PART III

THE SUPERIORITY OF NATIONAL PARK SERVICE MANAGEMENT:
A Preview of the Benefits that Park Service Administration Will Bring

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To understand why a North Cascades National Park would produce public values greater than those accruing under present management, it is necessary to understand what a national park is and what the policies of the National Park Service are.

3.1. What is a National Park?

Although there are many categories of lands, both public and private, which are used for outdoor recreation, national parks are unique. In 1872, with the creation of Yellowstone Park, it was recognized that natural scenery may have unique values calling for a special type of management. The most obvious solution to the problem of classifying the Yellowstone country would have been to reserve for public use only representative examples of the various natural features of interest. Thus a series of small reservations—similar to state parks—could have been set up around certain geysers, waterfalls, lakes, and canyons. Camp sites and resort sites could have been platted out. The remainder of the area, except for roadside timber perhaps, could have been thrown open to commercial resource development.

But rather, Congress set aside the whole of Yellowstone, recognizing that the total scene had values for the American people far transcending the combined value of its various parts. (Interestingly enough, the national park concept originated long before such terms as ecology and wilderness had come into common usage.)

Park, the original word, denotes use and enjoyment by people. It has also come to denote preservation of the natural scene. In national parks, use and preservation are so combined as to leave the landscape unimpaired for the enjoyment of future generations. An example: although roads and visitor accommodations are usually built in a national park, these developments represent islands of relatively altered environment set in a sea of primeval landscape. By contrast, in commercial forests—at least in ones where consideration to recreational and scenic values is given—areas of such developments represent islands of relatively primeval conditions surrounded by seas of commercialization. As might be expected,
the emphasis in the commercial forest is on diverting attention from unharmonious commercial activities; in a park the emphasis is on opening visitors' eyes to hidden beauties commonly overlooked.

3.2. National Park Wilderness

The word "wilderness" came relatively late in park management terminology. Nevertheless, from the beginning parks were so managed as to preserve wilderness while giving everyone a taste of it. This has been aptly expressed in the recent National Park Service publication National Park Wilderness: "Wilderness areas are most enjoyed by those who penetrate them. But, they also benefit every person who travels through a park. It is the undeveloped wild land beyond the roads that provide the setting and the background... Take away the background, and the park atmosphere of the whole disappears."

It is in this role that park wilderness differs from national forest wilderness. Under Forest Service policy, the boundaries of dedicated wilderness areas are almost invariably set several miles back from the main roads. This practice excludes the bulk of the commercial timber and other commercial resources. Typically, a wilderness area boundary is located on a distant ridge, with the result that the motorist seldom has the feel of driving through a vast wilderness. As far as eye can see are slopes subject to logging, bulldozing and wilderness-destroying activities. The wilderness itself may be relatively inaccessible—hence the prevalent misconception that wilderness is only for a hardy or wealthy minority.

National forest wilderness policy derives largely from a strict concept of wilderness. In general, lands that have once been logged, farmed, or penetrated by roads must remain forever as developed lands. Consequently, classified national forest wilderness is mostly relegated to the higher elevations. Few national parks came to us in an absolutely primeval condition. The present effect of natural beauty may, to a degree, be the result either of a deliberate effort to restore a scarred landscape or the result of nature's slower healing process.
Parks, even in the west, have countless examples of roads that have been permanently abandoned and farms that are now forest. Sometimes developed lands are added to a park in order to relieve pressures for constructing roads and buildings within the park's prime wilderness. A good example is the Jackson Hole addition to Grand Teton National Park. This addition provided scenic, level land sufficient to meet all foreseeable needs for tourist facilities in the park. Natural conditions there are now in the process of being restored.

The North Cascades National Park would also incorporate several parcels of such partially developed lands for much the same purposes as at Grand Teton. These parcels would accommodate the bulk of the visitors to the park and would allow existing wilderness to continue unimpaired.

3.3. Park Visitor Facilities

Visitor facilities in national parks fall under two general categories—government built and privately built. Those the government builds include museums, community halls, and camp grounds. Lodges, cabins and stores, on the other hand, are usually built and operated by private concessionaires.

Private companies operate in a park under government franchises. Construction must follow a plan approved by the government. Building architecture, while usually employing modern materials and techniques, must harmonize with the natural surroundings as much as possible.

Accommodations are provided to meet the needs of park visitors. The developments—hotels, stores, etc., according to park philosophy, should never be allowed to become crowd-drawing attractions in themselves; the park is always the main attraction. For this reason, amusement facilities are kept simple and unobtrusive, typically consisting of evening entertainment for lodge guests only. Outdoor recreational facilities are confined to those that aid the visitor in enjoying the natural attractions of the park. Thus concessionaires typically provide horses or boats for hire.
3.5. **National Park Roads and Traffic Control**

The national park concept, which seeks to preserve an area in its entirety while encouraging appropriate use, has resulted in a unique type of road. National park roads are designed for recreation as the exclusive or dominant use. A road system designed for hauling logs and other products to market is not of the best design for sightseeing. Neither are park roads ideal for hauling heavy loads, and most are closed to such use. Commercial traffic creates a definite conflict with recreation traffic, destroying the peace and quiet by accelerating what should be a leisurely pace and creating a real hazard, especially in the mountains.

Park roads are routed differently and go to different places than roads built for commercial use. A park road may be elevated so as to reveal an outstanding view, or it may be so located in timber as to prevent the creation of an ugly gash despoiling the view elsewhere. Commercial roads are so routed as to traverse the shortest distances consistent with engineering limitations and budgetary economy. Park roads lead to points of interest to sightseers—a scenic panorama, a waterfall, a grove of big trees. Or, if a through road or loop, they provide a pleasant driving experience with stop-offs along the way. Commercial roads have commercial objectives—a town, a stand of harvestable timber, a rock quarry or mine. That these roads may also be used for recreation, and hence call for slight modifications in design and maintenance, is only incidental.

Park roads are constructed to high aesthetic standards. The methods of right-of-way clearing and the disposal of stumps and slash commonly used on commercial roads would be unacceptable in a park. Although economy in construction has to be considered, park roads in general are remarkably harmonious with the landscape. A typical highway forces its way through the landscape; a park road treads softly, as it by-passes the finest trees, wild flower gardens, or geological formations, fitting the topography while providing opportunities for observation and interpretation. Native or harmonizing materials are used in the construction of retaining walls, guard rails, signs, bridges, and other structures.

Park roads are built to carry traffic at slow speeds for sightseeing. Park
Service regulations restricting traffic speeds can be easily enforced in most parks, as the Park Service is given police jurisdiction over its parks. Its regulations can be quickly enforced by taking violators before a U.S. Commissioner. In contrast to national forests, where regulations restricting off-road traffic on trails by two-wheeled vehicles are rarely enforceable, park regulations restricting such traffic are uniformly enforced. Regulations combatting vandalism and littering are also enforceable in parks.

3.5 National Park Wildlife

Wildlife in national parks is managed under a philosophy quite different from wildlife managed under a program financed by the sale of hunting and fishing licenses. In the words of the Park Service: "The wildlife program in the National Parks is the only major effort in this country to preserve a complete fauna, in a natural habitat, with minimum disturbance and control".

In parks, the goal is to maintain or restore the native biota of a region as the white man first saw it, with a natural balance established between the fauna and flora of the habitat. Natural controls, which eliminate unfit animals and improve the species, are used to establish this balance. When other disturbing influences prevent these controls from being effective, excess populations are transplanted to other areas or are removed by direct killing. Such killing is done only as a last resort and is done by skilled park rangers. It is done as a type of culling to remove the least healthy specimens from the breeding stock. Sports hunting is not effective for culling purposes, for as the recently released Leopold Report on Wildlife Management in the National Parks points out, such hunting "... by comparison is often non-selective and grossly disturbing." Not only do sports hunters fail to cull out the weaker specimens, they most often seek out and select the healthiest trophy specimens for removal from the breeding stock.

Exotic species are considered undesirable in a park, and are eliminated wherever feasible. Extirpated species are commonly re-introduced, such as the elk in Glacier National Park.
By contrast, under a wildlife program financed by hunting and fishing licenses, species popular with sportsmen are given preference. Exotics, such as Chinese pheasants or German brown trout, may be introduced to provide sport if these should prove hardier and more prolific than native species, which is often the case when the habitat has been seriously altered by man. Habitats may be deliberately modified to favor such popular game animals as deer, often to the detriment of other species. Wildlife, under such a program, is managed primarily for sport, rather than for general enjoyment. Little attention thus is given to the welfare of non-game species, though Game Commissions are by statute usually entrusted with the welfare of all of the state's wild animals, game and non-game species alike. Steps are not taken to encourage and protect such wild creatures as the marmot and coney, which many people just enjoy observing in their natural habitat.

3.6. Watershed Management in Parks

Although national parks are not dedicated to the production of commercial resources, one valuable resource is often available in abundance—water. Most of our larger parks are mountain parks, cradles of rivers. Significant parts of the Columbia, the Colorado, and even the Mississippi originate in national parks. The simplest and cheapest method of producing a pure, well-regulated water supply is the preservation of natural conditions on the watershed. The removal of such resources as timber, forage, and minerals—even under the most scientific and enlightened management—causes a certain amount of damage to the watershed. This damage is most evident downstream in the form of siltation and in increased floods. The best that science can do so far is to keep the damage to within "tolerable" limits. Corrective or compensatory efforts, such as the building of silt-trapping and flow-regulating reservoirs, are extremely costly and are not a cure-all.

A new national park in the North Cascades would protect the headwaters of numerous important streams, including the source of the waters irrigating the famous Wenatchee Valley. The headwater areas themselves would be spared from impoundments, as parks have been exempt from coverage by the Federal Power Act.
3.7. Range Management in Parks

The removal of forage through grazing is incompatible with the complete preservation of the flora and fauna of a national park. Most parks show some evidence of grazing damage inflicted prior to the establishment of the park. This may be seen in the magnificent flower fields of Rainier National Park where grazing was unwisely allowed during World War I.

In order to insure against possible hardship on local ranchers, new parks often allow existing grazing privileges to be continued for the lifetime of the permittee. Grazing privileges are especially liberal in the North Cascades National Park proposal in view of the fact that grazing of sheep in the mountains has been declining in recent years because it has been uneconomical.

3.8. Forest Management in Parks

Maintenance of natural conditions of vegetation is accomplished in parks through wildfire control, control of epidemics, eradication of exotic pests and plants, and restoration of damaged areas.

The unique type of protection afforded forests is thus described by the Park Service:

"An old Spanish saying tells us that 'all trees are wood, but the pine is not mahogany'. In the National Parks, all trees are mahogany! Natural and scenic beauty is the justification for forest protection in the National Parks. Park forests and plant species are regarded as exhibits, as museum specimens, valuable for their natural beauty and their interest as a part of a natural association. Many agencies give good protection to commercially valuable forests, but the National Parks alone regularly protect non-commercial species from fire, insect and disease."

A good example of this type of protection: the alpine whitebarked pine, although of no commercial importance, adds immeasurably to the beauty and interest of the scene; hence it is protected against blister rust at considerable expense.
By contrast, whitebarked pine and even commercially valuable white pine mixed in with other species are commonly left unprotected in national forests.

Roadside timber in parks is managed for the safety of the public and so as to protect the forest itself. Even the application of brush-controlling sprays, now standard practice on most commercial roads, would not ordinarily be allowed in a park.

Over the years national park forests will differ more and more from commercial forests. The latter, even in national forests, are becoming ever more like farm crops. Already, harvested trees are being replaced by hand-planted rows of nursery seedlings in contrast to relying on natural restocking. As superior varieties of trees are discovered or developed, forests will change in appearance greatly. Even meadows and grassy areas will change, as native over-grazed species are replaced by domesticated grasses. Were it not for national parks and a few other reserves, children of the future might grow up never knowing a wild forest or a wild flower garden.

3.9. Park Interpretive Program

While every government service has its educational program, that of the Park Service is in some ways unique. Over forty years ago it was recognized that parks provide rare opportunities for observing and enjoying nature's processes operating unrestricted by man. The result was an interpretive program conducted by trained naturalists. This science education in the field proved so popular with young and old alike that it has now been expanded into a major park activity. Included are guided nature walks, campfire programs, and an information service. Nearly every visitor center has its natural history museum as a prominent feature. In recent years, there has been more emphasis on self-guided tours. Along roads and trails interpretive signs and exhibits are judiciously placed to aid the visitor in understanding and enjoying the scenic beauty of the park.

It is expected that the North Cascades National Park, as proposed, will offer exceptional opportunities for interpretation, having a wide range of floral, faunal,
SECOND SECTION: PARTICULAR BENEFITS OF A NORTH CASCADES NATIONAL PARK

In addition to benefiting from the unique general perspectives of National Park Service administration, the area proposed for a North Cascades National Park would benefit in a number of particular ways.

3.10. Valley Protection

The North Cascades National Park, as proposed, would protect the low-elevation valleys omitted from the Glacier Peak Wilderness Area from defacement by block logging. These valleys are essential for providing recreational living space, for camp sites and resort sites. Their low elevation means a long summer recreation season—about twice as long as that of the wilderness high country, where snow may linger on trails and camp sites until mid-July or later. Furthermore, outdoor living in the lower elevations is generally more pleasant. Rain storms, though usually disconcerting, are here often surprisingly warm and shelter is easily found under big trees. By contrast, alpine camping often means near-freezing temperatures at night with storms at this elevation frequently being quite unpleasant.

The valleys also serve as gateways into the high country, and are in fact an integral part of the mountains. The benefits of valley preservation extend both to low-elevation mass-users and to wilderness users. For the former the protected valleys preserve the views into the mountains; for the latter they preserve the views from the mountains.

3.11. Forest Protection

Two types of lowland forests grow in the North Cascades, and both are of unusual beauty and interest, and should be represented in preserved tracts of size adequate for both present and future recreational needs.

The Coastal-type forests, where annual rainfall often exceeds 100 inches, are characterized by giant Douglas fir, hemlock and cedar, often approaching the
redwoods in size. Of interest equal to the trees themselves, in these Cascade rain-forests, is the park-like undergrowth of mosses and ferns. This forest floor garden is found only in old-growth forests. Second-growth Coastal forests—(e.g. the much advertised tree farms)—are devoid of such understory and, by contrast, are stark and monotonous—about as inviting as a Kansas cornfield.

The ponderosa pine forests of the east slope are of a mixed type of great aesthetic appeal. In addition to pine, fir, cedar, and other evergreens, numerous varieties of flowering shrubs thrive. Ancient ponderosa pines add color and texture with their reddish, furrowed bark (second-growth ponderosa does not have the color or rugged beauty of mature trees). Unfortunately, there are virtually no ponderosa pine stands included in wilderness areas or other reservations in the Cascades. The Glacier Peak Wilderness Area, with its boundaries set far up the valleys or on rocky ridges, includes only a few scattered inaccessible ponderosa pines.

Neither of these types of lowland old-growth forest can be expected to survive for long except under national park protection. The giant trees in national forest camp grounds and along roads are gradually being replaced with the "young, thrifty" trees of the managed commercial forest. On the Pacific Coast, the continued survival of virgin forest conditions is rather unlikely, except in large national parks. Isolated stands of tall trees, as in state parks or roadside timber strips, are only too prone to be knocked over by the periodic gales which sweep in off the ocean. However, the fingers of Coastal forest extending deep into the North Cascades are well protected by precipitous mountain walls. These remnants of a once continuous forest of giants could be maintained in continuous stands in a North Cascades National Park.

3.12. Protection from Mining Damage

Mining, except in private inholdings, is generally prohibited in a national park, except in national emergencies. The filing of claims is not allowed in most parks. All mining activities which affect park lands are carefully controlled—
by the standards of access roads for instance. Pollution of park streams from mining on private inholdings is not tolerated. And the Park Service attempts to acquire these inholdings, including patents and claims, through purchase over a long period of time. The boundary of the proposed North Cascades National Park has been drawn where possible, though, to exclude the bulk of mining claims and patents. At present there are no mines producing metallic minerals in the proposed park and only one small, intermittent mine producing a non-metallic mineral, talc. Until purchased, existing operations could continue, as well as the development of existing undeveloped claims. Park policy would provide for the restoration of landscapes damaged by defunct mining operations.

3.13. Wildlife Protection

Park Service management would protect wildlife within the national park. Of special importance would be the protection afforded lesser game species (including so-called predators), so as to achieve a balanced biota for study and enjoyment.*

The park would act as a wildlife reservoir to stock adjacent hunting areas. For example, Bighorn sheep can be seen along the highway outside Kootenay Park, Canada, in terrain that would not normally have sheep were it not for the park.

It is expected that rare species would become more common under park protection. Bighorn sheep, now gone, would undoubtedly be re-introduced. The elusive mountain goats need a large protected area where they can be allowed to increase to their primitive abundance.

A park in the North Cascades would afford protection not only to wildlife, but to non-hunting recreationists as well. It is expected that many of these would be tourists, since park use is extending increasingly beyond the conventional tourist season, as visits are more enjoyable then when crowds are thinner. Also, more and more people are discovering the glories of the Cascades in autumn. The lush alpine meadowlands, for which the Cascades are noted, suddenly burst into

* An adjoining Chelan National Mountain Recreation Area is included in the proposal to provide hunting opportunities in the best big game country, while at the same time protecting scenery of park-caliber in the area.
flame every September, as myriads of huckleberry leaves turn red—a display probably unequalled in the west. The weather, while always unpredictable in the mountains, is often unexpectedly benign in September and even into October.

3.14. **Scenic Roads in the Park**

The state of Washington presently has built very few roads primarily for recreation, these being mostly national and state park roads. Today tourists may speed up U.S. Highway 99 all the way into Canada without so much as seeing a remnant of the tall timber that once covered western Washington. Although hundreds of miles of resource-development roads are being built into the mountains, few are suitable as scenic drives, especially for tourists who can hardly be expected to appreciate the dust and roughness, the logging devastation, and the logging trucks. A North Cascades National Park could supply much of this need for scenic roads.

Much, if not most, of the road system needed in the future park has already been constructed or is in the process of being constructed. These roads would be re-worked to meet park standards wherever possible. This would include some hard surfacing and the removal of roadside stumps and debris, and the planting of native trees along rights-of-way now cleared to excessive widths. All of this work would be done so as to disturb the landscape as little as possible, and to enhance the enjoyment of the scenery as much as possible. The goal would be to encourage leisurely travel through a highly scenic area. This would be done by such techniques as short radius curves and a minimum of cuts and fills. Shoulders would be generally narrower than on highways. But more parking turnouts would be provided at scenic vistas and popular fishing spots.

**Parkways**

Several new parkways are proposed for the park, mostly along routes of roads which will eventually be built under present administration. These parkways would provide a loop trip around the park; but, in contrast to Olympic National Park's Olympic Loop Highway, they would have a far greater mileage inside the
park. This will be achieved, not by invading areas now of prime wilderness value, but by careful planning of park boundaries so as to include, where feasible, country made accessible by these roads.

A portion of the present Mountain Loop Highway would be incorporated into the park by extending the boundaries west to Big Four Mountain, which towers above the site of the former Big Four Inn. New construction would take the sightseer over Curry Gap, revealing from that lofty elevation breath-taking, close-up views of the snowy wall of the Monte Cristo Range. Another new section would continue near the southern extremity of the park through Cady Pass to join the existing road passing popular Lake Wenatchee.

Leaving the park, the motorist would penetrate spectacular Tumwater Canyon on U.S. Highway 2, pass through the apple orchards of the Wenatchee Valley, and move up the majestic Columbia River to Chelan, picturesquely located at the outlet of Lake Chelan. From there he would travel up the uncommercialized Methow Valley, redolent of the old west with its prosperous cattle ranches afoot sagebrush hills, with forested slopes and snowy peaks in the background. As the towns of Twisp and Winthrop have so far been largely by-passed by tourists, a rare opportunity exists there to plan carefully controlled tourist developments through appropriate rural and urban zoning.

At Mazama, the "Round-the-Park Loop" would turn west and reenter the park along the route of the projected North Cross-State Highway, now under construction. The highway will pass through a hundred miles of wild land of rugged peaks that is now little known. This land, however, lies well to the north of the existing Glacier Peak Wilderness Area, and is slated for commercial development as well as for mass recreation.

Some very fragile alpine wilderness exists in this area and along the route of the highway. Park Service administration of the area would bring its extensive experience in protecting and developing fragile alpine areas to bear on the problem of minimizing highway damage. It would further tend to prevent undesirable connecting roads and spur roads, as into the Stehekin valley along Bridge
Creek. This valley is now unique in the continental United States in having access only by boat along 55-mile-long Lake Chelan.

As a parkway, the North Cross-state Highway would always be a way through wilderness. As a resource development road under present administration, the highway would soon be nothing but the trunk of a vast transportation tree, with branches reaching out to the most remote recesses of the mountains—to wherever resources of passing or presumed commercial value are thought to lie.

After passing Ross Lake and Diablo Lake, the loop road would leave the park once more and would join the existing highway in the Skagit Valley. Another paved tie-in, with the Mountain Loop Highway at Darrington, completes the "Round-the-Park Loop"—a drive that would be unexcelled in the United States for variety and beauty. It would serve the practical function of providing connecting links between east and west. Also, it would provide a shortcut, via Curry Gap, from the Stevens Pass Highway (U.S. 2) to points on the west side of the park.

3.15. Economic Advantages

Though national parks are set aside for the intangible benefits they bring the American people, tangible benefits in the form of increased tourist revenues are usually produced as a by-product. These revenues can be an important factor in the economies of near-by communities. There is every reason to believe that a North Cascades National Park would become a leading tourist attraction in Washington and would thus provide a sizeable stimulus to the tourist economy. Part V of this prospectus makes specific predictions about this stimulus and foresees that increases in tourist revenues will far offset displacements in commodity industries.

3.16. Lowland Visitor Facilities.

One of the most compelling arguments for the park is that it would provide vital scenic living space in a region characterized by near-vertical slopes. The new park could provide visitor facilities in protected park surroundings. The most suitable sites for developments lie at the lower elevations, where the climate
and season are most favorable.

There are numerous lodge and cabin sites inside the boundaries of the proposed park. On Lake Chelan, several resorts are currently operating. Suitable sites for future development exist in the lower Stehekin Valley (including a viewpoint site near Coon Lake), at Trinity—a ghost town on the Chiwawa River, on the White River, at Bedal on the Sauk River, and along the route of the new North Cross-state highway. Park headquarters buildings might be located at some of these sites also. One of the most attractive possibilities for commercial development is the reconstruction of the old Big Four Inn on the South Fork of the Stillaguamish River. This inn was on a fine site, but was built a half century too soon (i.e., before the creation of a North Cascades National Park).

Although detailed surveys will undoubtedly disclose other low-elevation lodge and cabin sites inside the park, it is expected that these developments will come rather slowly. The reason is that many of the best possibilities for developments are located on private lands outside the park. The North Fork of the Stillaguamish, the Skagit, and the Methow are valleys which in their own way equal the setting of famous Jackson Hole in Wyoming. In settings only slightly less imposing are other gateway valleys: the Skykomish, the South Fork Stillaguamish, lower Lake Chelan, the Entiat and the Wenatchee--plus numerous tributary valleys. All of these future development areas contain much private land and are admirably suited to private development.

3.17. Alpine Access

The usual pattern of Forest Service planning is to provide means for mass access to areas at lower elevations, but to reserve alpine regions for access by trail. There is considerable wisdom in this policy of limiting access due to the fragile nature of high country, the scarcity of level land for developments there, and an extremely short and undependable season. However, it would be desirable to provide means for mass access to a few select elevated sites at the periphery of the park from which a grand panorama of the wild Cascades could be viewed. One
such site might be found on Ruby Mountain near the projected North Cross-state Highway where facilities might be provided similar to those found on Hurricane Ridge in Olympic National Park. Though sites such as the one on Ruby Mountain may be found outside of the existing Glacier Peak Wilderness Area, it is unlikely that they will be developed in the foreseeable future under present administration. One reason is that the Forest Service ordinarily just builds roads to reach merchantable timber (and in removing it usually leaves ugly scars on the landscape). Another reason is that private capital is not attracted to such areas which are now unknown. The mere act of dedicating a national park is the finest recommendation a scenic area can have. Investors can be assured of a vast number of visitors. They can thus risk investment in the transportation facilities and accommodations which the tourist trade requires.

It is expected that alpine accommodations, however, would be largely for day-use, with lodging to be provided in the lower valleys, much of it on private lands outside the park. Incidentally, this arrangement would maximize benefits to local economies.

From experience gained at Mt. Rainier National Park, it is a safe guess that better than 90% of the over-night park use will be by campers. It is here that the park will offer almost unlimited opportunities for developments. Existing camp ground developments, although fairly adequate to meet present demands, are not always located in suitable proximity to outstanding scenery. The Whitechuck Valley near Glacier Peak, for instance, is without developments. Indeed, some of the best sites here were thoughtlessly logged off not many years ago.