

LIBRARY
Montana State University
BOZEMAN

A MODIFIED DUDE RANCH FOR BRACKETT CREEK, MONTANA.

Part I

Undergraduate Thesis in Architectural Design

By 441

Robert D. Myrick

Submitted to the School of Architecture as partial fulfillment of
the requirements for the degree of Bachelor of Architecture

at

Montana State University

Bozeman, Montana
March, 1969

TABLE OF CONTENTS

Part I	Conditions Creating a Need	1
	The Dude Ranch and Its Guests	2
	Why a Dude Ranch?	8
	Can a Dude Ranch Flourish?	12
Part II	Local Conditions	19
Part III	Site Conditions.	22
Part IV	Aesthetic Considerations	27
	The dude seeks a closeness to nature.	28
	The dude will want a change	30
	The dude wants the aspects of roughing it	30
	The dude wants a relaxing, peaceful atmosphere.	31
Part V	Functions of the Buildings and the Complex	33
	Introduction.	33
	Objectives.	33
	The Dude Ranch.	36
	The guest quarters	37
	The ranch manager's quarters	41
	The main lodge	43
	The laundry, storage, and maintenance areas.	45
Part VI	Economic Considerations.	51
	Summary.	56
	Bibliography	58
	Appendix A	59

TABLE OF ILLUSTRATIONS

Table 1	Distribution of Income Reported by Travelers All Parties and Out-of-State Parties	4
Table 2	Distribution of Income Reported by Guests at Dude Ranches.	5
Table 3	Decision Influences.	8
Table 4	Accommodations Used by Travel Parties, All Parties Compared with Out-of-State Parties, Lodging Phase. . .	10
Table 5	Seasonal Distribution of Travel Party Days Among Different Types of Accommodations, All Travel Parties, Lodging Phase	10
Chart 1	Accommodations Used by All Travel Parties and Out-of-State Travel Parties, Entire Year	11
Table 6	Activities Participated in by Summer Vacation Travelers	12
Table 7	Distribution of Trip Purpose, Out-of-State Motorists.	13
Table 8	Trip Purpose Reported by All Travel Parties by Season Showing Dude Ranches Separately	15
Table 9	Average Budgeted Trip Expenses and Average Expected Daily Expenditures Reported by Parties by Type of Lodging and by Parties Traveling for Pleasure Only . .	15
Table 10	Average Daily Expenditures Reported by Travel Parties, By Purpose of Expenditure and Type of Lodging, Summer Season	16
Table 11	Average Daily Expenditures of Dude Ranch Guests by Purpose, Summer Season.	17
Table 12	Estimated Total Expenditures, By All Travel Parties. .	18
Table 13	Climatography of Bridger 12 N. E. Area Decennial Census 1951-1960	20
Figure 1	Site relative to Bozeman, Montana.	23
Figure 2	Site relative to Surrounding Area.	23

Photographs of Site and Surrounding Terrain	.25
Photographs of Site and Surrounding Terrain	.26
Chart 14 Function-Organization Chart for a Dude Ranch.	.35
Table 15 Square Foot Area Requirements	.47
Note Space for Afterthoughts.	.50
Table 16 Estimated Costs for Development of Stage 2.	.53
Table 17 Estimated Complex Costs by Type of Building Function. .54	
Table 18 Income and Expenses Incurred in Stage 3--Payment of the Loan	.55
Photographs of Thesis Performance and Presentation.	.61

PART I

CONDITIONS CREATING A NEED

"Leisure time constructively used can be one of the greatest boons to civilization. Leisure time improperly used can well lead to unhappiness and to difficult individual and social problems." (9, 1956; 6)

As the American society gains more affluence, as the work week diminishes in total work hours, as the tensions in nearly all workers are created and increased by the American "Big Society" city life and elbow-to-elbow environment, as the desires to escape from the doldrum of our usual everyday existence grow, as our society heads rather strongly toward recreationally oriented work-free days, and as our society is highly mobile and will gain greater mobility (3, 1966: 9), new trends in living are and will develop. Some of the trends are highly suited to the spacious mountain areas of the sparsely populated Continental Divide Region.

One of the trends which may be profitable in dollar terms for Montanans and their State involves the growing desire by many vacationers to spend some of their free time in mountain wilderness areas resting, playing, and enjoying some other "relaxing" activities. One facility that can provide the pleasures of Mother Nature and the relaxing environment that she ordinarily possesses, and also a facility that is usually located within the forests of the mountainous areas is the dude ranch.

Within the Continental Divide Region, and near Bozeman, Montana, is a location owned and operated by a hypothetical corporation hoping to divert some of its land now used for grain and cattle into an entertainment and recreation area. The corporation, assumed to be existing for the purposes of this project, believes that a dude ranch could be a highly successful operation, catering to guests indoor and outdoor entertainment, rest, relaxation, and recreation. To confirm the validity of the corporation's beliefs, this thesis presents data, statistics, and some general information on dude ranches, on people, and on Montana.

THE DUDE RANCH AND ITS GUESTS

What is a dude ranch? Mary Shawver, in a book composed of letters that she had written to her dude ranch guests described dudes and dude ranches as follows:

"Dudes are guests who pay for accommodations, service and entertainment and are treated like very welcome and special house guests. The business began not many years ago when eastern people came to western ranches, enjoyed the life so much they wanted to prolong their visits and come again. Not wanting to impose upon the hospitality of their hosts, the guests arranged to pay ranchers."
(11, 1950: 1)

A dude ranch is a place having a very informal atmosphere-- guests are not expected to exhibit any fancy manners or dress. They are free to do as they please, under guides, to dress as they desire, to act as they want, and to enjoy the great outdoors. To many people dude ranches represent:

"the very acme of vacation enjoyment, and guests return year after year to partake of the wholesome food and equally wholesome hospitality dispensed by the boss of the outfit; to breathe the pure mountain air . . . , to spend joyful days fishing and climbing the mountains afoot or on horseback, and to find surcease from care and business in the refreshing sleep which the keen nights early induce. It's 'Big Medicine!'" (10, 1931: 7)

From the late 1800's and the early 1900's when dude ranch operations were started, the business of wrangling people in place of four-legged animals has grown--as will later be shown, and continues to grow today in scope, in dollars, and in recreational value. This growth has caused some cattle and grain ranchers to convert to dude operations, and the success brought about by the "changed" ranch operations has caused many other stock and grain ranchers, as well as recreation directors, to raise several questions about dude ranching: Can conversion to dude ranch operations be done profitably? What is needed to get started? How are potential customers attracted? How should catering to the guests be performed?

The guests on the visitation rosters of dude ranches are a diversified group of people. Some dudes are amusing, some pathetic, some common place but all interesting. Mary Shawver further describes dudes:

"The highest bracket is composed of those who love nature, who know where to go, take time to enjoy what is possible for everyone but not recognized for its full value by all. The dude ranch life appeals to a fine type of person, the life in turn brings out the best in them. In the great outdoors they satisfy their love of nature to the fullest extent. It affords the opportunity for a refreshing contact with something that is real where they can combine rest, relaxation and enjoyment." (11, 1950; 9)

Usually dudes are individuals who show preferences for and interest in traditional out-of-door vacation activities. They enjoy participating extensively in wilderness type activities, and show great interest in rodeos and water sports. (6, 1966: 73)

Due to guests liking for the outdoors, many dude ranches provide outfitting and guide services.

The people who vacation at dude ranches receive incomes well above the national average, as shown in Table 1 and Table 2 on this page and the next one. As reported by the researchers, interviews with travelers and vacationers indicated that over two-fifths of all

TABLE 1

DISTRIBUTION OF INCOME REPORTED BY TRAVELERS
ALL PARTIES AND OUT-OF-STATE PARTIES
(percent)

Income Class	Summer Season		Off Season		Entire Year	
	All parties	Out-of-State	All parties	Out-of-State	All parties	Out-of-State
Under \$5,000	15.0	15.3	9.7	11.3	11.8	13.0
\$5,000-\$9,999	50.5	46.8	41.2	35.3	44.8	40.3
\$10,000 - \$14,999	21.8	23.9	38.6	40.2	32.1	33.2
\$15,000 - \$24,999	8.4	9.6	8.1	9.5	8.2	9.5
Over \$25,000	4.3	4.4	2.4	3.7	3.1	4.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

Ref: (6, 1966: 40)

TABLE 2

DISTRIBUTION OF INCOME
REPORTED BY GUESTS AT DUDE RANCHES

<u>Income Class</u>	<u>Percent of Guests</u>
Under \$10,000	11.7
\$10,000 - \$14,999	18.3
\$15,000 - \$24,999	23.3
Over \$25,000	46.7
Total	100.0

Ref: (6, 1966: 42)

the travelers were in the \$10,000 class, and over ten percent had incomes above \$15,000. The \$5,000 to \$9,999 income group covers nearly fifty-percent of the travelers. Table 2 shows how the incomes of dude ranch vacationers compare, one to the other. By comparing the income levels of Table 2 with those broken down in Table 1, one may see that over 88 percent of the dude ranch guests are earning more than the average traveler earns. The incomes portrayed by the charts indicate that dude ranch guests can afford to go first class in vacationing, and most of them do. The incomes also may indicate that the dude is a professional man, or a manager or a proprietor of a business.

An individual who is associated with the new stampede to the west is Conna G. May of Billings, Montana. He is secretary of Dude Ranch Magazine and is also in charge of accommodations for all

Easterners and Europeans "who will want to go dude ranching". In a newspaper article written by Associated Press writer Bill Hanson and appearing in the Bozeman Daily Chronicle December 11, 1967, Mr. May continued by saying "There's a lot more money per dude than there is per cow," although he did not state any specific amounts. However, a recent study made for the Montana State Highway Commission indicates a daily expenditure per vacation group--averaging 2.6 individuals per group--amounting to about \$50. (6, 1966: 98) And if the situation is as Mr. May advises, "The average businessman seeking a dude ranch vacation plans at least a week's stay because it takes these guys their first three days to get relaxed to the point where they can enjoy it."

"There's never any problem with the after effects of a dude's visit to a ranch. They leave behind only foot prints and money."

How did dude ranching get started? The answer to this question has been briefly touched upon in a previous quote of Mary Shawver, but it was a bit sketchy, so the following description is more complete.

In the past most ranchers converted operations by inviting influential friends from the major urban centers of the country to spend a vacation at the ranch--in the ranch home. During this time the guests received attention nearly every moment of the day. At the end of the stay the guests returned to their city and hopefully told friends about the wonderful experience they had had at the ranch. In the meantime the ranch proprietor built a few "tent"

cabins and took pictures of the buildings and the country. Then at a pre-arranged time the proprietor visited his city friend and presented the collection of pictures to the friend's invited guests. If they seemed to be impressed, the rancher could almost be guaranteed new guests the following year--a main objective. If he failed he went back to "punching" cows.

An interview with Howard Kelsey, manager of the Stagecoach Corporation which includes the "Nine-Quarter Circle" dude ranch, indicated that this approach was still used by many dude ranchers, including himself, because the advertising medias, as he has learned, were unable to express clearly the character of dude ranches. He stated that using travel agencies created a similar problem. (15, 1969) Since these advertising medias are not used, a dude ranch's success depends on what the guests tell their friends, and on the dude rancher's personal contacts. Friends and relatives of guests and dude ranch personnel play an important part in "selling" a dude ranch.

Table 3 shows a percentage breakdown on factors that influence travelers in their decisions to visit the state of Montana. The table implies that the principal influencing factor "Friends or Relatives" may apply not only to the state but also to dude ranching. If this is so, the dude ranch and its staff must present a pleasing experience to guests, so that once the dudes are home they will have a vacation that is worth talking about to their friends.

TABLE 3
DECISION INFLUENCES

	<u>Percent</u>
Advertising in Magazines or Newspapers	5.1
Descriptive Literature or Brochures	6.8
Friends or Relatives	30.1
Passing Through	11.8
Previous Visit	39.8
Other	6.5
Total	100.0

Ref: (6, 1966: 50)

From Table 3 one may also see that Previous Visits play a major role in influencing vacationers.

WHYVA DUDE RANCH?

"As rising income, increasing leisure time and continued improvements in transportation make Montana ever more accessible to other parts of the nation it seems reasonable to expect that Montana's many natural attractions will continue to draw increasing numbers of travelers in the future. It is virtually certain that travel and recreation will some day come to be enormously more important than at the present time." (6, 1966: 4)

Presently, many cities are experiencing congestion and the need for recreational areas. To remedy their problems as best they can, they have developed regional parks and parkways located beyond city limits. These parks may be financed by county, state, and federal governments to provide facilities for family outings, winter

sports, overnight camping, fishing, hiking, bathing, hunting, scenic driving, horseback riding, and camping. (9, 1956: 5) But these areas are overcrowded so that gaining privacy and enjoying nature without seeing another person within the observed setting is difficult to accomplish. As a result many of the higher paid wage earners are stampeding to the less populated mountain states for their vacations.

Also recreational needs will increase substantially within the next thirty years as the population increases. The projection for the population growth is from 180 million in 1962 to about 230 million in 1976 and 350 million by the year 2000. (3, 1966: 8) The 2000 projection is a 175 percent increase over the 200 million mark reached just two years ago in the United States.

Dude ranches and new campgrounds have added to hotel and motel occupancy problems. The impact is being felt by these lodging industries in Montana during the summer seasons, for there are more vacancies than in previous years. The vacancies are caused by travelers and vacationers who are now staying at dude ranches for entire vacations, thereby not requiring motel accommodations, and by tourists staying at the campgrounds. Tables 4 and 5, and Chart 1 compare the lodging phases dominant in Montana. Although the dude ranches register only one to two percent of the lodging business they are gaining inroads into the business. Now they are included in tables and figures whereas only a short ten years ago information relative to the impact of dude ranches as a Montana business was non-existent.

TABLE 4

ACCOMMODATIONS USED BY TRAVEL PARTIES, ALL PARTIES
 COMPARED WITH OUT-OF-STATE PARTIES, LODGING PHASE
 (percent)

Type of Accommodation	Summer Season		Off Season		Entire Year	
	All Parties	Out-of- State	All Parties	Out-of- State	All Parties	Out-of- State
Hotels	29.7	25.2	45.2	34.7	38.6	30.1
Motels	50.4	52.9	52.9	62.2	51.8	57.8
Campgrounds	18.2	19.9	1.9	3.1	8.9	11.1
Dude Ranches	1.7	2.0	--	--	0.7	1.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

Ref: (6, 1966: 28)

TABLE 5

SEASONAL DISTRIBUTION OF TRAVEL PARTY DAYS AMONG DIFFERENT TYPES OF
 ACCOMMODATIONS, ALL TRAVEL PARTIES, LODGING PHASE
 (percent)

Type of Accommodations	Summer	Dude Ranches	Fall	Winter-Spring	Entire Year
Hotels	30.2	--	39.7	51.9	38.6
Motels	51.3	--	56.8	48.1	51.8
Campgrounds	18.5	--	3.5	--	8.9
Dude ranches	--	100.0	--	--	0.7
Total	100.0	100.0	100.0	100.0	100.0

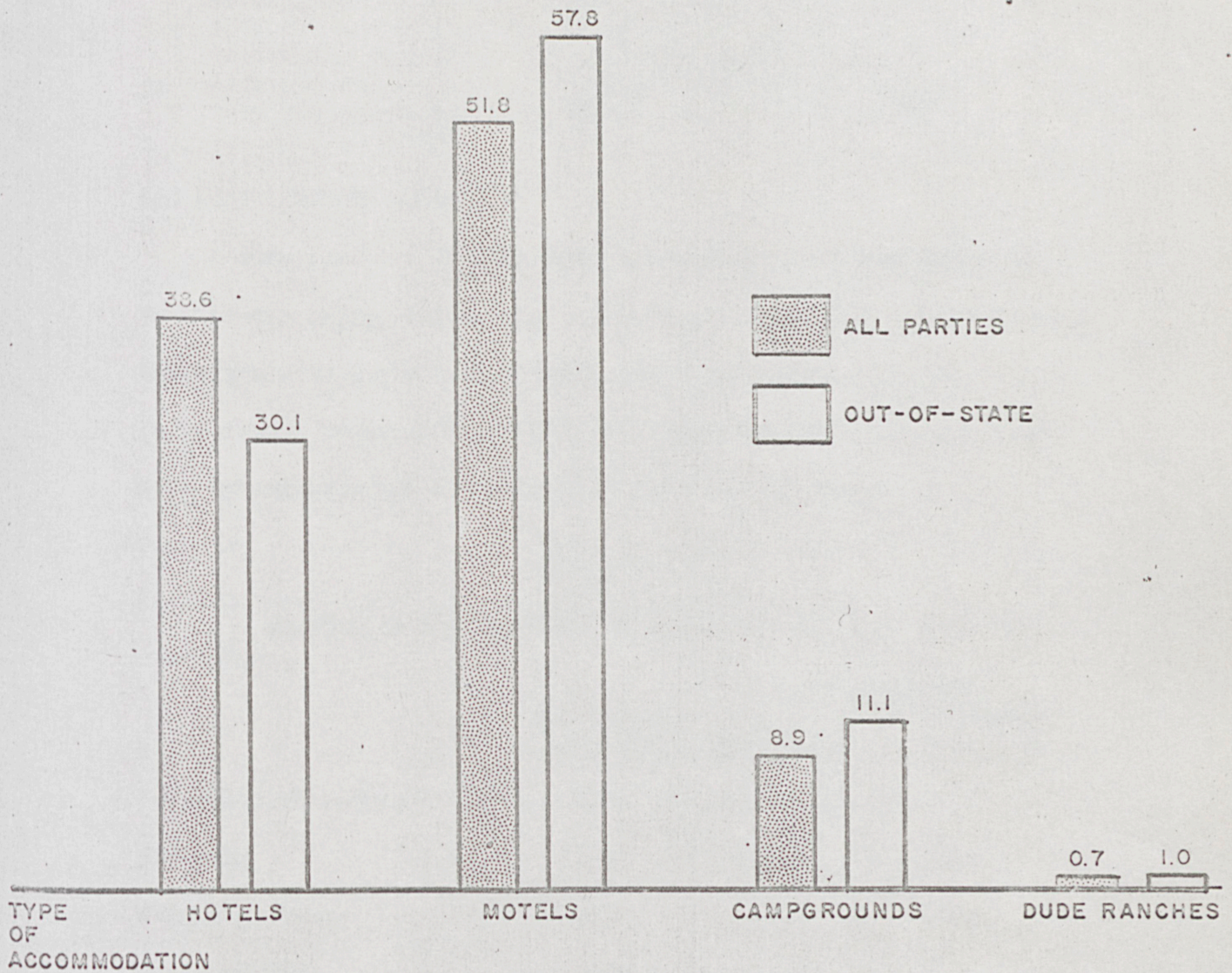
Note: Dude ranches related only to summer.

Ref: (6, 1966: 30)

Chart 1

ACCOMMODATIONS USED BY ALL TRAVEL PARTIES AND OUT-OF-STATE TRAVEL PARTIES, ENTIRE YEAR

(percent)



Reference: ('6, 1966, p. 29)

"If the dude ranch, pack trip, wild country kind of experience is something unique that appeals especially to relatively high income groups in far away metropolitan areas, this may be a kind of tourist business where Montana's greatest future opportunities lie. As incomes continue to rise, as city life becomes more crowded and hectic, and as transportation facilities continue to improve, people in ever larger number may seek out this relatively expensive, far distant, special kind of vacation experience. It is precisely in this resource that Montana is most richly endowed." (6, 1966: 73)

CAN DUDE RANCHING FLOURISH?

A dude ranch is able to provide many of the activities that vacationers enjoy, due to its location and functions. The following table presents a percentage break-down of activities participated in by summer vacation travelers, and shows by comparison how much more nature oriented are dudes than other vacationers.

TABLE 6
ACTIVITIES PARTICIPATED IN BY SUMMER VACATION TRAVELERS

	<u>All Summer Vacationers</u>	<u>Out-of-State</u>	
		<u>Dude Ranch</u>	<u>Other Summer Non-residents</u>
General sightseeing	97.6	94.3	97.6
Shopping	51.0	71.7	50.7
Taking pictures	82.2	92.5	82.1
Water sports	14.2	30.2	14.0
Hiking	19.7	49.1	19.3
Horseback riding	9.4	96.2	8.2
Collecting rocks	21.3	18.9	21.3

(Continued)

TABLE 6
(Continued)

Visiting historic places	60.9	58.5	60.9
Watching for wildlife	54.5	81.1	54.1
Attending rodeos	10.2	49.1	9.7
Fishing	32.9	66.0	32.4
Visiting national parks	84.1	83.0	84.1
Camping	29.5	30.2	29.5

Ref: (9, 1966: 70)

Table 7 shows that Montana is a pleasure spot that is included in the plans of many vacationers. The figures may be somewhat misrepresenting since the motorists may be just passing through the State on a pleasure or vacation trip. If the figures are accurate, however, the future for vacation businesses of Montana looks promising.

TABLE 7

DISTRIBUTION OF TRIP PURPOSE, OUT-OF-STATE MOTORISTS

<u>Trip Purpose</u>	<u>Percent of Total Entire Year</u>
Pleasure or vacation	73.3
Business only	13.9
Combined business and pleasure	4.4
Visit friends and relatives	3.6
Other personal affairs	0.9
Moving	2.8
Convention or meeting	0.2
Other	0.9

Total

100.0

Ref: (6, 1966: 47)

Dude ranches are presently very much pleasure and vacation oriented, specifically toward summer activities, as may be seen by Table 8. In this table, an explanation given by the researchers for the 3.2 percent listed opposite "other" and under "dude ranches" involves people who combined some business activity with their trip which was mainly for pleasure. (6, 1966: 48)

The dude ranch season now runs from May to November, with late October and November used mainly by hunting parties. If dude ranches could gain some of the fall and winter-spring pleasure and vacation dollars, they could operate more profitably and make dude ranching a year-round operation. One way to increase their business is to include winter activities on their recreation agenda. One pioneer dude ranch that is now including winter sports among its outdoor activities is the 320 Ranch, about 50 miles south of Bozeman. (15, 1969) But since the 1968-1969 winter season is the first time that the 320 Ranch has included snow sports the success of this incorporation cannot yet be determined. Should inclusion of the new activities show promise, the dude ranches having winter sports facilities will be able to operate on a year around basis.

The money aspects for vacation expenditures is forecast to increase. In 1960 the disposable consumer income was believed to be \$354 million for recreational activities out-doors. By 1976 this figure is expected to double, and by the year 2000 it is expected to quadruple, or be about \$1.42 billion. (3, 1966: 8)

TABLE 8

TRIP PURPOSE REPORTED BY ALL TRAVEL PARTIES
BY SEASON SHOWING DUDE RANCHES SEPARATELY
(percent)

<u>Trip Purpose</u>	<u>Summer</u>	<u>Fall</u>	<u>Winter-Spring</u>	<u>Dude Ranches</u>
Business, total	26.2	60.4	67.3	--
Selling	8.8	39.7	29.9	--
Services	15.0	13.8	32.2	--
Other business	<u>2.4</u>	<u>6.9</u>	<u>5.2</u>	--
Pleasure or vacation	57.5	27.5	16.6	96.8
Other	16.3	12.1	16.1	3.2
Total	100.0	100.0	100.0	100.0
Travel party days (thousands)	760	460	460	15

Ref: (6, 1966: 49)

TABLE 9

AVERAGE BUDGETED TRIP EXPENSES AND AVERAGE
EXPECTED DAILY EXPENDITURES REPORTED BY PARTIES BY
TYPE OF LODGING AND BY PARTIES TRAVELING FOR PLEASURE ONLY

<u>Type of Lodging</u>	<u>Average Budgeted Expense</u>	<u>Average Expected Daily Expenditures</u>	<u>Reported Daily Expenditure</u>
Hotel	\$ 440.00	\$26.00	\$29.00
Motel	480.00	30.00	30.00
Campground	385.00	17.00	18.00
Dude ranch	1,100.00	50.00	49.00
Pleasure only (excludes dude ranch guests)	490.00	29.00	29.00

Ref: (6, 1966: 98)

Table 10

AVERAGE DAILY EXPENDITURES REPORTED BY TRAVEL PARTIES,
BY PURPOSE OF EXPENDITURE AND TYPE OF LODGING, SUMMER SEASON
(percent)

Purpose of Expenditure	Hotels		Motels		Campgrounds		Dude Ranches	
	All Parties	Out-of-State	All Parties	Out-of-State	All Parties	Out-of-State	All Parties	Out-of-State
Lodging	31.1	33.4	32.9	32.1	2.2	2.5	42.8	42.5
Meals	34.3	33.8	29.7	29.9	20.2	21.0	40.2	41.3
Food	0.7	0.9	3.9	3.8	30.1	29.2	2.5	1.1
Auto	16.6	15.7	22.9	23.9	33.1	31.6	7.3	7.9
Other transportation	1.0	0.9	0.8	0.9	0.2	0.2	2.5	2.8
Recreation	9.6	10.7	4.9	4.3	2.4	2.7	2.6	2.1
Other	6.7	4.6	4.9	5.1	11.8	12.8	2.1	2.3
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Average daily expenditure	\$29.00	\$32.00	\$30.00	\$31.00	\$18.00	\$20.00	\$49.00	\$50.00

Ref: (6, 1966, p. 90)

Present expenditures by vacationers and travel parties visiting and traveling through Montana are presented in Table 9, on page 14, showing the average budgeted expenses for tourists and vacationers for the entire vacation, and for the average day. The dollars spent by dude ranch guests is much greater than the others. A further breakdown of costs is presented in Table 10 on the previous page. By working with the percentage figures in the dude ranch column, the dollar costs can be obtained. These figures are presented in Table 11.

TABLE 11

AVERAGE DAILY EXPENDITURES OF DUDE
RANCH GUESTS BY PURPOSE, SUMMER SEASON
(percent)

<u>Purpose of Expenditure</u>	<u>All Parties</u>	<u>Out- of-State</u>
Lodging	\$21.00	\$21.25
Meals	19.70	20.65
Food	1.23	.55
Automobile	3.58	3.95
Other transportation	1.22	1.40
Recreation	1.27	1.05
Other	1.00	1.15
Total	\$49.00	\$50.00

TABLE 12

ESTIMATED TOTAL EXPENDITURES, BY ALL TRAVEL PARTIES

<u>Sample</u>	<u>Average Daily Expenditure</u>	<u>Estimated Travel Party Days</u>	<u>Total Expenditure</u>
Summer	\$28.00	60,000	\$21,280,000
Dude ranches	49.00	15,000	735,000
Fall	29.00	560,000	16,240,000
Winter-spring	27.00	460,000	<u>12,420,000</u>
		Subtotal	\$50,675,000
Outfitters and guides	47.25	31,000	1,465,000
Other	19.00	2,090,000	<u>39,710,000</u>
		Total	\$91,850,000

Ref: (6, 1966: 103)

Finally, the estimated total expenditures for all travel parties is shown in Table 12. Since many dude ranches are often times also outfitters and guides, the dollars received by the combined group of dude ranches, outfitters, and guides, is \$2.2 million dollars. This \$2.2 million is gained within the months May to November. With the inclusion of winter activities into dude ranches, the figure may be increased by five-twelfths or 41.8 percent, giving about \$902,000 more. The total \$3.1 million per year is a figure, though presently rather small, that will grow as the desire for dude ranch vacations grows. These dollars may well be an important contribution to the economy of Montana, both now and in the future.

PART II

LOCAL CONDITIONS

Since the site for the dude ranch is located in an undeveloped area a half-mile north of Brackett Creek Road, several factors must be considered relative to the location. The region, due to its location half-a-mile from the road, receives little of the audible vehicle noises. The area is close to the forest where the proximity allows dude guests to conveniently associate with nature--one of the reasons for many of the trips of guests to dude ranches. The location is also within an easy travel distance to Bozeman, 27 miles, and to Livingston, 22 miles; both major commercial trade centers for the area. The farming communities of Clyde Park and Wilsall are also close to the locale. Yellowstone Park, for dude ranch excursions, is within easy travel distance to the ranch site.

Another important consideration is that the area is conveniently located relative to the fast developing winter sports area, Bridger Bowl, which is constantly needing more accommodations for its patrons. There are not enough existing in that area. The ranch could therefore provide winter accommodations for ski parties or groups. Doing this could help to establish the ranch's winter sports potential.

A historical feature that might interest some guests who visit the dude ranch is a small one-room log country schoolhouse that could be reconditioned enough to make it into a small museum. The building is situated among the corporation's main ranch complex,

about a mile south-east of the site.

One of the requirements to developing a good dude ranch with respect to its location is the need for water, since dudes enjoy sports associated with water. Springs are plentiful in the area of dude ranch. So far the corporation has developed twenty springs for watering livestock and it foresees many more possibilities--showing that water is present. Also two places on the corporation's land--one on the north side of Brackett Creek Road and the other on the south side of the road--possess features conducive to building small earthen dams that would each be capable of forming from 60 to 70 acre lakes for canoeing, swimming, and fishing in addition to those areas presently existing along the streams in the area.

Some bad location factors are aimed mostly at the problems created by trying to operate a ranch during the winter months. The temperatures might drop unexpectedly. Or blizzards might isolate any routes into and from the ranch, meaning that plows or snow tractors should be obtained and kept available for these emergencies. Another detriment caused by the site's isolation is the need to install utilities, bringing wires to the site from lines a half mile away.

Since no weather information for the site's exact location is available, data was found for an area close to the Bridger Ski area, about twelve miles away. This data, assumed to be accurate enough and comparable to the elevation of the dude ranch site, is presented in Table 13 on the next page.

TABLE 13

CLIMATOGRAPHY OF BRIDGER 12 N. E. AREA
DECENNIAL CENSUS 1951-1960

Weather Station: Bozeman 12 N. E. Lat. N. 45° 49' Long. W. 111° 53' Elev. 5980'	Precipitation				
			Mean Temperature		
			Mean Daily Temperature (Max., Min.)		
			Highest Temperature		Lowest Temperature
MONTH					
January	2.21	20.1	30.5 9.6	53	-37
February	2.36	23.1	33.7 12.5	57	-32
March	2.75	25.5	36.9 14.1	61	-29
April	3.11	35.0	46.6 23.4	74	- 4
May	4.42	44.5	57.3 31.8	81	2
June	4.86	51.3	65.1 37.6	85	22
July	1.86	59.5	76.3 42.4	93	29
August	1.92	57.7	74.8 40.5	89	25
September	2.22	50.4	66.0 34.7	85	11
October	2.39	41.3	54.3 28.2	79	8
November	2.18	28.8	39.6 18.0	61	-33
December	2.15	24.8	35.0 14.6	55	-18
Annual	32.43	38.5	25.6	93	-37

Ref: (16, 1965: 5, 56, 76, 88)

Since the sun angles may be critical to the design the extreme variances are given as about 68° achieved on June 21 and 22°--the lowest angle the sun makes in the sky at noon--on December 21.

PART III

SITE CONDITIONS

The site is located on the north side of Brackett Creek Road, and is on the northern slope of a gully wash, so that the site is oriented toward the sun from the south. The site, as located in Figures 1 and 2 is very close to the Continental Divide. Due to this location it receives a hybrid of east and west winds with the west wind being the dominant wind force. The site, on the rather steep hillside which runs into some steep mountains further up the slope, is on about a fifteen percent slope in some places and steeper in others.

About a mile across the valley, on the south side of Brackett Creek, is the base to the hills leading up to Bangtail Ridge. This ridge, and Battle Ridge on the north and northwest sides of the site, isolate the area from the north and south winds.

Mountains bordering the corporation's property on the west, the north, and the south are heavily forested with evergreen trees, along with several other varieties. Scattered vegetation on the site includes wheat grass, timothy grass, dogwood, sage brush, redwood, cottonwood, and willow trees. Other vegetation that grows in the area and upon which the deer feed is choke cherries, raspberries, strawberries, and gooseberries.

The dominant soil conditions in this area are a sandy loam in the valleys and on the plains with the ridges composed of

shale. The soil bearing capacity for this type soil ranges from two to twenty-four kips per square foot, depending on the type of shale. Since the site for this thesis is in and on the side of a slight wash, the site may have both soil bearing extremes.

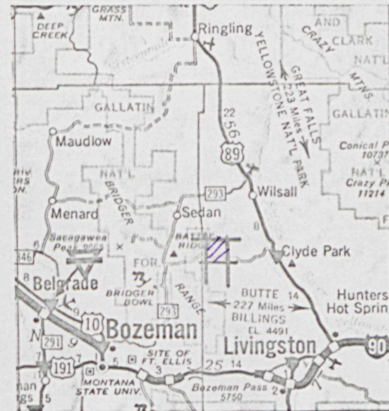
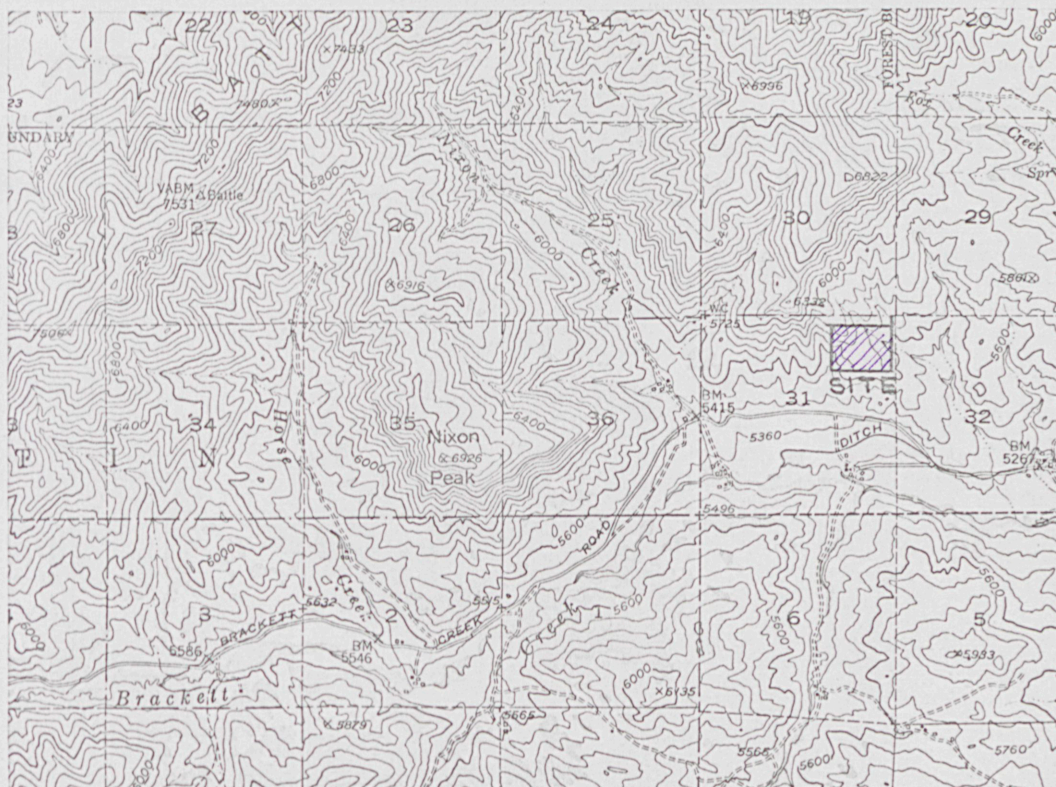


FIGURE 1

SITE RELATIVE
TO BOZEMAN, MONTANA

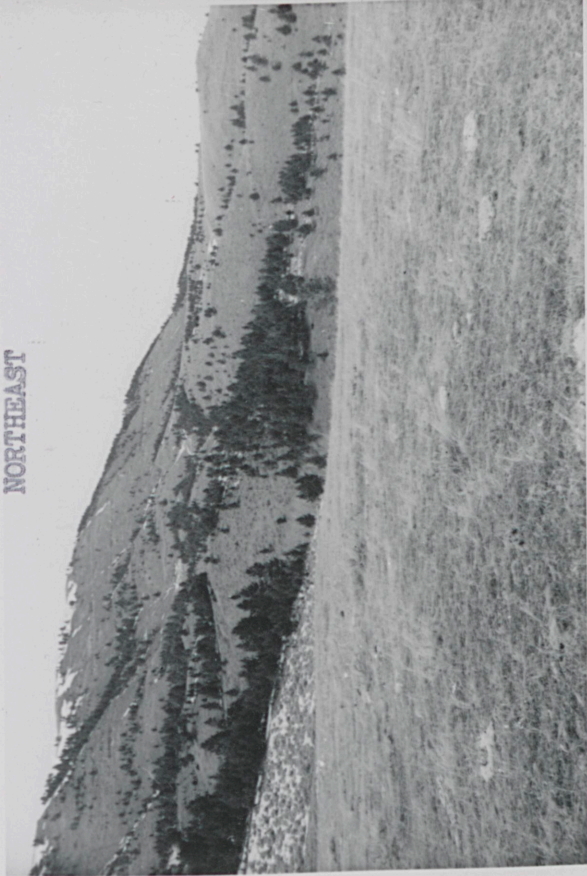
FIGURE 2

SITE RELATIVE TO SURROUNDING AREA



The site for this project lies eight miles west of Clyde Park and twenty-seven miles northeast of Bozeman, and it is one-half mile north of Brackett Creek Road. The site has been selected for several reasons: (1) access via Brackett Creek Road to the cities of Bozeman and Livingston makes automobile and bus travel into and from the dude ranch no problem; (2) access by private aircraft is rather easy since a run-down airstrip exists near the site and can be improved without much additional expense; (3) present location is close to the ranch and farm buildings that can be converted into barracks for youth and church groups; (4) use of existing barn of the corporation's to house the dude-livestock and the feed; (5) drainage is good due to the fifteen percent sloping terrain; (6) forest covered hills rise steeply beyond the north perimeter of the site; and (7) the site is slightly west of the center of the corporation's holdings making access east to the plains lands and west to the mountains and timber convenient.

NORTHEAST



SOUTHEAST



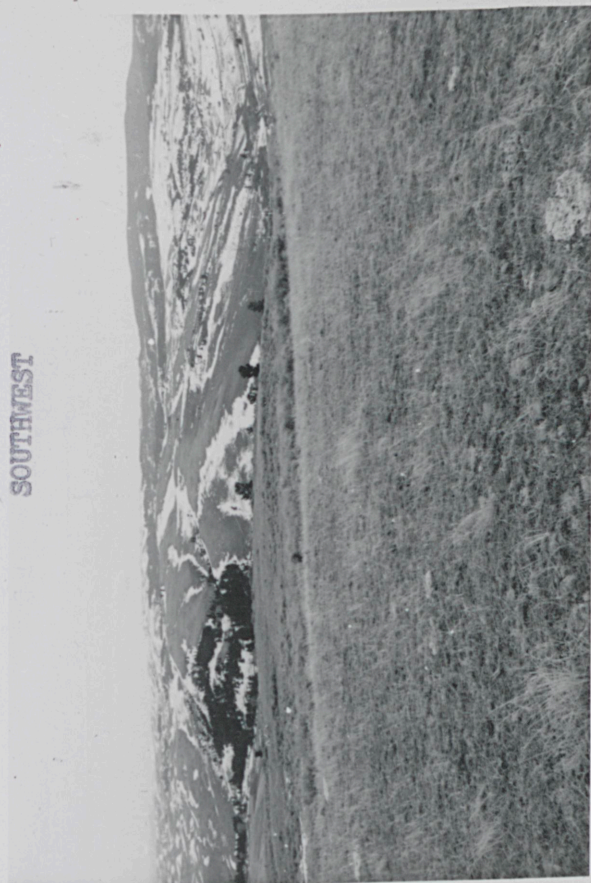
NORTH



EAST



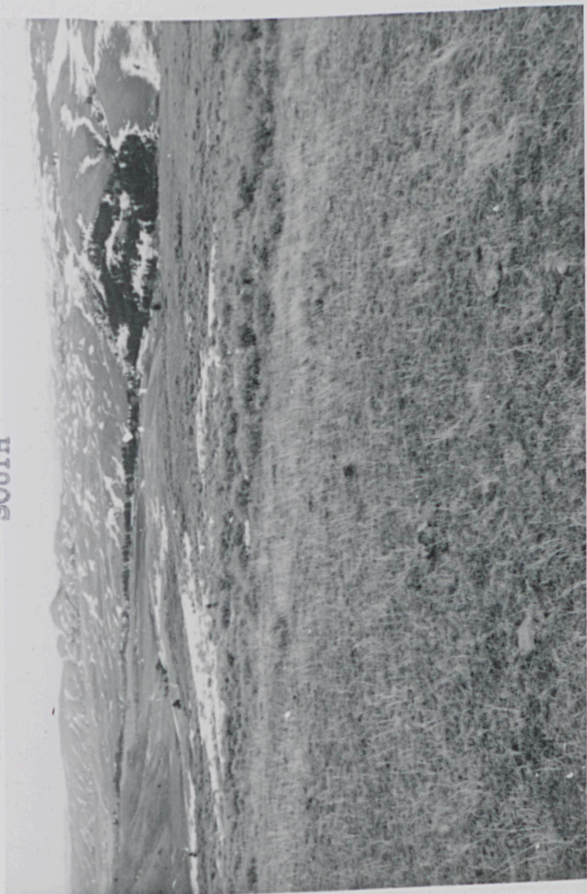
SOUTHWEST



NORTHWEST



SOUTH



WEST



PART IV

AESTHETIC CONSIDERATIONS

Aesthetics is probably the most vague problem considered in the design process. Other design problems involve the mechanical, electrical, and structural components of buildings. These constituent parts in most cases have established rules, equations, or procedures giving the creative phase definite guidelines--sometimes too restrictive, but at least they produce a base upon which to build the "superstructure".

Aesthetic considerations have a weak superstructure. The philosophy of the aesthetic involves the beautiful and beauty is largely a matter of interpretation. Therefore, any guidelines given aesthetic qualities must come from those involved with the design.

In the case of the dude ranch three parties who qualify as being involved are first and foremost the dude, then the ranch owner, and finally the architect. Each one has a stake in the development of the design. Since these people represent three different viewpoints the aesthetics of the design will be subject to three different interpretations.

The dude will want a relaxing, peaceful atmosphere but at the same time an exciting change from his ordinary city existence. He will want a closeness to nature; that is what he came for. He will want all the aspects of roughing it but at the same time all the comforts of home.

The ranch owner will want a friendly, congenial atmosphere that will cause his dudes to stay and come back again. His eye is on the profit and in order to make it he wants what his dudes want.

The architect is concerned with a good design and with selling it to his customer. Therefore he wants what the rancher wants.

Between the architect and the rancher this is a business venture. The aesthetic quality must have the power to pull customers in and please them while they are there--otherwise the project is useless. Since the dude is the customer, it is he that must be pleased and his aesthetic interpretations that must be valued. Those of the rancher and the architect will follow.

The dude seeks a closeness to nature

The character of the dude must certainly be understood in order to create an environment that he will accept as having good aesthetics. If he has been exposed to certain ways of life and environment, these facts will weigh strongly in his tastes. The same may hold true for aesthetics.

Based on an interview on February 2, 1969, with Mr. Howard Kelsey, manager of the Stage Coach Corporation located in and about West Yellowstone, most dudes who visit a dude ranch have a high regard for the outdoors and expect the ranch to be an integral part of it. As such nature has the overwhelming power to cause the businessman and his family to forget their city based problems. A natural setting must be preserved on any ranch site to maintain the therapeutic effects it now has for man.

Therefore, the architect will be concerned with emphasizing the outdoor element and somehow incorporating it into his building and site design. The planned buildings and site must relate to the existing natural features--the land and its grasses, shrubs, trees, streams, lakes, mud holes, hills, mountains, slight and steep grades, and its rocky outcroppings. The natural features, timber and water, should be an integral part of the main dude ranch setup, hinting that the project should be very rough and rustic, but not messy as so often happens. If possible natural elements should be used in the buildings and their designs. These elements include logs, rough hewn wood, native rock, gravel, and water--any available material that will be functional yet seem fitted to the environment.

The natural elements should not be severely limiting to the creation of the buildings, however; maybe some other less natural materials can be introduced that will be successful aesthetically. Perhaps the design could dictate painted wood, stark cement, adobe, brick, or cast panels--whichever would be most functional and pleasing according to aesthetic expectations.

Since the dude came to get away from it all--usually the city--to be close to nature, the architect must not appreciably change this in developing the design. If the natural elements are changed too drastically, the aesthetic considerations on the dude ranch would also be changed. These considerations would become too formalized, once again reflecting elements of a city. This is what the dude is trying to get away from.

The dude will want a change.

As was stressed before, the dude is getting away from the city. He is looking for a change and he finds it in the natural setting of a dude ranch. From this the architect takes his cue for some other aesthetics important to his design. By using the major elements of design and their relationships, one to the other--line, texture, color, size, shape, value, and direction--he can achieve changes that the dude will find pleasing. As examples, line should relate to the horizon, texture to the trees; color should relate to the earth, size to the location; shape may be defined by the terrain, as value defines contrary or conforming shapes, sizes, or color, and direction may define one element's relationship to another, as floor line to wall line to ground line.

In the case of dude ranches, the beauty lies in the way the elements of nature are left alone and yet used. Already, the seven elements of design have been used in nature in her mountains, her streams, and her forests. The setting is the all important thing--interesting formations, a backdrop of mountains all contribute to the line and size of the buildings, as well as the functional aspects described in part V. A view, a pond or stream, trees--all contribute to the sensual impressions a dude wants and should get. These elements are aesthetics, again different from the city, but ones that can be incorporated into the dude ranch.

The dude wants the aspects of roughing it but at the same time wants all the comforts of home.

When the aesthetic changes the dude demands are being created

his desires must not be taken too literally. If too alien an environment is created it will not be appreciated. For even though the dude is seeking change, he is seeking a relaxing, easy type of change. His aesthetic interpretations still remain pretty close to home--he still wants the same comforts. Too much nature and too much rustic aesthetics will not be accepted, for the pioneer spirit in the usual dude only goes so far. He wants a "civilized wild". His cabin must be secure and cozy, and must not isolate him. Even on a dude ranch, it is a hardy soul that wants to "camp out alone".

The dude wants a relaxing, peaceful atmosphere

A by-product of the change and simplicity offered by the foregoing aesthetic qualities of the dude ranch is its mood.

Mood is a frame of mind or a state of feeling at a particular time and place and it must be controlled in the design and the actual creation of the project. It may be an unexplained reason for or against guests' additional visitations to dude ranches.

But if the mood is expressed in a relaxed, peaceful atmosphere, and if the mood reflects a closeness to nature and a joy from being in the wilds so that everything seems far removed from the ordered life of the guests' everyday environment, he will remember these delights and most likely return. So mood is a development that must be carefully considered in planning a dude ranch.

So it is that in considering what the dude wants, the architect can also please the rancher as well as himself. He creates a place dudes want to come to for their vacations. This satisfies the ranch

owners. And in considering aesthetic values he has also produced a good selling design for himself. In doing so not only has a profitable business venture been created but also the natural aesthetics have been left intact. It justifies this statement made by an easterner from Connecticut, Dr. William Jahoda, on a recent trip to Montana: "I envy you very much, for to an outsider the amount of actual beauty to be found here is breath-taking. You have so much beauty here, you don't realize it. If you're not careful and don't watch out. it will slip away." (16, 1969: 1)

PART V

FUNCTIONS OF THE BUILDINGS AND THE COMPLEX

INTRODUCTION

Whereas most dude ranchers have converted from existing stock or grain ranches to dude ranches, very few others have ever started from the beginning with operations and plans aimed strictly at dude ranching. This is partly due to financing difficulties . Often times obtaining a loan to start a dude ranch is rather laborious. Many existing examples of Montana and Wyoming dude ranches do not have any comprehensive large-scale plans from which to build and expand, but have grown by accretion. Since dude ranching is just being recognized as a profitable business, little information on their actual make-up, character, and function exists. As a result, the information gathered on present and past dude ranches is used only as guide lines for the figures developed in the table at the end of this section.

OBJECTIVES

Guests are a necessary ingredient to operating a dude ranch. Obtaining guests then may be a prime objective for the dude rancher--one that relates to the dude ranch functions remaining to be defined. The ranch complex must reflect the owners desires, for he and his personality, as Mr. Kelsey stated (15, 1969), make each ranch what it is--one year a guest may visit a ranch and enjoy his stay immensely, while the following year he may visit an adjacent ranch and not be

at all satisfied. Since ranch clientele usually includes families of professional, technical, or managerial wage earners, the dude ranch should also be designed for this groups' desires.

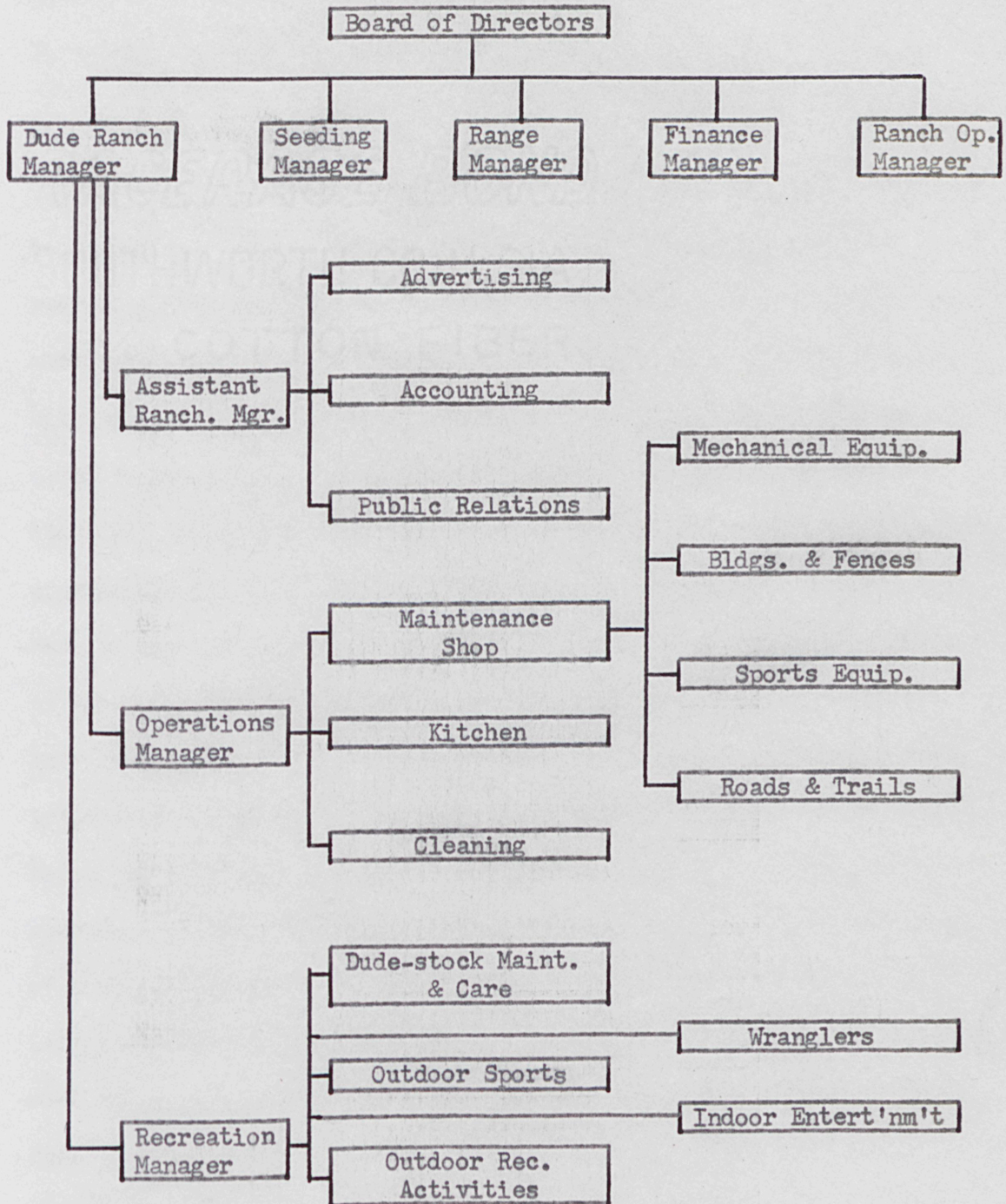
The buildings, then, must be arranged so that the proprietor can make each of his guests feel equally as important as the next one--a personal touch must be retained. Yet, the buildings and the proprietor must cater to each person's likes and dislikes, so that each may retain some of his individuality. One approach to this situation may lie in the arrangements of the buildings and their interiors and exteriors, one to the other. These aspects also relate to the aesthetic considerations presented in Part IV.

Another point to consider is that the buildings must be at an "intimate" scale--one that does not "lose" its occupants by its largeness. To the guests the structures' smaller spaces would feel more like a home away from home, than a formal institution. In such an atmosphere the proprietor and all the guests would be in greater contact with each other, possibly developing new friendships and simplifying the host's role. The guests would entertain themselves.

To try to show the functional objectives of the dude ranch, Chart 14 showing the functions in the organizational structure of a ranching corporation with subordinate dude ranching activities is presented. The chart is for a small dude ranch operation that is run financially separate from the rest of the corporation after the corporation's initial investments have been repaid. By showing the ranch personnel duties--sometimes several duties are covered by

CHART 14

FUNCTION-ORGANIZATION CHART FOR A DUDE RANCH



one person, objectives may be easier to see. See Appendix A for a brief explanation of the chart and the present corporation set-up having five branches as shown immediately under the Board of Directors, and the breakdown for the dude ranch branch.

THE DUDE RANCH

A dude ranch is a conglomeration of several different functions, buildings and outdoor areas. Due to its desired qualities of recreation and isolation from the urban environments, the dude ranch must have provisions for nearly every imaginable item that a small city might have. These provisions are laundry service, entertainment, recreation, snack facilities, mail service, certain clothes items for sale, and a library. Since the ideas behind a dude ranch's operations are to live informally, to allow guests to do what they want to do, to let guests completely forget actual cares and problems of the home and business life, and to keep guests busy or to let them keep themselves busy, a ranch should have provisions for many activities beyond those that nature can furnish. For example, saddle sores may need some time to heal before a dude is allowed by the wranglers or dude ranch manager to ride again, and rather than fish, or hike, or go on an automobile excursion, he may want to do some target shooting with rifles, pistols, or bows and arrows. Or he may want to play volley-ball, horseshoes, badminton, tennis, or softball. Some guests may like to swim, some in a pool, others in a lake. Taking pictures is quite common, too. Most of the outdoor activities

are already available or made easily available with a few revisions. The activities just listed will be included in the design of this thesis project.

Indoor activities for those who want to temporarily protect skin burns from the sun or for those who are told to rest weary muscles include table tennis, pool, card games, shuffle board, group games performed ad liberatum, tale telling, stage performances, dancing, reading, writing, a weekly movie, and impromptu skits. All these indoor activities are to be included in this dude ranch.

Separate from the provisions for the sports and entertainment activities are the guests' quarters, the proprietor's quarters, the service facilities for feeding guests and for maintaining the buildings and equipment, and the storage areas for building, sports, and miscellaneous equipment. The quarters for the hired dude ranch hands, and the shops for the livestock and their gear are not included in this thesis since facilities already exist at the main ranch complex located one-half mile away for the ranch hands and livestock. In a later stage after the loan is retired these facilities will be built.

The Guest Quarters

The guest quarters for the first stage of the dude ranch are those for family groups varying in size from two to six members. Conversion of an existing barn loft into barracks for youth groups as church, scout and school club groups will not be herein considered other than the groups' demand on the food service facilities and on the economics of the dude ranch.

Approximately 48 people are to be housed in about 12 guest units. The number of people for the greatest economy is based on an interview (15, 1969) and the dude ranch booklet Ranch Life in the Buffalo Bill Country, published in 1931 for the Burlington Railroad.

Since the dude ranch will be operated during the winter months for guests who desire to participate in winter activities as skiing, sledding, snow-shoeing, ice-skating, snow-mobiling, and hunting, the accommodations of the living units should also be designed for these people. Because the time of the year is not usually considered in the public's vacation plans, much selling must be done to friends and summer guests on the ranches good winter possibilities. This will probably take several years and be difficult, since winter sports may not interest some guests as much as horseback riding or hiking. One ranch, the 320 Ranch, located south of Bozeman, has jumped the first hurdles and is now trying to incorporate winter sports into parts of its dude ranch operations.

As some of the guest living units may not be used and others used during the cold months, provisions allowing isolation and closing of some units while the others are operating may be considered. If such a system is used, less operating expenses will be incurred by sectioning off some of the units from the common water and heating supplies.

As may be determined in the final design, each rental-living unit, whether it is a cabin or an apartment unit, should probably

contain as minimum areas at least three rather distinct spaces-- not necessarily defined by partitions or walls: (1) a bath, toilet, and wash basin area, (2) a sleeping area, composed of one, two, or three rooms, and (3) a small sitting area for reading, writing, and family talk sessions. A small mechanical area or unit can be incorporated anywhere within the rental unit.

The bath area should have a tub and shower combination, a place to hang or throw soiled clothes while the space is temporarily used, towel and wash-rag hangers, and the usual bathroom facilities-- soap dispensers, mirrors, places for shaving kits and women's toilet articles, counters for drinking glasses, toilets, wash basins--maybe two per unit, outlets for electric razors, and trash receptacles.

In the sleeping areas, single or double beds should be provided-- the arrangement depending on the final design, and the unit size-- as well as end tables, lamps, storage spaces for suitcases, clothes, and the individual dude's equipment, and possibly a bench, chair, or floor cushions. The third area, the sitting area, may partially overflow into the sleeping areas, but in any case, it should have a table and chair for writing, several lamps, a few low tables, some comfortable easy chairs and a couch that may convert into a bed. The actual spaces' relations with each other will be determined according to activities and noises expected in the spaces.

To make the cleaning staff's duties easier another area that might be considered in each living unit is a mud area at the unit's entrance, where grimy boots and chaps may be removed before the dude enters

the unit. In this area may also be storage for coats, gloves, and hats.

Since inefficient furnishings and inadequate hot-water supplies are the prevalent complaints of most guests who stay at motels, hotels, and resorts during their vacations (8, 1960; 32), these points should just as well apply to the rental units of the dude ranch. For if visitors have extremely uncomfortable accommodations during their stay--nearly always set by dude ranch operators at a one-week minimum--they may not want to return.

Before presenting the functions for the dude ranch manager's quarters, a few more points to consider are presented. First, some designers recommending using "scaled down furniture for an atmosphere of spaciousness." (7, 1953: 12) By using some smaller furniture a small room can be made to look and feel big, while using less floor space. If less floor space is needed, square foot and cubic foot building costs may be reduced. Using small furniture may present a problem for any guests bigger than the average five-foot ten-inch man, however.

A last point to consider is floor to ceiling height in room design. Some designers who have been involved with designing living units for some large hotel, motel, and resort chains have found that a "comfortable" ceiling height, if a flat ceiling is used, is 8' - 4 ". This height, they say, "feels" the most comfortable to renters, for it is not so high that the walls seem to close on the room or so low

that the ceiling interferes with cleaning equipment--as mops and their handles. (8, 1960: 45)

The Ranch Manager's Quarters

Although the manager's quarters may be a part of the main building, or other buildings, it may also be an independant unit. The final design, dictated by function and economy, will determine the way it will ultimately be used. Whichever way it is employed, though, the requirements for the manager's quarters will not drastically change. The functions of these quarters will be comparable to a business operated in the family home. The basic requirements for a home, with a few extra rooms included for business purposes, must be achieved.

To achieve the home-like atmosphere which must appear throughout the ranch complex, and which must exist for guests who like to wander in and out of the home, a large living room is needed. The explanation for this need was given in Part IV--Aesthetic Considerations. The living room can possibly be combined with the lodge's sitting room. Since the manager and his wife and family entertain guests during most of the waking hours, the dining and kitchen areas need not be large. Eating will be done with the guests in the main dining area. When the manager needs to use his small kitchen and dining area they are to be large enough to possess enough facilities for he, his family, and other small private groups. Only when all the dudes are with guides on the trail and away from the ranch buildings--sometimes for two weeks at a stretch--will the kitchen facilities be used. When the kitchen and dining areas are used, they will

probably be

probably be employed only a day at a time. During this time the regular kitchen crew is either also on the trail on catching up on kitchen duties.

A bathroom, a sewing room--used also by the guests, three bedrooms, a small storage room, mechanical space, a small study, a business office, and a secretarial space are to be provided in addition to the large living room, small dining and kitchen areas mentioned.

The furnishings for each of these spaces should include at least the items presented below.

The living room should have adequate seating provisions for the guests who want to come in and sit down for a chat. Seating is needed for about half the ranch's 48 dude capacity, with additional flexible seating available to accommodate the rest of the dudes, should such an occasion arise. The seating requirements can be met by using couches, chairs, benches, planters, low tables, changes in floor elevation, cushions, window sills, and still other means.

To handle the manager's family, assumed to be any place in size from two to six members, the dining area should have variable table space and chairs. The kitchen should be large enough to accommodate the families' needs.

The bathroom in the manager's house should include the same facilities as have the guest units, but with extra floor space.

Bedrooms are to have closet storage spaces, a bed or two beds, drawers, end tables, several chairs, and a few lamps. The exact requirements will be determined by the design. The bedrooms will

preferably be located away from any noisy functions.

The Main Lodge

Defining the functions of the main lodge is difficult, for requirements for this part of a dude ranch complex either do not exist or are extremely varied. The most common areas, though, that show up in some dude ranches, and that appeared to be of importance as dude ranch requirements are these: (1) a vacation home, (2) a place to rest and relax, (3) a place to exercise and breath freely, (4) a place to talk with friends, (5) a place to discover---anything, and (6) a place to satisfy everyone.

Placed at or near the entrance to the building is an area for receiving (1) the major quantities of mud from the dudes' and wranglers' boots, (2) the coats, and (3) the hats. The area is called an ante-room. It allows guests to get rid of the apparel unnecessary for eating, lounging, reading, dancing, or for enjoying the sports offered in the recreation room.

General areas that may be found in the lodge are (1) a sitting room, which may be a combination of the display, lounge, and fireplace rooms, (2) a library that may include reading and writing areas, (3) a recreation room convertible for dancing and shows, and possibly also having a fireplace, (4) a dining area that may include a patio area, (5) a storage area for chairs and decorations, (6) a kitchen, and (7) a mechanical space.

Since the ranch is conceived for catering to two groups, the dudes who demand much of the manager's personal attention, and the

youth groups that usually are under the guidance of counselors, thereby not demanding great amounts of his time, the dining area is to be divided into two areas, one for the dudes, and the other for the groups. Because youth groups and other similar groups that are to be housed in the "barracks" will usually be quite noisy, their dining facilities should be separate from the rest of the building functions. The food is to be prepared in the central kitchen and then hauled a short distance to their "mess hall" and be fed from a mess truck. If feeding is done this way the only additional facilities that will be needed in the lounge for the large groups are a larger kitchen to prepare the food and a mess truck dock to simplify catering to the distant groups.

The kitchen area for most successful commercial restaurants is "between 50 and 100 percent the total area of dining spaces, with increasing tendency toward the top figure, to accommodate all the provisions recommended by experts for smooth efficiency." (7, 1953: 180) As taken for the dude ranch the kitchen space is assumed to be 50 percent of the dining space, excluding the docking area for the mess truck, since as many services as are usually performed in the commercial restaurant are not performed at the ranch.

The overall kitchen space is to be divided into six areas: (1) a receiving and storage area--enough area for storing 7.5 pounds of food per person per day, (15, 1969), (2) a food preparation area, (3) a mess truck pick-up area, (4) a food pick-up and distribution area, (5) a dishwashing area, and (6) a garbage storage area.

Facilities should also be provided for the kitchen staff: (7) a small office for the kitchen steward, and (8) a small lounge and rest area for the staff. These areas allow the kitchen staff to work more efficiently since their routines can be broken apart by scheduled breaks which allow them to relax more completely than if they had to "relax" while standing around during their breaks.

The dining area should be designed for expansion starting from the base size for 48 people to the ultimate size of 80. The initial kitchen size should be based on the 80 guest requirement, since expansion in this area is more difficult and expensive to achieve at a later time.

As was stated in the section on the manager's quarters, his living room may be an outgrowth of the lodge's sitting room. The seating is to be handled basically as it was in the living room, but slightly modified to reflect the displays and a lounge atmosphere.

The library is to be large enough to handle about 20 people. If space is needed for any more than the 20 dudes, the sitting area--for reading--and the dining area--for writing--may be used.

Probably one of the most used areas in the lodge is the recreation room used for table tennis, pool, shuffleboard, dancing, movies, card games, and other table games. Its function is one of flexibility and will have to be accordingly considered in the design stages.

Mens' and Womens' toilet facilities are also to be provided in the lodge for the guests.

The Laundry, Storage, and Maintenance Areas

Finally, the last few functions necessary for operating a dude ranch are the laundry, storage, and maintenance areas. As service functions, their needs will grow with the rest of the ranch.

Within the laundry building two separate functions are to be performed. One function is to provide washing, drying, and ironing facilities for the dudes who most certainly acquire many dirty clothes during their stay. They are expected to do all their own washing. The second function is for the cleaning staff and the linen storage. Space is needed for dirty linen, for washing, which may be done when the dudes are not using the machines, and for clean linen storage. The linen storage area should include spaces for sheets, pillow cases, face towels, bath towels, bath mats, soap, tissues, matches, writing material, paper cups, glasses, and possibly post cards. These materials are used in the guests units. As an alternative, they may be stored in the housekeeping storage areas or in the service closets for the units.

Other storage facilities are provided for ground equipment and sports equipment, with storage areas for both summer and winter equipment.

Finally, the only area left for consideration is the maintenance shop. It is divided into five parts including (1) an area for building and fence maintenance, (2) a mechanical equipment repair area, (3) a sports equipment repair area, (4) an area for equipment used in maintaining roads and trails, and (5) an area for some fire protection equipment.

The table on this and the next few pages has been compiled to show the square foot area requirements for the various major spaces in the project.

TABLE 15

SQUARE FOOT AREA REQUIREMENTS

GUEST UNITS - 12

<u>Number of Units</u>	<u>Number of Guests/Unit</u>	<u>Area Description</u>	<u>Area Sq. Ft.</u>	<u>Total Areas</u>
2	2	Bathroom	70	
		Bedroom (1)	120	
		Sitting	90	
		Mech.	10	
		Total	290	580
8	4	Bathroom	70	
		Bedrooms (2)	200	
		Sitting	100	
		Mech.	15	
		Total	385	3080
2	6 - convert- able to two 3's per unit	Bathroom	90	
		Bedrooms (3)	300	
		Sitting	150	
		Mech.	20	
		Total	560	1120
			Total	4780

MANAGERS UNIT

<u>Area Description</u>	<u>Area Sq. Ft.</u>
Living room	320
Dining room	120
Kitchen	90
Sewing room	120
Bathroom	70
Bedrooms (3)	420

Continued on next page

TABLE 15
(Continued)

SQUARE FOOT AREA REQUIREMENTS

MANAGERS UNIT (Continued)

<u>Area Description</u>	<u>Area Sq. Ft.</u>	<u>Total Areas</u>
carried over	1140	4780
Storage	50	
Study	150	
Office	150	
Secretarial space	150	
Mechanical space	30	
Total	1670	1670

LODGE

Anteroom	250		
Sitting room	500		
Library	400		
Recreation	3300		
Dining			
48	960		
80 (ultimate - 1600 sq. ft.)			
Storage	150		
Toilets 2, man's & woman's	150		
Mechanical	190		
Kitchen (50% dining ult.)	800		
Working hand dining		250	
Trucking	300		
Steward's office	80		
Lounge	100		
Washroom - toilet		50	
Total	7180		7180

LAUNDRY

Wash-dry-ironing room	200		
Linen	200		
Mechanical	20		
Toilet	40		
Total	460		460

STORAGE

Winter equipment storage	400
--------------------------	-----

Continued next page

TABLE 15
(Continued)

SQUARE FOOT AREA REQUIREMENTS

STORAGE (Continued)

<u>Area Description</u>	<u>Area Sq. Ft.</u>	<u>Total Areas</u>
carried over	400	14,090
Summer equipment storage	<u>230</u>	
Total	<u>630</u>	630

MAINTENANCE SHOP

Building and fence maint.	400	
Mechanical equip. maint.	400	
Sports equipment maint.	400	
Road and trail equip.	1500	
Fire equipment	800	
Mech. space	100	
Toilet, washroom	<u>100</u>	
Total	<u>3700</u>	<u>3,700</u>

Grand Tot. 18,420
Sq. Ft.

AREAS NECESSARY TO THE SITE LAYOUT

Parking lot	8000
Parking spaces @ guest units (12)	3000
Stock area	
Barn	4500
Corral	16000
Large	16000
Intermediate	6400
Small	1000
Saddlery stor. & shop	400
Hitching area	1800
Lean-to shelter area	1500
Manure dump	
Hired-hand Bunk House	1600
Out-door rec. area	200000
Tennis courts	9000
Swimming pool	2000
Garbage pit	

NOTES

for afterthoughts

Hunting-dog kennel and run

1800 sq. ft.

PART VI

ECONOMIC CONSIDERATIONS

Since financing is a critical stage that cannot be overlooked in most building projects, and since it can be the stumbling block for many new enterprises, one concept for financing the project has been presented. It is by no means the only way to finance the dude ranch.

The economic considerations are based on information collected in interviews with dude ranchers, from books about hotels, motels, and resorts, and from architectural aids used for estimating building costs.

Before the actual economics of the project are discussed, some additional ideas and concepts should be explained, showing a critical path involving three stages used for developing the dude ranch financially, as related to this thesis project.

By proposing a critical path for developing the project, the financial aspects may be better understood.

To start with, the method used in earlier times to interest guests in dude ranch vacations is proposed. If the guests like their vacation at the ranch, and desire to come back, as paying guests, and with paying friends, money made from the guests can be used to finance part of the new dude ranch facilities. The number of guests would be limited since they would be staying in the existing ranch house with the ranch manager and his family.

The assumed number of guests that could be boarded in the ranch

house is six, or two families at one time, in addition to the manager's family. If guests were boarded from early in May until October, income from these guests could be realized for five months. And if the corporation bought for the ranch some winter sports equipment, as snow mobiles costing about \$1000 each, and could interest guests in staying through the winter months, income could also be included for the winter months. For this phase consider guest occupancy for the total year.

Based on the \$50 figure for daily expenditures per travel party, and also based on the \$120 per person per week price quoted by Howard Kelsey, the income gained after expenses is about \$400 per week, or around \$20,000 per year. The regular riding stock and equipment used for the usual ranch activities are not included among the guests's expenses, even though the stock and equipment are used by the guests, since the costs are all-ready included within the ranch's regular operating expenses.

Next, a loft in one of the ranch's two existing barns is to be developed, giving another method for gaining income. The money coming in from guests may be used to convert the loft into a barracks for youth groups. For about \$28,000 (see Table 16) estimated cost, two separate toilet and washroom areas can be built in the loft, the ranch kitchen can be built, a new mess truck can be purchased, and a partition dividing the loft into two sleeping areas--each for about forty people--can be constructed. Since the corporation could finance about \$8,000 of this stage of development with existing funds, no loans would be required.

TABLE 16

ESTIMATED COSTS FOR DEVELOPMENT OF STAGE TWO

Loft conversion	1700 sq. ft.	@ \$3.00/sq. ft.*	\$ 5,100
Kitchen	1100 sq. ft.	@ \$11.80/sq. ft.*	12,980
Mess truck	one	Unit price about \$10,000**	10,000
Total			\$28,080

*Interpolated from the Marshall Stevens
Cost Evaluation Service Book

**Estimated cost based on camper-van
size vehicle

Income realized from about 75 percent occupancy for the months June through September, after expenses, would be about \$6,600 per year. This figure is from five-hundred dollars to two-thousand dollars greater than average estimated cabin unit costs ranging from \$4600 to \$6100 per unit.

With about \$26,000 coming in as income each year after the first year, stage three on the critical path then start.

Stage three involves getting a loan. Since the corporation can show profits from the dudes it rooms and boards at the ranch house, and from the youth groups camping and staying in the loft, the loan can be made for the amount shown in Table 17 less the \$12,980 already spent on the kitchen, and less \$20,000 income from the dudes during the year the loan is obtained. The loan needed to build the dude ranch is, therefore, \$438,000, including furnishings cost.

To pay the loan, income from the loft, and the dude ranch is

TABLE 17

ESTIMATED COMPLEX COST BY TYPE
OF BUILDING FUNCTION
OR AREA FUNCTION

<u>Unit Function</u>	<u>Sq. Ft. of Unit</u>	<u>Sq. Ft. Costs*</u>	<u>Unit Costs</u>
Guest	4780	\$10.40	\$ 49,712
Managers	1670	10.35	17,285
Lodge	7180	11.85	85,083
Laundry	460	10.35	4,761
Storage	630	6.40	4,032
Maintenance	3700	6.05	22,385
Furnishings (15% of above total)			27,489
Parking--lot and guest spaces	11000	1.50	16,500
Stock areas			
Barn, saddlery	4900	6.40	31,360
Corrals, hitching, lean-to	27100	2.00	54,200
Bunk-house	1600	10.35	16,560
Out-door recreation areas	200000	.30	60,000
Tennis courts	9000	2.50	22,500
Swimming pool	1250		7,000
Pool deck	750	3.00	2,250
Road into site improvement and extension - 1.5 miles, and utilities			50,000
Grand Total			\$438,137

*From Marshall Stevens Cost
Evaluation Service Book

used, while income from the dudes who stayed at the ranch house would stop. To see the remainder of the critical path in stage three see Table 18.

TABLE 18

INCOME AND EXPENSES
INCURRED IN STAGE THREE--
PAYMENT OF THE LOAN

Loan: \$438,000 at the interest rate of 8% of amount of loan remaining each year to be paid at the end of each year.

Income: \$120 / person / week x 48 person capacity x 80% capacity as anticipated minimum = \$4,608 / week.

Expenses: for one week

Food: \$4 / day x 48 guests x .8 x 7 days / week	=	\$1075.20
Buildings: \$50 / day x 7	=	350.00
Animals: \$15 / day x 7	=	105.00
Employees: 11 @ \$14.00 / day x 7	=	1078.00
Employee benefits		
Employee room and board	Misc: \$80.00 x 7	= 560.00
Weekly Total		<u>\$3168.20</u>

FOR THE YEAR: 50 weeks--two weeks excluded for maintenance purposes

INCOME: \$4,608 / wk. x 50	=	\$230,400
EXPENSES: \$3,168 / wk. x 50	=	158,410

LOAN PAYMENT:

Year	Loan Remaining	Loan paid @ years end	8% Yearly Interest On Amount Remaining	Up-keep and Depr'n	Total Expenses Interest Up-keep	Income Minus Total	Rem'd
0	\$438,000						
1	438,000	\$34,500	\$35,040	\$2,300	\$195,750	\$34,650	\$ 150
2	403,000	34,500	32,280	2,600	193,290	37,110	2,610
3	369,000	39,000	29,520	3,000	190,930	39,470	470
4	330,000	39,000	26,400	3,500	188,310	42,090	3,090
5	291,000	45,000	23,280	3,600	185,290	45,110	110
6	246,000	45,000	19,680	3,700	181,790	48,610	3,610
7	201,000	52,000	16,080	3,800	178,290	52,110	110
8	149,000	52,000	11,920	4,000	174,330	56,070	4,070
9	97,000	54,000	7,760	4,200	170,370	60,030	8,030
10	45,000	45,000	3,600	4,400	166,410	63,990	18,990
11	0	paid	0	4,600	163,010	67,390	67,390

SUMMARY

Through the design stage of the thesis, several variations of the original concept for a dude ranch--widely separated and located buildings--have emerged. These variations were primarily due to the changed function of the complex. Not only is the project to provide housing, feeding, entertainment, and recreation for guests and staff during the May to September dude ranch season, but also it is to provide these services for hunting parties in the fall, and for snow sports enthusiasts during the winter.

For most convenient accommodations for these three groups, the buildings have been located on the site according to their intended seasonal use.

(1) During the summer dude season, dudes like accommodations that provide a good mix with nature. This would indicate cabins that should be located on the site where some isolation from the "formal" setting of the main lodge can be achieved. During the guest's free time he can then sit near or wander about his cabin and mingle with the trees, shrubs, and small animal life. But at the same time the cabins must be easily accessible to the main lodge area where the feeding, socializing, and formal entertainment functions are located.

In the cabin area automobile traffic is not desirable, for it may destroy the "wild-roughing it" feeling given by nature. For vehicle transportation that will be needed in this area for the cleaning staff and for moving in and out guests' luggage, a small battery powered cart would be used.

Recreational areas are between the cabins and the main lodge to be central to both, so that guests involved with recreational sports can have good access to either the cabins or the lodge. This area will be used chiefly in the summer.

The 2-unit cabins and the future 1-unit cabins are intended mostly for summer use.

(2) During the fall hunting season, a guest of a different breed descends onto the ranch premises. In place of the characteristic family groups entertained during the summer season and to some extent observed during the winter season, are the hunting parties. These parties are many times composed of males out to get drunk while "hunting". They enjoy being together.

To accommodate these groups the 4-unit cabin and women wranglers' dormitory is used. The women are not needed for "babysitting" during the fall and winter seasons. The one or two cleaning women that may be kept live in one of the unoccupied cabins.

The four unit cabin is designed to house, fairly close to the main lodge, small to large groups. It is intended for multiple-season use.

(3) During the winter season, some family groups and many party groups are expected. Since the men-wranglers are no longer needed, their dormitory can be used, along with the womens' dormitory, to house the large group parties.

The 4-unit cabin and some of the closer-in cabins can be used to house families.

The remaining facilities are located according to their uses.

The pool and storage areas are on the cabin side of the main lodge to be accessible to both. They are considered for this project to be part of the formal aspect of the project.

The barn is located downwind from the main lodge but close enough to it to allow guests to visit and enjoy the livestock housed there.

The maintenance shop is located away from the area most often used by guests, since it seldom involves them, as is the parking lot for cars of long staying guests.

The rifle and archery ranges are located to have the natural slope of the mountain as a backstop for arrows and bullets. These are also located away from the cabins and lodge area since they tend to be noisy activities.

Area requirements in the buildings follow very closely the areas outlined in Table 15, on pages 47 and 48. The only major area changed was the sitting space in the lodge, which was increase 300 square feet. This allowed for seating for all the 48 guests designed for in this stage of the project, whereas the original intent was for only 30 people.

BIBLIOGRAPHY

1. Ackerly, Roscoe H., A Motel Guest-Ranch Hebgen Lake, Bozeman, Montana, 1967.
2. Andren, Robert L., A Tourist Accommodation & Recreation Complex for Cody, Wyoming, Bozeman, Montana, 1965.
3. _____, Developing and Financing Private Outdoor Recreation in the Upper Midwest, The Upper Midwest Research and Development Council, Minneapolis, 1966
4. Martin, Mildred A., The Martins of Gunbarrel, Caldwell, Idaho: The Caxton Printers, Ltd., 1959, Chapters 24 and 25.
5. Montana Tourist Survey, Montana State Highway Commission, 1958.
6. Montana Travel Study, Montana State Highway Commission, 1966.
7. _____, Motels, Hotels, Restaurants and Bars, (An Architectural Record Book), F. W. Dodge Corp., New York, 1953.
8. _____, Motels, Hotels, Restaurants and Bars, (An Architectural Record Book), F. W. Dodge Corp., New York, 1960.
9. _____, Planning Facilities for Health, Physical Education and Recreation, The Athletic Institute, Inc., Chicago, 1956.
10. _____, Ranch Life in the Buffalo Bill Country, pub. for Burlington Railroad, Wagner & Hanson, Chicago, 1931.
11. Shawver, Mary S., Sincerely, Mary S., Casper: Prairie Publishing Co., about 1950.
12. _____, Architectural Graphic Standards, John Wiley and Sons, Inc., New York, 1956.
13. _____, "Guard Your Natural Beauty, Easterner Warns", Bozeman Daily Chronicle, Vol. LVIII, no. 37, 1969.
14. Lyle Davis, Rancher, Bozeman, Montana, January 18, 1969.
15. Howard Kelsey, Manager of Stage Coach Corporation, West Yellowstone, Montana, February 2, 1969.
16. Climatography of the United States No. 86-2-Montana, U. S. Gov't. Printing Office, Washington, D. C., 1965.

APPENDIX A

EXPLANATION OF CHART 14

The Function-Organization Chart represents a probable arrangement for the duties the ranch personnel may be involved with on the dude ranch. It is constructed on the assumption that a group of thirteen ranchers in the Bozeman area have gotten together and have formed a corporation. This corporation has purchased and leased nearly 15,000 acres of land that it presently uses for livestock and grain. The thirteen individuals from the Board of Directors which selects from within the board its own President and the officers for the five duties, under which subordinate activities for the relative duty is illustrated--in the case of Chart 14, a dude ranch.

The four positions shown across the top of the chart presently exist in the corporate structure, with the fifth one, the dude ranch manager, being a new position created to handle only the dude ranch operations, should the corporation decide to try dude-ranching.

The break down of the dude rancher's duties is shown by the chart, with the Dude Ranch Manager, as manager, responsible for the guest ranch's overall success. The duties and problems will fall completely into his lap. He will be operating as a president of his "own business" but will also be responsible to the Board of Directors who also busily work on other phases of the ranching corporations activities.

Under the Dude Ranch Manager are (1) the Assistant Ranch

Manager who is responsible for advertising, accounting, and public relations, (2) the Operations Manager who will be responsible for the kitchen crew--two to three people, the cleaning crews for the lodge, dining areas, and guest units--one to two people, and the maintenance personnel having the responsibilities shown on the chart--one to two people, and (3) the Recreation Manager who will be responsible for the sports, recreation, and entertainment programs, and for managing one "kitty" wrangler and one to two wranglers who are responsible for dude stock maintenance and care, and for teaching dudes to ride, and riding with them. The recreation manager also has this duty.

The total number of people under the Dude Ranch Manager may vary from ten to fourteen people, depending upon the extent to which the ranch may expand.

RACERASE BOND

SOUTHWORTH CO. U.S.A.

Presentation
Pictures

25% COTTON FIBER

MONTANA STATE UNIVERSITY LIBRARIES
stks 720.6.M76M988 CA
A modified dude ranch for Brackett Creek

3 1762 00158315 0

720.6

~~720.6~~

~~M76~~

M988

~~USE ONLY~~

