

THE  
**FUTURE**  
OF  
**AMERICA'S**  
**NATIONAL**  
**PARKS**

First Annual  
Centennial Strategy for

# Glacier National Park

August 2007

CENTENNIAL INITIATIVE



Site: GLAC

Year: 2007

### Vision Statement

Glacier National Park is at the heart of The Crown of the Continent Ecosystem. Glacier straddles the Continental Divide, where two very distinct climatic regimes exist in close proximity. Natural processes have been mostly unimpeded. Glacier's pristine forests, watchable wildlife, alpine meadows, rugged mountains, and spectacular lakes have inspired people to explore and experience the area for hundreds of years. Glacier, combined with the Canadian Waterton Lakes National Park, created the first International Peace Park. With over 700 miles of trails, Glacier is a hiker's paradise for adventurous visitors seeking wilderness and solitude.

By 2016, Glacier National Park will:

- Construct a visitor center to provide a portal for education programs to enable an inspiring, safe, and accessible park for people to enjoy.
- Restore and stabilize historic structures to improve the condition of park resources and assets.
- Eliminate the archeological catalog backlog to assure that no compelling chapter in Glacier's cultural heritage remains untold and that strategically important landscapes associated with Glacier are acquired.
- Study and protect the Bull Trout, a threatened species.
- Effectively implement our developing asset management plan to reduce environmental impacts of park operations.
- Celebrate Glacier National Park's centennial to inspire an environmental conscience in Americans.
- Continue developing cooperative partnerships with the Montana Department of Transportation and Flathead County for the transit services both within Glacier National Park and to Montana communities around the state.
- Continue a program that has involved greenhouses in local schools and volunteers from elementary students to seniors to establish "volun-tourism" excursions to Glacier to help achieve natural and cultural resource protection goals.
- Ensure that the Glacier's Education Specialist develops and implements a comprehensive program for groups with formal educational objectives to provide curriculum materials, high-quality programs, and park-based an online learning.
- Educate and inspire new diverse generations of park stewards by utilizing new technology and providing a broad array of dynamic experiential learning opportunities.
- Construct accessible environmental education and employee dorm facilities at Lake McDonald Lodge to promote life-long learning to connect generations through park experiences.
- Work with philanthropic partners (specifically the Glacier National Park Fund) and scholars to impart to every American a sense of their citizen ownership of Glacier.
- Continue the Integrated Ecosystem Management in the Crown of the Continent to continue strategic planning to promote management excellence.
- Assess management techniques for habituated and conditioned bears to promote a safety and health culture for all employees and visitors.

### Park/ Superintendent/ Program Manager

Michael Holm

Site: GLAC

STEWARDSHIP

Provide inspiring, safe, and accessible places for people to enjoy - the standard to which all other park systems aspire.

Other Park/ Program performance goal(s)

Construct West Side Visitor Center-Currently the visitor contact station in Apgar is poorly situated, and many people find it difficult or impossible to locate. Then, when they do, they cannot locate parking. The park will work with Glacier National Park Fund on a capital campaign to construct a new world-class visitor center to be located adjacent to the new transit center.

Rehabilitation of the Going-to-the-Sun Road - As a legacy project the planned rehabilitation of this National Historic Landmark and Civil Engineering Landmark stands as a symbol of American achievement. This project estimated at between \$140 and \$170 million in 2002 dollars is currently funded at \$82 million. Additional funding will be required and is expected to be included in the Transportation bill for 2010. The goal of the park is to have this road reconstructed within 8 years as identified in the Environmental Impact Statement and the detailed construction sequencing plan. If the balance of funding is provided this legacy project would be completed for the National Park Service centennial celebration.

The work described currently is supported by OFS and/ or PMIS

Site: GLAC

STEWARDSHIP

Improve the condition of park resources and assets.

Rehabilitate high-priority historic buildings to good condition, and help communities to preserve their history through programs like Preserve America.

Preservation of Historic Structures - Glacier's colorful past is captured in some of the remaining historic buildings that the park built or acquired. Although the hotels are probably the best know of the historic buildings, old patrol cabins, lookouts, homestead buildings, and summer homes each have interesting stories to tell about the park and its development. Restoration and stabilization will prevent these structures from having to be torn down or abandoned, and will preserve this part of the Park's history for future generations to enjoy and learn from.

Implementation of Park Asset Management Plans - In support of the National Park Service initiative to quantify our assets and deficiencies, and to categorize the importance of these facilities to Glacier's enabling legislation, it is our goal to effectively implement our developing asset management plan. Effective implementation will allow the park to strategically apply funds to those assets that the management team has identified as those which are most important to our mission.

Insert Park Text

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Site: GLAC

STEWARDSHIP

**Assure that no compelling chapter in the American heritage experience remains untold and that strategically important landscapes are acquired, as authorized by Congress.**

**Other Park/ Program performance goal(s)**

Private Land Acquisition in the Park - Approximately 400 acres of privately owned land remain within Glacier National Park. In accordance with the park's Land Protection Plan, the park wishes to acquire the vast majority of these properties. Properties are nearly always acquired on a willing buyer and seller basis. Some of the park's privately owned properties contain historic structures. The park is working with Glacier National Park Fund to identify possible funding partners to support the acquisition and maintenance of these properties. (82)

Archeology Cataloging Project - Glacier National Park's museum collection currently includes approximately 2200 archeological artifacts, of which about 30% (or 900 artifacts) are un-cataloged and their associated data have not been entered into the park's Automated National Catalog System. These artifacts are from places throughout the park ranging from campsites to vision quest sites to historic 20th century Euro-American mining and homesteading sites. The archeological catalog backlog will be eliminated and access to these important artifacts will be improved. (78)

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STEWARDSHIP

**Serve as the Preeminent resource laboratory by applying excellence in science and scholarship to understand and respond to environmental changes.**

**Other Park/ Program performance goal(s)**

Protecting Threatened Species; Bull Trout Study - Bull trout face an uncertain future in Glacier and the northwest. Listed as Threatened under the Endangered Species Act, their decline is attributed to loss and degradation of habitat and the competition from introduced fish, particularly the lake trout. In Glacier, lake trout have proven to be the most obvious threat. One of the last strongholds, Quartz Lake, which has a barrier below the outlet, now appears to be compromised as several lake trout were caught by anglers, although they had never shown up in any previous inventories. We intend to work with Montana State University and the US Fish and Wildlife Service to determine the life history and spawning areas of the few lake trout and then take action to keep the population at a low level to protect the native Bull trout/native west slope fishery. (143)

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Site: GLAC

**ENVIRONMENT**

Reduce environmental impacts of park operations.

Reduce the environmental impacts of park operations on air and water quality.

Continue to investigate and utilize alternative energy generation as appropriate - Through ongoing analysis and responsiveness to industry innovation and trends seek to implement alternative energy sources to directly support park operations. Specifically over the next ten years investigate the installation of micro hydro electric generators in gravity water systems at Headquarters, Polebridge, and Logan Pass. Based on the successful installation and long term usage of this technology at Goat Haunt Ranger Station, the park could realize significant reductions in grid energy usage, noise pollution, and eliminate fossil fuel power generation at the referenced locations. In addition seek to utilize efficient proven alternative fueled vehicles as available through the General Services Administration. Continue to evaluate these fuels as to their financial sustainability, availability and effectiveness in cold weather environments by working with the State of Montana Department of Environmental Quality.

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Site: GLAC

**ENVIRONMENT**

Inspire an environmental conscience in Americans.

Serve as a model for energy efficiency, under Executive Order 13423, by ensuring Leadership in Energy and Environmental Design (LEED) standards.

Reduce vehicle congestion and overall emissions within the park. Through the cooperative partnership developed with the Montana Department of Transportation and Flathead County for the provision of transit services both within Glacier National Park and to Montana communities around the state, a reduction in the number of vehicles transiting the park is realized. Based on 2007 initial transit operations, the park can realistically expect to reduce vehicle trips across the Going-to-the-Sun road by 10-13%. The usage of this transit system by visitors within the park provides a unique opportunity to educate visitors about the benefits of alternative transportation as it relates to park environments and to showcase the design of support facilities utilizing LEED principles.

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Other Park/ Program performance goal(s)

Glacier National Park's 2010 centennial presents an opportunity for the National Park Service and park partners to transform the celebration of one national park into a celebration of a system of national parks. The park plans to offer a dynamic mixture of traditional and non-traditional avenues for partners and public engagement with the park's history, resources and recreational opportunities, including special events, museum exhibits, publications, public programs, and web-based experiences. The fusion of on-site and online public activities will allow people of all ages, cultural backgrounds, and life experiences to take many paths in learning about the park's past and connecting with its future under the stewardship of the National Park Service. (122)

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Site: GLAC

ENVIRONMENT

Engage partners, communities, and visitors in shared environmental stewardship.

Other Park/ Program performance goal(s)

Wildlife not only makes a trip to Glacier memorable, but wildlife is also an indication of ecosystem health. Glacier is lacking basic information about the distribution and abundance of many wildlife species. Some are nocturnal, others secretive, while still others live in isolated areas that are difficult to access. While certain targeted species such as harlequin ducks, raptors, bighorn sheep, and loons have had some study work completed, comprehensive assessments of wildlife in drainages, such as Many Glacier or the upper McDonald Valley, will provide more valuable information about their overall condition. This information will enable park managers to better target and evaluate management actions designed to protect these species.

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Site: GLAC

RECREATION

Encourage collaboration among and assist park and recreation systems at every level—federal, regional, state, local—to help build an outdoor recreation network accessible to all Americans.

Other Park/ Program performance goal(s)

Trails in Glacier - Glacier National Park has over 700 miles of trails. This represents a perfect opportunity for all levels of hikers to enjoy our million acres. Unfortunately, harsh weather conditions and visitors have a defining impact on this incredibly fragile environment and represent a tremendous challenge in keeping these trails safe and functional for a great visitor experience. We will keep trails open and safe for the two million annual visitors. Each year specific trail projects will be accomplished and a trails endowment program will be established. (88)

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Site: GLAC

RECREATION

Establish "volun-tourism" excursions to national parks for volunteers to help achieve natural and cultural resource protection goals.

Other Park/ Program performance goal(s)

Glacier has long recognized the importance of restoring native vegetation lost through trampling, eradication of weeds, or removal of old facilities. Both aesthetically and ecologically, this makes sense. Through a program that has involved greenhouses in local schools, thousands of volunteers from elementary students to seniors, and a park nursery, a growing list of projects has been successfully completed. From campground to hiker destinations, more will be restored and this wonderful educational and community program will be perpetuated into the future. (88)

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Site: GLAC

RECREATION

Expand partnerships with schools and boys and girls associations to show how national park experiences can improve children's lives.

Other Park/ Program performance goal(s)

Going to Glacier: Transporting Kids to the Park - Glacier is not only an exciting vacation destination, but also an outdoor classroom that enhances learning. Teachers see the value in bringing youth to the park for educational programs, but many schools can't afford field trips. Meanwhile, kids are spending more and more time indoors. A declining interest in nature could mean a lack of stewardship for places like Glacier, prompting the park to launch a "no child left inside" program to make children more comfortable with nature and encouraging long-term support of wild places. The park will address one of the biggest barriers to field trips: the cost of transportation. Working with philanthropic partners, we will fund school bus subsidies, public transportation, and use of the new park shuttle buses when they are not needed for park visitors. These resources will be made available to local schools and community groups with sign up for an educational field trip to Glacier National Park. (161)

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Site: GLAC

RECREATION

Focus national, regional, and local tourism efforts to reach diverse audiences and young people and to attract visitors to lesser-known parks.

Other Park/ Program performance goal(s)

Reaching Out to Diverse Audiences through Glacier's Public Affairs and Outreach Program - In order to connect all Americans to the recreational, educational, and inspirational power of the National Park System, Glacier National Park will engage ethnic, socioeconomic, and disabled groups that have not been well connected to national parks in the past. Through the park's Public Affairs and Outreach program, messages will be created in collaboration with local communities and partners to help ensure that diverse audiences feel welcome and find relevance at the park. We will work with local and state tourism groups foster and maintain wide and diverse community engagement. (101)

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Site: GLAC

EDUCATION

Cooperate with educators to provide curriculum materials, high-quality programs, and park-based and online learning.

Other Park/ Program performance goal(s)

Ongoing Support for the Curriculum-based Education Programs - Students who participate in Glacier National Park educational programs see parks as places for recreation, enjoyment, and learning. The National Park Service provides educational programs to foster an understanding and appreciation of park values, resources, and stewardship. To meet the needs of formal learners, NPS educators work with teachers to develop programs that blend information about park resources with the curriculum goals of the school. We will ensure that the park's Education Specialist develops and implements a comprehensive program for groups with formal educational objectives. Efforts will include collaborative curriculum development, teacher workshops, on-site education programs for visiting school groups, support for partners providing education programs, and development of educational materials and on-line resources for students and teachers. (125)

The work described currently is supported by OFS and/ or PMIS

Site: GLAC

EDUCATION

Introduce young people and their families to national parks by using exciting media and technology.

Other Park/ Program performance goal(s)

Keeping Parks Relevant to the 21st Century Audiences - To ensure that parks remain relevant in the future, they must use new technologies for engaging new audiences. An example of recent success is Glacier National Park's eHikes on the park's web site, featuring audio and video clips, 360 degree images, and exciting maps and graphics that provide an on-line "hiking experience" on popular Glacier trails. The park will establish a Media Specialist to ensure continued innovation in using new technologies to develop learning experiences that make parks accessible, fund, and educational. We will emphasize interactive technology that effectively reaches broad and diverse audiences. Projects will include an on-line Junior Ranger program to engage children and families in exciting park-based activities. We will develop an education portal that provides information on park education programs and services, including information and activities for students, distance-learning opportunities, and resources for teachers.  
(146)

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EDUCATION

Promote life-long learning to connect generations through park experiences.

Other Park/ Program performance goal(s)

Construct accessible environmental education and employee dorm facilities at Lake McDonald Lodge to promote life-long learning to connect generations through park experiences.

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Site: GLAC

**EDUCATION**

Impart to every American a sense of their citizen ownership of their national parks.

Increase visitors' satisfaction, understanding, and appreciation of the parks they visit.

Those Who Came Before: Native American Uses of Glacier - For thousands of years, Native Americans have been an important presence in Glacier, using the land for hunting, gathering, and spiritual purposes. Today, the Blackfeet, Salish, and Kootenai tribal elders and others hold cultural knowledge about their strong ties to this land, past and present. The park's Native American history has attracted scholarly attention, with chapters appearing in books by noted historians. However, these threads of cultural knowledge and writing have yet to be woven together with the threads of time and space. The history of all the Native American groups associated with Glacier has not been compiled. The park will work with philanthropic partners and scholars to describe Native American use of this area from post ice-age to the present. The story will be based on the archaeological as well as the oral record of all tribes and bands of Native Americans who have interacted with Glacier through time. (159)

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Site: GLAC

**PROFESSIONALISM**

Use strategic planning to promote management excellence.

Other Park/ Program performance goal(s)

Strive to provide clear career development paths through the identification of employee interests and goals. Provide support to these employee aspirations by assisting them in developmental opportunities through certified programs, detail assignments, challenging job assignments, grant programs, off site and on site educational opportunities and actively promoting the employee through peer networking.

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Site: GLAC

**PROFESSIONALISM**

Promote a safety and health culture for all employees and visitors.

Other Park/ Program performance goal(s)

Visitor Safety in Grizzly Bear Country - Glacier National Park may have the highest density of grizzly bears of any location in the lower 48 states. It also has high summer visitation, exceeding two million in some years. High visitation and lots of bears mean high potential for conflict because grizzly bears can become highly habituated to human presence. Glacier National Park has been actively seeking creative solutions to the habituation process, but there has been little research conducted in this regard. For that reason the park will embark on several projects including: 1) Assess management techniques for habituated and conditioned bears, including enforcement, public and employee education, hazing and aversive conditioning. 2) Study grizzly bear behavior and habitat use in response to human use of Glacier National Park, and compare it to bear behavior and activity patterns outside of the park. 3) Study the impact of high and low huckleberry crops on bear interaction with humans. 4) Study how forest fires influence grizzly bear habitat use. (166)

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Site: GLAC

**PROFESSIONALISM**

Model what it means to work in partnership.

Other Park/ Program performance goal(s)

Congress established Glacier National Park nearly 100 years ago, an important milestone but only a small part of the centennial story. Native Americans, early advocates, pioneers, developers, park employees, concessionaires, civic leaders, members of local communities, and many others have all influenced this landscape through time. From quiet dedication to inspirational acts, and from unforeseen events to lessons learned, a compelling story is waiting to be told. Yet, not a single scholar has written a comprehensive, book-length history exploring the evolution of the people-nature relationship in Glacier. The park will work with philanthropic partners to support development of such a book, a compilation of stories about people and actions that got us to where we are today. The park evolved through time; each event reflected the changing times and each generation, in turn, defined the future. Current and future generations will benefit from a documented historical perspective on Glacier leading up to a significant point in time, the cusp between the first and second century of resource stewardship.

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Site: GLAC

**PROFESSIONALISM**

Make national parks the first choice in philanthropic giving among those concerned about environmental, cultural, and recreational values.

Other Park/ Program performance goal(s)

GNPF Comprehensive Campaign and Future Projects Portfolio - Glacier National Park Fund (GNPF) is the nonprofit fundraising partner for Glacier National Park. Their mission is to support "the preservation of the outstanding natural beauty and cultural heritage of Glacier National Park for the use and enjoyment of present and future generations by fostering public awareness and encouraging private philanthropy." The National Park Service works closely with GNPF to identify and compellingly communicate priorities for funding. Project priorities and opportunities for private-sector stewardship are outlined in the Future Projects Portfolio. The partners are embarking on a Comprehensive Fundraising Campaign to ensure that the environmental, cultural, and recreational values of Glacier National Park are preserved in perpetuity. (114)

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