“For the Benefit and Enjoyment of the People”

A HISTORY OF
CONCESSION DEVELOPMENT IN
YELLOWSTONE NATIONAL PARK, 1872–1966

By Mary Shivers Culpin

National Park Service, Yellowstone Center for Resources
Yellowstone National Park, Wyoming
Contents

List of Illustrations .......................................................................................................... iv
Preface ........................................................................................................................ vii
1. The Early Years, 1872–1881 ............................................................ 1
2. Suspicion, Chaos, and the End of Civilian Rule, 1883–1885 ............... 9
4. Camping Gains a Foothold, 1892–1899 ........................................... 39
5. Competition Among Concessioners, 1900–1914 ......................... 47
6. Changes Sweep the Park, 1915–1918 .............................................. 57
7. “The Business of All of Us is a Gamble Anyway,” 1919–1922 ............ 65
8. From Camps to Lodges, 1923–1928 ............................................... 71
9. From the Depression to World War II, 1929–1941 ....................... 77
10. War-Time Rationing to Post-War Scarcity, 1942–1949 ............... 85
Appendices ................................................................................................................. 117
Notes ....................................................................................................................... 133
Bibliography .......................................................................................................... 150
Index ..................................................................................................................... 153
# Illustrations

Map of Yellowstone National Park ............................................................................................... viii

<table>
<thead>
<tr>
<th>Chapter 1</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nathaniel Pitt Langford. 1871</td>
<td>1</td>
</tr>
<tr>
<td>McCartney’s Hotel, Mammoth Hot Springs. 1885</td>
<td>3</td>
</tr>
<tr>
<td>Baronett Bridge. 1913</td>
<td>3</td>
</tr>
<tr>
<td>Park roads around 1916</td>
<td>4</td>
</tr>
<tr>
<td>Philetus Norris. 1889</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chapter 2</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Haynes Studio on Parade Ground at Fort Yellowstone. Late 19th century</td>
<td>12</td>
</tr>
<tr>
<td>F. J. Haynes third from left. 1886</td>
<td>12</td>
</tr>
<tr>
<td>Mammoth Camp main entrance. 1923</td>
<td>13</td>
</tr>
<tr>
<td>Mammoth Camp from Jupiter Terrace. 1923</td>
<td>13</td>
</tr>
<tr>
<td>Mammoth Camp Lodge cabin. 1923</td>
<td>14</td>
</tr>
<tr>
<td>Mammoth Camp Lodge cabin interior. 1923</td>
<td>14</td>
</tr>
<tr>
<td>Mammoth Lodge dining room. 1923</td>
<td>14</td>
</tr>
<tr>
<td>Haynes Studio after relocation to edge of Capitol Hill. ca. 1934</td>
<td>15</td>
</tr>
<tr>
<td>Pryor Coffee Shop (Park Curio Shop) at Mammoth Hot Springs. ca. 1930s</td>
<td>15</td>
</tr>
<tr>
<td>Northern Pacific Station, Gardiner, Montana, at Northern Entrance to</td>
<td>15</td>
</tr>
<tr>
<td>Yellowstone. ca. 1910</td>
<td></td>
</tr>
<tr>
<td>Canyon Hotel. 1913</td>
<td>16</td>
</tr>
<tr>
<td>Canyon Hotel dining room. ca. 1911</td>
<td>16</td>
</tr>
<tr>
<td>Canyon Hotel lounge staircase. ca. 1911</td>
<td>16</td>
</tr>
<tr>
<td>Canyon Hotel lounge. ca. 1910</td>
<td>17</td>
</tr>
<tr>
<td>Canyon Hotel lounge. 1936</td>
<td>17</td>
</tr>
<tr>
<td>Canyon Lodge. 1935</td>
<td>17</td>
</tr>
<tr>
<td>Canyon Lodge lounge. 1929</td>
<td>18</td>
</tr>
<tr>
<td>Canyon Lodge cabin interior. 1923</td>
<td>18</td>
</tr>
<tr>
<td>Old Faithful Inn. 1938</td>
<td>18</td>
</tr>
<tr>
<td>Old Faithful Inn dining room. 1923</td>
<td>19</td>
</tr>
<tr>
<td>Old Faithful Inn “Bear Pit.” 1936</td>
<td>19</td>
</tr>
<tr>
<td>Old Faithful Inn lobby. ca. 1904</td>
<td>19</td>
</tr>
<tr>
<td>Geyser Water swimming pool—Old Faithful. 1934</td>
<td>20</td>
</tr>
<tr>
<td>Old Faithful Lodge sleeping cabins. 1928</td>
<td>20</td>
</tr>
<tr>
<td>Lake Hotel. ca. 1905</td>
<td>20</td>
</tr>
<tr>
<td>Lake Hotel dining room. ca. 1900</td>
<td>21</td>
</tr>
<tr>
<td>Lake Hotel dining room. 1925</td>
<td>21</td>
</tr>
<tr>
<td>Lake Hotel lobby. 1923</td>
<td>21</td>
</tr>
<tr>
<td>Lake Lodge. 1929</td>
<td>22</td>
</tr>
<tr>
<td>Sylvan Lunch Station on Cody road. ca. 1925</td>
<td>22</td>
</tr>
<tr>
<td>Sylvan Pass Lodge on Cody road. 1924</td>
<td>22</td>
</tr>
<tr>
<td>Wylie Camp. ca. 1910</td>
<td>23</td>
</tr>
<tr>
<td>Wylie Camp single tent cabin. n.d.</td>
<td>23</td>
</tr>
<tr>
<td>Wylie Camp single tent cabin interior. 1912</td>
<td>23</td>
</tr>
</tbody>
</table>
Wylie two-compartment tent interior. 1912.................................................................24
Wylie dining tent interior. 1912.....................................................................................24
Upper Geyser Basin Hotel. 1889 ....................................................................................27
Cottage Hotel. 1888 .........................................................................................................28
National Hotel, Mammoth Hot Springs. After 1884 ....................................................30

Chapter 3
Yancey’s Hotel. 1905 .......................................................................................................35
Uncle John Yancey. Date unknown ..............................................................................35
Lake Hotel. ca. 1895 ........................................................................................................37
Fountain Hotel. n.d. ..........................................................................................................38

Chapter 4
Erecting Lunch Station chimney. 1905 .................................................................................40
Ole Anderson’s coated specimens site on Mammoth Hot Springs. 1883 or 1884 ..........41
Fountain and Specimen House, Mammoth Hot Springs. ca. 1900 ...............................41
Mail Carrier residence. 1917 ..........................................................................................42
Steamer E. C. Waters, Yellowstone Lake. n.d. ...............................................................42
Old Boathouse—Lake. n.d. ..............................................................................................42
Steamship Zillah. 1890 .....................................................................................................43
Klamer Store at Upper Geyser Basin. Before 1907 ..........................................................44
Stereograph of Monida and Yellowstone stage. 1912 .....................................................45
Stereograph of Wylie Camp at Canyon. 1912 .................................................................45

Chapter 5
Mammoth Hotel front desk. ca. 1908 ..............................................................................47
Hotel Company waiters. n.d. ............................................................................................47
Norris Hotel. 1904 ............................................................................................................48
Old Faithful Inn. 1912 ......................................................................................................49
Old Faithful Inn bedroom. 1917 ....................................................................................49
Old Faithful Inn bathroom. 1912 ...................................................................................50
Canyon Hotel. 1914 .........................................................................................................53
Lyall and Henderson Store—Mammoth Hot Springs. ca. 1914 .....................................54
Rear of Lyall and Henderson Store—Mammoth Hot Springs. ca. 1914 ......................54
J. E. Haynes residence and studio. 1917 ........................................................................55

Chapter 6
Loading of stage coaches at Mammoth Hotel (formerly National Hotel). Pre-1914 ..........57
Buses and touring cars. 1920s ...........................................................................................59
Yellowstone-Western Stage Company bunkhouse. 1917 ................................................61
Yellowstone Park Boat Company. 1917 .......................................................................62
H. W. Child residence. Build in 1908. 1917 ...................................................................64
“Chinaman’s” house in Gardner Canyon. 1917 ...............................................................64

Chapter 7
Yellowstone Park Camp Company tents—Upper Geyser Basin. 1917 .........................65
Camp Roosevelt. 1922 .....................................................................................................66
Camp Roosevelt interior. 1922 .......................................................................................66
Heavers at Mammoth Lodge. 1925 ................................................................................67
Roosevelt Lodge cabin interior. 1929 ..............................................................................69
Chapter 8

Charles Hamilton in front of Lower Geyser Basin Store. n.d. .............................................. 71
Hamilton’s Auto Camp Store—Old Faithful. 1929 ................................................................. 71
Stairs and skids at Lake Yellowstone Boat Company. 1936 ...................................................... 72
Boats at Lake. 1922 .................................................................................................................. 72
Devil’s Kitchenette. 1929 .......................................................................................................... 73
Yellowstone Park Transportation Company. 1917 ................................................................. 73
Old Faithful Lodge. 1928 ......................................................................................................... 74
Old Faithful Lodge lobby. 1928 .............................................................................................. 74
Old Faithful Lodge cabins. 1983 ............................................................................................ 74
Old Faithful Lodge recreation hall. 1928 ................................................................................ 74
Old Faithful Lodge dining room. 1929 .................................................................................... 74
Old Faithful Lodge employees. 1928 ...................................................................................... 75

Chapter 9

Concessions buildings behind the Mammoth Hot Springs Hotel. 1936 ................................. 78
White bus at canyon rim. 1931 ............................................................................................... 78
Indian goods at Lyall’s Store at Mammoth. n.d. ..................................................................... 79
Old Faithful area—housekeeping office and cabins. 1934 ...................................................... 80
Mammoth Lodge being demolished. 1949 ............................................................................. 82
Mammoth Motor Inn. 1953 ..................................................................................................... 83
Mammoth dining room. 1937 .................................................................................................. 83

Chapter 10

Lake cabins. n.d. ....................................................................................................................... 85
Fishing Bridge cafeteria. 1929 ............................................................................................... 87
Haynes Photo Shop. 1951 ....................................................................................................... 89
Hamilton’s Upper Geyser Basin Store. 1951 ......................................................................... 89
Lake Hotel. 1953 ..................................................................................................................... 91
Roosevelt Lodge and Haynes Store. 1950 ............................................................................. 94
Pryor Filling Station at Canyon Junction. 1947 ................................................................. 95

Chapter 11

Mammoth swimming pool. 1912 ............................................................................................. 99
Service Station at Mammoth Hot Springs. 1951 ................................................................. 101
Lake Lodge lobby. 1953 ........................................................................................................ 102
Canyon Lodge. 1958 ............................................................................................................... 103
Canyon Lodge cabins. 1958 .................................................................................................. 103

Chapter 12

Bridge Bay. 1964 ..................................................................................................................... 106
Mammoth Motor Inn cabin. 1951 ........................................................................................ 107
Canyon Hotel fire. 1960 .......................................................................................................... 111
Old Faithful Inn bedroom. 1968 ............................................................................................ 112
Grant Village marina. 1960s .................................................................................................. 113
In 1994, *The History of the Construction of the Road System in Yellowstone National Park, 1872–1966* was published. During the course of that project, I found the research very interesting, voluminous in size, and, surprisingly, to be of interest to many people. When I began researching “For the Benefit and Enjoyment of the People”: A History of Concession Development in Yellowstone National Park, 1872–1996, I already knew that the research would be interesting and that there would be large amounts of material to review. I had no idea, however, of the richness and the possibilities for other projects that this study would present.

“For the Benefit and Enjoyment of the People”: A History of Concession Development in Yellowstone National Park, 1872–1996 focuses on the development of the concession operations from before the park was established through the Mission 66 era. Originally, the project was to include concessions history through 1985 and serve as a portion of the administrative history for the park. However, the project was changed to address only the development of the concessions in the park. The collection of documents used for this manuscript will be deposited in the Yellowstone National Park Archives for further uses, including the writing of an administrative history.

The manuscript collection will be beneficial to anyone writing a company or business history of the different concessioners; the collection is rich in material relating to aspects of social history and tourism in the West; the collection offers aspects of visitation to national parks; the history of individual hotels; the history of camping, including early auto camping; foreign appreciation of the natural parks in the United States; or many other related topics.

An additional study, focusing on the history of administration of Yellowstone National Park, is scheduled for future publication. The topics covered range from military, conservation, administration, education, and interpretation, to water.

The main purpose of “For the Benefit and Enjoyment of the People”: A History of Concession Development in Yellowstone National Park, 1872–1996 is to develop a historic context in which to evaluate the significant resources associated with concession development in the park. In addition to fulfilling the main purpose, the study should provide information for the Divisions of Interpretation, Concessions, and Maintenance, and the branches of Cultural and Natural Resources. The information will also be of interest to the park concessioners.

My thanks extend to many across the West. I am indebted to the superintendent and staff at Yellowstone National Park, particularly former employees Laura Joss, Chief of the Branch of Cultural Resources, Cultural Resource Specialist Catherine Lentz, Curator Susan Kraft, and Library/Museum Technicians Vanessa Christopher and Anne Lewellen, and current employees Elaine Hale, Cultural Resource Assistant, Dr. Ann Mary Johnson, park archeologist, and last but certainly not least, Archivist/Historian Lee Whittlesey, who worked with me on research aspects of the project and for his general and willing assistance in many areas. I would like to express my appreciation to the park’s Chief of Business Management, Edna Good and her staff for the interest they have shown in the project and to Barry Cantor, Director of Engineering, Xanterra Parks and Resorts. A very special thanks to the Assistant Regional Director, Cultural Resources and Partnerships, Intermountain Regional Office, Rodd Wheaton, who was always available to offer information from his wealth of knowledge of the park resources. I would also like to thank Joe Swartz of the National Archives, College Park, Maryland, for his assistance in enabling me to complete my research in a timely manner. My thanks go to Beth Kaeding of Yellowstone National Park and to Marti Succce whose editorial assistance contributed greatly toward the completion of this study. In preparing the final version, Yellowstone’s former historic architect Lon Johnson, the current Cultural Resource Branch Chief Sue Consolo Murphy, and editors Roger J. Anderson, Alice Wondrak Biel, Tami Blackford, and Sarah Stevenson contributed editorial and administrative support. Funding from both Yellowstone National Park and the NPS Intermountain Regional Office made this printing possible.

My sincere thanks goes to Marian Albright
Schenck, who was always available for extensive re-
search questions, just a quick call, or for providing an
adjustment to one’s perspective. Marian knew many
of the figures associated with the concession history
and her background knowledge was invaluable.

Finally, I wish to extend a special tribute to all
of the major concessioners that over the years added
character, humor, architecturally significant buildings,
and interesting tales to the Yellowstone story. Their
contributions have helped to make the park a special
place in the minds of not only the American people,
but to many across the world.

Map of Yellowstone National Park.