also include servicing journal bearings and other moving parts, and checking brakes, will cost about \$5,000 for each of 10 cars. {Southern California Scenic Railway Association estimate.}

~ Note 5: Gift shop may be constructed as a portion of the museum structure, and therefore included in museum building costs and time estimates. Assume that operations will be capitalized by a concessionaire leasing the facility under contract.

~ Note 6: Restoration of rolling stock and locomotives to operability can drastically vary in price depending on the actual condition of each piece, particularly if the boiler is irreparable and must be replaced. Assuming again the use of volunteer labor to accomplish most of the work under the direction of paid experts, restoration to operability could cost as much as \$75,000 each. Not all the locomotives will be, or necessarily should be, candidates to run again, although operability of every extant steam locomotive is a goal of many railfan groups. For the purposes of estimation, the cost for restoring all 16 locomotives has been noted. Complete restoration of the two prime candidates from Travel Town's rolling stock will cost about \$30,000 {Union Pacific "Little Nugget"} and \$10,000 {Union Pacific Diner #3669}; this restoration will include activating the original air

conditioning and electrical systems, and returning the car interiors to their as-constructed appearance.

~ Note 7: A concessionaire may participate in these costs. These estimates are for standard gauge track, with at least one section of passing track, connecting Travel Town with an area north of the Zoo parking lot; a turntable or turn-around loop is not included in the estimate. Availability of volunteer labor is another variable which could effect the total cost - this estimate is material only. Contracting for labor would add \$600,000-\$1,000,000 to estimate.

APPENDIX D

Suitable Milestones for the Next Five Years

1987-1988

Free tour program begins.
Tour guide books go on sale.
Friends of Travel Town have first meetings.
Areas re-landscaped to allow movement of artifacts and laying of
new track sections.
New and improved exhibits and signage added.
Security lights and alarm system installed.
Renovation of train cars for meetings and parties completed.
Fundraising efforts of Southern California Scenic Railway
Association supported.
Stage I asbestos work performed.
First grant applications submitted.

1988-1989

Railroad museum director hired.
Artifacts assessed for development of interpretive program.
Acquisition list established.
All remaining unrelated artifacts deaccessioned.
Friends of Travel Town activities supported.
Travel Town fundraising efforts yield first major donations.
Asbestos Stage II removal performed on first 3 locomotives.
Additional track laid and repairs made as material is available.
Cost estimates and plans prepared for:
 Railroad to Zoo
 Train shed
 Museum building
Sales of a simple line of souvenirs begins.
All locomotives and rolling stock inspected for movability.

1989-1990

Asbestos Stage II removal performed on 3 more locomotives.
Fundraising campaigns begin for specific building programs.
New exhibits unveiled.
Advertising program initiated.
Cosmetic restoration program begins.
Ground broken for train shed.
Southern California Scenic Railway Association finishes M.177;
test and start-up activities inaugurated.

1990-1991

M.177 is operational.
Asbestos Stage II removal performed on 3 more locomotives.
Full restoration of a steam locomotive proposed and accepted.
Fundraising for building and exhibit programs continues.
Grading from track to Zoo begins.
Valley entrance remodeling begins.
Initial phase of train shed construction completed {roof & rail}

1991-1992

Asbestos Stage II removal performed on 3 more locomotives.
Temporary travelling exhibits solicited.
Restoration of steam locomotive 30% complete.
Standard gauge spurs and additions completed.
M.177 maneuvered for demonstrations.
Ground broken for museum building.
Valley entrance remodeling, and road realignment, completed.
First spike driven for railroad to Zoo.
Fundraising campaigns for building, new exhibits, and other
programs pass \$500,000 mark.
Request for proposals distributed for operation of excursion
line, gift shop, and special model train exhibits.

APPENDIX E

Sample Budget and Revenue Forecast: Fiscal Year 1992-93

Note: All estimates are made 1986-87 dollars and represent expenditures or revenue covering the twelve months from July 1, 1992, to June 30, 1993

BUDGET

Personnel

Railroad Museum Director	\$ 37,481.60
Railroad Museum Curator	33,924.80
Graphic Designer I	27,144.00
Senior Park Services Attendant	26,915.20
Senior Clerk Typist	25,812.80
Building Repairer	25,313.60
Special Program Assistants {4160 hrs}	32,281.60
Museum Guides {4160 hrs}	27,206.40
Recreation Assistant II {3824 hrs}	<u>23,823.52</u>
TOTAL	\$259,903.52

This expenditure level could be achieved by increasing the annual funding for personnel about 20% each year for five consecutive years beginning in 1988-89 {not accounting for inflation}.

Expenses

Account 212 Printing	\$ 15,000.00
Account 213 Travel	2,000.00

Account 304	Contractual Services	50,000.00
	Advertising - \$10,000	
	Asbestos {annual Stage II work} - \$30,000	
	Consultants/Other - \$10,000	
Account 309	Field Equipment Expense	2,000.00
Account 316	Maintenance Materials	20,000.00
	Assuming some funding of materials for restoration activities as well as facility maintenance for safety and preservation	
Account 331	Transportation	1,000.00
Account 443	Uniforms	4,000.00
Account 601	General Administrative	5,000.00
Account 602	Museum Operating Supplies	<u>5,000.00</u>
	TOTAL	\$104,000.00

To achieve this level of funding by 1992-93, the expense budget may be increased an average of 30% each year for the five years beginning in 1988-89 {not accounting for inflation}.

REVENUE:

Current Concessions		
- Snack Bar {9% of gross}		\$ 10,000.00
- Novelty Train Ride {5% of gross}		7,000.00
Other Revenue Activities		
- Train Car Rentals		20,000.00
- Donations		<u>5,000.00</u> *
	TOTAL {no change in programs}	\$ 42,000.00

Proposed Concessions

- Excursion train ride \$ 90,000.00
 Twice current novelty train ridership
 200,000 children at \$2.50
 100,000 adults at \$4.00
 10% paid to City
- Snack bar/eateries 20,000.00
 expanded or additional services
 10% paid to City
- Gift shop 50,000.00
 \$1.00 sales per person
 annual attendance 500,000
 10% paid to City

Proposed Revenue Activities

- Tour book sales 2,500.00
 5,000 sold per year \$0.50 each
- Car rentals & donations would continue 30,000.00 *

TOTAL {with program changes} \$192,500.00

SUMMARY OF PROJECTIONS:

Fiscal Year 1987-1988
 {in 1986-87 dollars}

<u>Expenditures</u>	<u>Revenue</u>
\$128,341.58 Personnel	Concessions \$ 17,000.00
34,000.00 Expenses	Other 30,000.00
<hr/>	<hr/>
\$162,341.58 TOTAL	TOTAL \$ 47,000.00

Fiscal Year 1992-1993
{in 1986-87 dollars}

<u>Expenditures</u>	<u>Revenue</u>
\$259,903.52 Personnel	Concessions \$160,000.00
104,000.00 Expenses	Other 32,500.00
<hr/>	<hr/>
\$363,903.52 TOTAL	TOTAL \$192,500.00

* Donations are likely to increase at a substantially higher rate than inflation as improvements are effected at Travel Town.