

Campground Industry Analysis



Contract # P14PC00192/Task Order #140P2119F0211
Submitted by: CHM Government Services www.chmgov.com

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Tel 978.232.3609

8 Essex Center Drive ■ Peabody, MA 01960

www.chmgov.com

January 10, 2020

Lora Uhlman/Tamara Delaplane
WASO Commercial Services/WASO Park Planning, Facilities and Lands
12795 W. Alameda Pkwy
Denver, CO 80228

Dear Ms. Uhlman and Ms. Delaplane,

In accordance with # P14PC00192/Task Order #140P2119F0211, CHM Government Services is pleased to present our Campground Trend Analysis developed for the National Park Service ("Service"). This deliverable is part of the Campground Industry Market Analysis to support the Service-wide Campground Initiative. Our report is subject to the Assumptions and Limiting Conditions stated therein.

It has been a pleasure to be of service to the National Park Service. For questions regarding this report, please do not hesitate to contact us.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'G Baekey', is written over a light gray circular watermark that contains the text 'CHM Government Services'.

Geoff Baekey
Managing Director
CHM Government Services
P: 978.232.3609

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National Park Service: Campground Industry Analysis

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1. EXECUTIVE SUMMARY

The National Park Service (“Service” or “NPS”) engaged CHM Government Services (“CHMGS”) to undertake a Campground Industry Analysis report, *“to assist in understanding current and developing future expectations for camping services.”* The NPS requested CHMGS *“develop a report that documents key concepts, factors, and variables for the NPS to consider during strategy development.”*

CHMGS developed a campground analysis framework to identify and review supply and demand indicators that would gauge the favorability of camping development/redevelopment. CHMGS reviewed the Scope of Services, federal and state camping supply inventory data and the campground industry research to establish the camping definition for this report. Camping as defined in this report includes tent, recreational vehicles, cabins and other types of alternative temporary accommodations including glamping (e.g. safari tents, yurts, etc.).

CHMGS’s research identifies 31 indicators related to the campground industry that support findings of camping as a growth industry (see Appendix 1). CHMGS is of the opinion that camping as a recreational asset class remains an important part of the overnight accommodations and leisure industry in both the public and private sectors. Therefore, CHMGS concludes that the market opportunity for *enhancing* camping at NPS units is favorable. Based upon these findings, CHMGS provides the following fifteen recommendations for the NPS’s consideration.

CAMPGROUND FACILITY DEVELOPMENT

1. Camping preferences vary within the population and changing age and ethnicity/race demographics will influence the nature of campground facilities and services desired. The NPS should maintain a portion of its campsites as tent sites, reconfigure RV sites to meet current product offerings, evaluate the opportunities for adding/or replacing existing sites with alternative camping options such as cabins and glamping, and re-evaluate group campsite design. The NPS should make this determination on a case by case basis as supply and demand factors represent themselves in each respective campground market surrounding a national park unit.
2. Population growth rates are increasing to varying degrees in regions of the country. For those regions that are experiencing population growth and have a high propensity of camping, the NPS should evaluate the role that NPS campgrounds can provide in meeting camping demand. This determination should be made on a case by case basis as supply and demand factors represent themselves in each respective campground market surrounding national parks.
3. The NPS provides a critical inventory of campsites to the recreation market. The NPS should not reduce its current campground/campsite supply, since it represents an important component of the overall federal campsite inventory and the nation’s campground supply.
4. The NPS should maintain a share of its camping supply as tent sites. There remains a preference for these types of sites among campers.
5. RV and Park Model shipments are increasing at double digit growth rates and indicates a market preference for this type of accommodation as part of a diverse camping experience. As part of the pilot projects as well as future design charettes, the NPS should evaluate how the current size and configuration (e.g., full NPS and pull thru sites) of RV pads meet the needs of today’s and the future RV towable and motorhome market.
6. Private sector campgrounds provide over 53 percent of the campground supply in the U.S. The private sector provides a different camping experience and can expand and diversify

its campground supply at a rate faster than the public sector due to access to capital and different planning processes. However, in markets surrounding national park units, situations may exist where the private sector has not capitalized on market trends, and/or the camping demand exceeds the campsite supply available. In these markets, the NPS should consider addressing camper needs through changes in the NPS's campground supply offerings, and/or additions to supply. This should occur on a case by case basis as supply and demand factors represent themselves in each respective campground market surrounding a national park unit.

7. The NPS should ensure that campground restrooms are clean and well maintained since this is the most important factor for campers when staying or returning to a campground. This may mean that restroom improvements are needed at campground locations depending upon their current age and condition.
8. The NPS should not prioritize Wi-Fi improvements at the expense of facility (e.g. restrooms) and site (e.g. tent, RV, other) improvements. Wi-Fi connectivity is a low priority for campground visitors to national parks.

CAMPGROUND PROGRAM MANAGEMENT

9. The NPS should capture annual data related to changes in the NPS campground supply inventory in order to document changes in the campsite supply over the next decade. The ability to illustrate supply changes over time, is important for an NPS campground strategy since it provides the basis for determining if supply growth is necessary to accommodate increases in demand.
10. The NPS's percentage of its campsite supply available on Rec.Gov is not reflective of other federal and public agencies, (e.g., state, and counties) nor best practices in visitor services. The NPS should increase the percentage of its campsite supply on Rec.Gov from the present level of 14 percent to up to 75 percent.
11. The NPS does not have a common data standard for campsites. The NPS should consider working with other federal agencies to create a common data standard for campsites for use in agency internal supply and demand analysis as well as on public facing websites.
12. The NPS should engage in a practice of identifying and collecting camping demand trends nationally and regionally on an annual basis. It should begin to collect and centralize both available and occupied campsite data by type from NPS campgrounds in order to estimate and identify occupancy trends. For NPS campsites that are not on the reservation system, the NPS should consider a strategy for collecting and aggregating this data. For NPS campsites that are on Rec.Gov, the NPS can extract this data from the reservation system. Therefore, the NPS should extract available data annually and centralize it for use in evaluating occupancy trends. Occupancy data is necessary for the development of a national and regional campground strategy. This data provides insight into the number of campgrounds and types of campsites experiencing occupancies that would result in consideration of the need to either reduce or potentially expand supply to meet camping demand occurring within NPS units.
13. The NPS has a viable public/private partnership agreement model for private sector campground investment in its concession authority. The key issue is to ensure that the contract term provided in the concession contract is adequate to address market expected returns on

private enterprise invested capital. More significant capital investments may require longer contract terms (i.e., 15 and 20 years).

14. A “partial private sector” development model may be a strategy that would allow for the creation of alternative camping accommodations that add value to the NPS’s existing camping portfolio. By offering up sections of campgrounds (e.g., a campground loop) for alternative development and management, the NPS can leverage the private sector’s capital, expertise and management capacity to meet the desires of a changing market demographic. This “partial private sector” development strategy should occur in those cases where campground market analysis (i.e., supply and demand analysis) indicates the need for such changes. The NPS should consider this model in its overall campground strategy.
15. NPS DO22A provides an overarching policy for recreation fees; however, it does not include a specific NPS campground fee strategy. Resultingly, the NPS should commit to leveraging Tasks 2 and Task 3 of CHMGS’s Scope of Service to test the development of pricing strategies that can inform an NPS campground pricing strategy.

2. ENGAGEMENT PURPOSE AND SCOPE

The NPS requested a Campground Industry Analysis report to “detail considerations and recommendations for the NPS to take into account during the development of a Service-wide campground strategy.” The NPS requested that the report address the following issues:

- Identify national and regional camping market trends;
- Identify the current state of campgrounds across the NPS;
- Survey how other public land management agencies contract with private companies to operate campgrounds; and,
- Provide recommendations and conclusions.

3. CAMPGROUND INDUSTRY ANALYSIS FRAMEWORK

Understanding market opportunities for an asset class requires identifying factors impacting the supply of and demand for the asset. To understand the camping and campground market, CHMGS assembled data that support supply and demand analysis. The exhibit below outlines the data categories that CHMGS collected for this analysis. Following the exhibit is a discussion of why these factors are important to the objectives of the study.

Exhibit 1. - Campground Industry Analysis Framework



Source: CHMGS

- Camping demand is a function of economic and demographic factors. The camping industry monitors these macro factors to determine the market opportunity for developing camping as both a product and a service (e.g., campsite is a product, and services could include providing R.V. rental on site). Disposable income and leisure time impact the ability for individuals to

undertake recreation and leisure time activities. Leisure time impacts travel and tourism trends, and camping is an option within the travel and tourism industry. Demographic profiles, including age, gender, and ethnicity also play a role in individuals' selection of camping choices and locations.

- As the camping industry looks at economic and demographic trends, it develops products and offerings that will meet and continue to drive demand for these services. Additionally, the availability of capital affects the ability of industry to continue to produce its products and offer them to the public. Once industry identifies that it has the product and the market for its offerings, it invests in sales and marketing activities to promote its offerings. The level and effectiveness of the industry's sales and marketing efforts has a direct impact on camping product sales and participation rates.
- Camping participation rates are in part impacted by the geography of a setting, seasonality, and supply offerings in relation to consumer recreational preferences and demand for services. Usage/Utilization rates are impacted by the supply/inventory (e.g. settings, locations, offerings, and ownership) in relation to the demand for the product.
- Management of campgrounds includes the operating agreements that govern the business as well as fee/pricing positioning and operational staffing.

The analysis framework provided in the prior exhibit is the organizing principle for this report.

4. ECONOMIC AND DEMOGRAPHIC TRENDS

DISPOSABLE INCOME TRENDS

Disposable personal income is a key demand driver for the leisure industry. Personal income is the sum of all income generated. Disposable personal income per capita will increase when the growth in disposable income is greater than the growth in the population. Revenue in the leisure industry increases when real disposable personal income per capita increases. For the most recent five-year period (2014 to 2018), disposable personal income per capita has increased at a Compounded Annual Growth Rate ("CAGR") of 2.5 percent. Over the last ten years, following the recession in 2008, disposable personal income per capita increased overall by 18 percent.

Exhibit 2. - Trends in Per Capita Real Disposable Personal Income (2008 to 2018)



Source: U.S. Bureau of Economic Analysis, Federal Reserve Bank of St. Louis, Economic Research

Economic Consumption Patterns by Age Cohort

For report purposes, CHMGS organizes U.S. Census data to align with industry “marketing” terms for age cohorts. CHMGS has used this approach since most research references “marketing terms” not census age brackets. In all future discussions in this report, CHMGS will use the “marketing” age cohort terms vs. the Census age ranges to reference various age demographics. The following are CHMGS’s crosswalks between U.S. Census age range data and the “marketing” terms. CHMGS recognizes that the Gen X marketing age represents a ten year vs. twenty-year age grouping but to remain consistent with marketing terms, CHMGS uses the ten-year age range.

Exhibit 3. - U.S. Census Age Cohorts and Marketing Age Range Cohorts Alignment

Generations	Marketing Age Range	Census Age Range
Gen Z	0-23	0-20
Millennials	24-42	21-40
Gen X	43-54	41-50
Baby Boomers	55-73	51-70
Traditionalists	73+	70+

Source: U.S. Census Bureau, CHMGS

Age and per capita real disposable income impact demand for leisure time activities. As individuals age, their propensity for spending increases, with an individual’s peak earnings, spending, and investing occurring between the ages 43 to 54 which currently represents Gen X age cohort. A key factor to evaluate for future travel and leisure expenditures is whether the Gen Z and Millennials will have similar spending patterns to the Gen X and Baby Boomers. The later generations historically drove the demand for camping.

The economic conditions for the Gen Z and Millennials are different than that of Gen X and the Baby Boomers. Gen Z and Millennials are experiencing higher education debt, housing costs, and are forming households later. CHMGS' review of various research indicates that the impact of higher education debt is causing the Gen Z and Millennial age cohorts to use their disposable income differently than the Gen X and Baby Boomers. This includes reducing expenditures on travel equipment for travel as well as taking less frequent trips and saving for a larger trip. These factors shape how the camping sector is designing and delivering its products and services.

Fuel Costs as an Economic Component

Travel is a component of entertainment consumption. Recognizing this, CHGMS sought to identify research regarding the impact of gasoline prices on future travel participation and trade-off decisions regarding the type of camping experiences individuals select.

A camping experience can range from a relatively low-cost tent site, to usage of an RV, to a cabin/glamping experience. For consumers with lower levels of disposable income, price increases in one area of travel may negatively affect demand for another portion of travel. Specifically, many national parks are in remote locations and fuel costs are a consideration in travel decisions. Research exists evaluating the impact of fuel prices on national park visitation. A 2014 article in the *Journal of Leisure Research* focused on 58 "nature based" parks as the "crown jewel" parks. The research completed by Thomas H. Stevens, Thomas A. More, & Marla Markowski-Lindsay, entitled, "*Declining National Park Visitation*," identified a "statistically significant negative relationship between visitation to major nature-based national parks and fuel costs".

In an effort to illustrate the value of RV vacations, the RVIA annually conducts research comparing the cost of RV vacations to other forms of travel. The most recent *RV Vacation Cost Comparable* study completed in 2018, identified that RV vacations cost less than several other types of vacation travel, even when factoring in fuel prices and the cost of RV ownership. The study identifies nine vacation types varying by mode of transportation (e.g., personal car, light duty SUV, motorhome, airplane); type of accommodations (e.g., towable camper, travel trailer, motorhome, hotel/motel, rental house/accommodation) and meal plan used (e.g., campground meals, motorhome meals, restaurant meals, self-prep meals in rental unit). This study does not include a vacation in a private car and tent camping as an option.

The RVIA funded study also included an analysis of how fuel prices could affect the economic advantages of RV travel. Researchers found that, "for a four-person travel party it would take a rise in fuel prices to nearly \$13 per gallon for a Type C motorhome vacation to be more expensive than the least expensive non-RV vacation. Research by Go RVing and the RV Industry Association shows that, "when fuel prices are higher, RV'ers save on fuel costs by driving fewer miles, taking trips closer to home, and staying longer in one destination." Additionally, data from RVIA identified no direct correlation between gas prices and RV shipments. This may be in part due to how RV owners evaluate the overall cost of gasoline in relation to the investment in an RV as a vacation lifestyle.

EXPERIENCE ECONOMY

One driver of demand for outdoor experiences such as camping is the shift towards the "experience economy." The "experience economy" concept is not new; it is simply an evolution (e.g. agrarian, industrial, service then experience) within the U.S. economy. The businesses within an experience economy focus on creating memories for customers: in essence, the memory of the experience becomes the product. In a December 2017 article, McKinsey & Company consulting identified that, from 2014 to 2016, "personal consumption expenditures on experience-related services such as eating at restaurants, attending events and visiting amusement parks grew at a faster rate than overall personal consumption spending and four times that of expenditures on goods." In the same article,

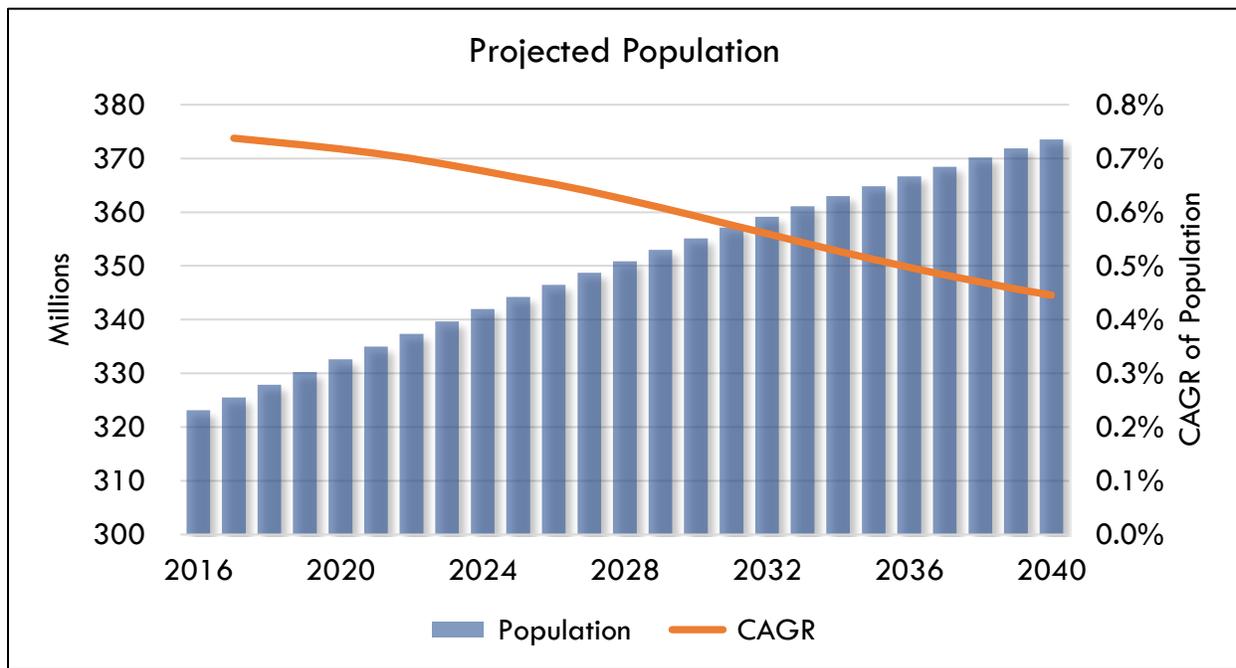
McKinsey identifies that Millennials are fueling this shift by outspending the average Gen X and Baby Boomer on entertainment and fitness-related memberships. A separate study by the Harris group found that 78 percent of Millennials would rather open their wallet based upon experiences than for material items.

An RVIA study conducted by Crewest Studios regarding Millennials asked respondents the following question, “When it comes to your disposable income, which statements do you agree with most?” Overwhelmingly, experiences outweighed things (e.g. 51% Experiences & Things; 33% Experiences; and 16% Things). The movement to an experience economy should benefit the demand for camping experiences if the camping product meets demand expectations.

POPULATION

The campground industry tracks demographic trends as indicators for the opportunity to invest in and develop new product offerings. The U.S. Census Bureau provides population forecasts and CHMGS has provided data for the period 2016 to 2040. The U.S. Census Bureau estimated Compound Annual Growth Rate (“CAGR”) of the U.S. population from 2016 to 2019 is 0.7 percent. Over the next twenty years, the U.S. Census Bureau anticipates the population CAGR to slow to 0.6 percent.

Exhibit 4. - Trends in U.S. Population Growth (2016 to 2040)



Source: U.S. Census Bureau, CHMGS

Age Cohort Population Trends

Camping research identifies that camping habits change as individuals age. Additionally, to sustain demand for the campground industry, there needs to be a population of younger individuals desiring to camp to offset older generation’s eventual decrease in camping. Therefore, changes in the age of the U.S. population over the next two decades has material relevance.

The following exhibit outlines the size of each age cohort in comparison to each other. CHMGS groups census data to the closest category of marketing age cohorts (e.g., Gen Z is 0-23 and Census is 0-20). The data illustrate the current and future importance of Gen Z and Millennials in relation to the Baby Boomers. In both 2020 and 2040, Gen Z (i.e., 0-20) and Millennials (i.e., 21-40) are larger population cohorts than the Baby Boomers. This means that if these younger population cohorts are interested in camping, there will be an adequate population size to replace that of the Baby Boomers.

Exhibit 5. - Trends in U.S. Population Growth by Marketing Age Cohort 2020 vs. 2040

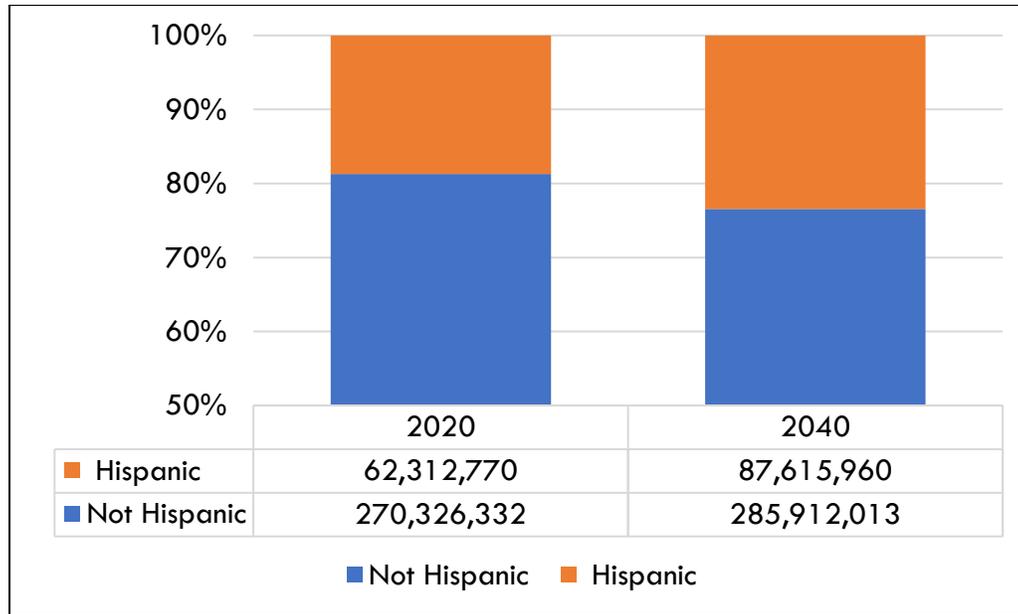
	0-20	21-40	41-50	51-70	71+
2020	86,831,913	90,328,821	40,466,512	80,201,856	34,810,000
2040	90,458,798	93,880,042	48,972,446	81,513,084	58,703,603
CAGR	0.2%	0.2%	1.0%	0.1%	2.6%

Source: U.S. Census Bureau, CHMGS

Racial/Ethnic Cohort Population Trends

The KOA North American Camping research has consistently identified variations in use of camping accommodations based upon racial/ethnic groups. Therefore, understanding national population trends regarding origin and race/ethnicity is relevant to evaluate. The U.S. Census has created two categories of origin (e.g. Not Hispanic and Hispanic) and six categories of classification of race. These classifications of race include: White; Black/African American; Asian; American Indian/Alaska Native (AIAN); Native Hawaiian and Other Pacific Islander (NHPI) and Two Races or More. The following chart illustrates the changes in the population by origin and by race.

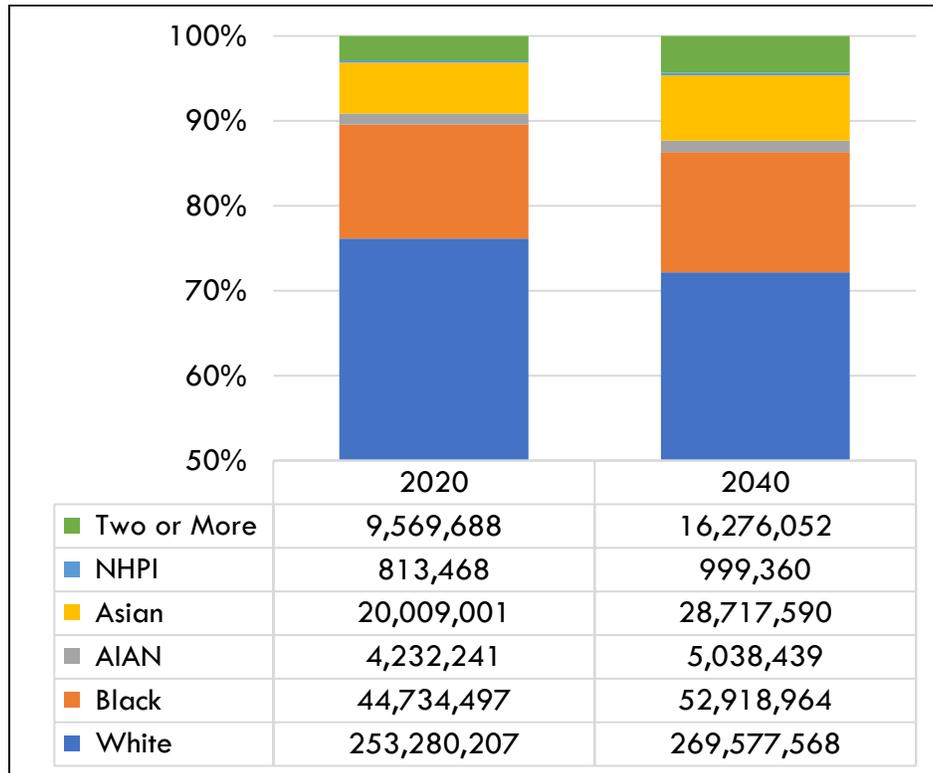
Exhibit 6. - U.S. Population Composition by Origin 2020 and 2040



Source: U.S. Census Bureau, CHMGS

Data from the U.S. Census regarding origin indicate that, by 2040, the CAGR of the population of Hispanic origin will be six times that of the Non-Hispanic population (e.g. 1.7% vs. 0.3%). This trend indicates that an understanding of the Hispanic population’s camping preferences will be an important element for consideration in planning for campgrounds.

Exhibit 7. - U.S. Population Composition by Race 2020 and 2040



Source: U.S. Census Bureau, CHMGS

Data from the U.S. Census regarding race indicate that while the white population will remain the largest population cohort in 2040, by 2045 the white population will be the minority. As the exhibit above illustrates, a diversity of races will continue to comprise the U.S. population. The largest CAGR will occur in the category of two or more races at 2.7 percent followed by the Asian race at 1.8 percent. Recognizing the changing ethnicity of the U.S. population and its potential impact on camping preferences of all races will be an important element for planning consideration.

In the last 10 years, U.S. population growth has been concentrated several geographic regions of the U.S. The U.S. Census estimates this growth pattern to continue over the next ten years. The Pacific North and Southwest as well as Florida and the Southeast are areas that have shown the greatest growth in the last eight years. Areas that are increasing in population and have individuals who have a high propensity to camp, are regions that will likely experience increased demand for camping.

DOMESTIC AND INTERNATIONAL TOURISM TRENDS

Domestic Travel Trends

Camping is a component of the overall travel and tourism industry in the United States. As individuals increase their domestic travel, the opportunities for camping travel experiences also increase. Longwoods International develops the “U.S. Travel Market and Trends Report” on an annual basis. According to this report, “Americans are traveling more and are spending a record amount on trips.” As the exhibit below indicates, overall trip volume has grown at a CAGR of 1.9 percent between 2014 and 2018. This report also demonstrates that visitor spending has increased at a CAGR of 2.3 percent over the same period, while per trip spending is also increasing at a CAGR of 2.6 percent. These are favorable national tourism trends that support potential increases in demand for camping experiences.

Exhibit 8. - U.S. Travel Trends 2014 to 2018

	2014	2015	2016	2017	2018	CAGR
Trips by Americans (Billions)	1.53	1.57	1.59	1.62	1.65	1.9%
Spending by Americans On Travel (Billions)	\$425.6	\$446.4	\$444.9	\$451.6	\$466	2.3%
% of Americans Taking at Least One Overnight Trip	55%	52%	54%	56%	60%	2.2%
Average Per Person Spend Per Trip	\$292	\$313	\$308	\$310	\$324	2.6%

Source: Longwoods International

International Tourism and National Parks

Foreign travel is an important component of overall tourism in the United States. According to the National Travel and Tourism Office (“NTTO”), international tourism to the U.S. increased at a CAGR of 1.5 percent since 2014. The International Trade Administration and the NTTO estimate that the number of international visitors will increase at a CAGR of 2.7 percent for the years 2019 to 2023 due in part to increasing disposable income of foreign visitors.

The NTTO also gathers data on the market profile of overseas travelers to the U.S. and defines the top destination regions for foreign travelers as the South Atlantic, Middle Atlantic and Pacific. The NTTO estimates international travelers represent approximately four percent of overall visitation to national parks. (i.e. 14.3 M travelers of 318M NPS recreational visits). In addition, the NTTO estimates that, at some of the most iconic national park units, (e.g. Yellowstone, Grand Canyon), international visitors represent between 14 and 17 percent. The NTTO identifies that European and Asian travelers constitute approximately two thirds of all international travelers. The exhibit on the following page outlines the growth and profile of international travel to the U.S. over the last five years.

Understanding the camping preferences of these two race cohorts (i.e., White and Asian) is important since camping experiences in national parks can meet the needs of both domestic and international visitors.

Exhibit 9.: Total International Arrivals to the United States 2014 to 2018

	2014	2015	2016	2017	2018	CAGR
Total Arrivals (millions)	75.4	77.8	76.4	77.2	79.9	1.5%
Regions of Visit						
Atlantic Islands	0.3%	0.3%	0.3%	0.3%	0.3%	-1.7%
East North Central	6.3%	6.9%	6.6%	6.5%	6.6%	1.41%
East South Central	1.5%	1.7%	1.7%	1.7%	1.6%	2.1%
Middle Atlantic	31.8%	29.7%	29.2%	29.1%	29.8%	-1.6%
Mountain	11.8%	12.0%	12.0%	10.7%	11.2%	-1.15%
New England	5.5%	5.7%	5.5%	5.7%	5.7%	0.9%
Pacific	22.5%	23.2%	23.6%	23.0%	23.2%	0.8%
Pacific Islands	12.8%	11.8%	12.6%	12.9%	12.0%	-1.5%
South Atlantic	33.5%	34.1%	33.7%	33.0%	31.7%	-1.4%
West North Central	1.9%	2.1%	1.9%	1.8%	2.0%	0.3%
West South Central	5.7%	6.0%	5.9%	5.6%	6.1%	1.9%
Residence of Travelers						
Africa	1.5%	1.4%	1.4%	1.5%	1.5%	0.0%
Asia	27.7%	27.9%	29.9%	30.9%	29.5%	1.6%
Caribbean	3.9%	3.8%	4.0%	4.2%	4.4%	3.1%
Central America	2.8%	2.9%	3.2%	3.1%	3.3%	4.2%
Europe	39.8%	41.0%	39.2%	38.6%	38.8%	-0.6%
South America	16.5%	15.1%	14.4%	14.5%	15.4%	-1.7%

Source: National Travel and Tourism Office – International Arrivals Trend Chart & Market Profile of Overseas Visitors (2018)

The NTTO also queries visitors as to the main purpose of the trip and activities in which they participated. Visiting National Parks/Monuments and Camping/Hiking are surveyed activities. The survey indicates consistent representation of Visiting National Parks/Monuments as a popular activity (e.g. 34%) with Camping/Hiking as a less popular activity (4%). Both categories have experienced slight decreases in annual growth over the last five years.

Exhibit 10.: Market Profile of Overseas Visitors

	2014	2015	2016	2017	2018	CAGR
Activities Participated (Multiple Choices)						
Sightseeing	76.8%	77.4%	78.1%	79.1%	78.4%	-3.8%
National Parks/Monuments	34.2%	35.4%	35.4%	35.0%	34.1%	-0.7%
Camping/Hiking	4.9%	5.1%	4.7%	5.2%	4.2%	-0.1%

Source: National Travel and Tourism Office – Market Profile of Overseas Visitors (2018)

ECONOMIC AND DEMOGRAPHIC TREND CONCLUSIONS AND RECOMMENDATIONS

The following are key conclusions that will impact camping demand in the United States.

- Historical growth in per capita disposable income is a positive indicator supporting future growth in leisure time activities, such as camping.
- Education and housing costs impact the Millennial cohort to a greater extent than the Baby Boomer generation. This has resulted in Millennials having different disposable income spending patterns than Baby Boomers, including use of disposable income for leisure services. Camping products and services will need to adapt to meet the shift if spending patterns change.
- The emergence of the Experience economy – demonstrated by a greater focus on purchasing services rather than goods – is a positive indicator for leisure services, such as camping.
- The overall rate of population growth will slow but the size of the Millennial population is greater than that of the Baby Boomer generation. The opportunity to capture this population for camping as a leisure time activity is favorable. Additionally, the increasing life span of Baby Boomers means that population has the potential to camp for a longer time period. These are both favorable indicators supporting future camping demand.
- The population of Hispanic origin continues to grow and the population of two or more races will grow at a faster rate than that of other races. For camping demand to continue to grow, understanding the preferences of this population is important.
- Population growth is expanding in the northern, southwestern, and southeastern United States. In the regions where the population has an incidence of camping, there are likely opportunities to evaluate a correlated expansion of camping demand.
- Both domestic and international travel to the United States have grown over the last five years. Where there is travel, the need for overnight accommodations exists. Portions of both the domestic and international market identify camping as a preferred method of overnight accommodations. This is a positive indicator for camping demand.

Based upon these economic and demographic trend conclusions, CHMGS recommends the following for consideration by the NPS.

- The NPS recognizes that population growth in the U.S. includes a shift in ethnicity and race. As this changing population profile visit national parks, the NPS needs to consider the camping preferences of this visitor population when developing future campground strategies.
- The NPS recognizes that population growth rates are increasing in certain regions of the country. For those regions that are experiencing population growth and have a high propensity of camping, the NPS should evaluate the role that its campgrounds can provide in meeting camping demand.
- The NPS recognizes that as the generation of Baby Boomers ages out of camping, the younger generations' disposable income and spending preferences are different. The NPS should

develop future campground strategies that consider the camping preferences and desires of the Gen X, Millennial, and Gen Z marketing cohorts.

5. CAMPGROUND INDUSTRY OVERVIEW

INDUSTRY SIZE AND COMPOSITION

In 2018, the campground and RV parks industry generated \$6.5 billion in revenue and over the last five years (i.e., 2013 to 2018) experienced a CAGR in revenue of one percent. This industry category includes operation of Campgrounds; RV Parks; Overnight Recreational Camps; Travel Trailer and Caravan Campsites; and Wilderness Camps. In the future, the Campground and RV Parks industry revenue should grow at a CAGR of one percent from 2018 to 2023 to equate to a \$6.8 billion industry.

The RV parks industry has three product and service categories: Campground membership, tuition, and long-term fees; RV and Tent Sites for travelers and others; and Other Unit accommodations and service fees. The primary focus of the NPS campground industry analysis is the product segment of RV and Tent Sites for Travelers, and other unity accommodations. Collectively these categories represent 56 percent of industry revenue.

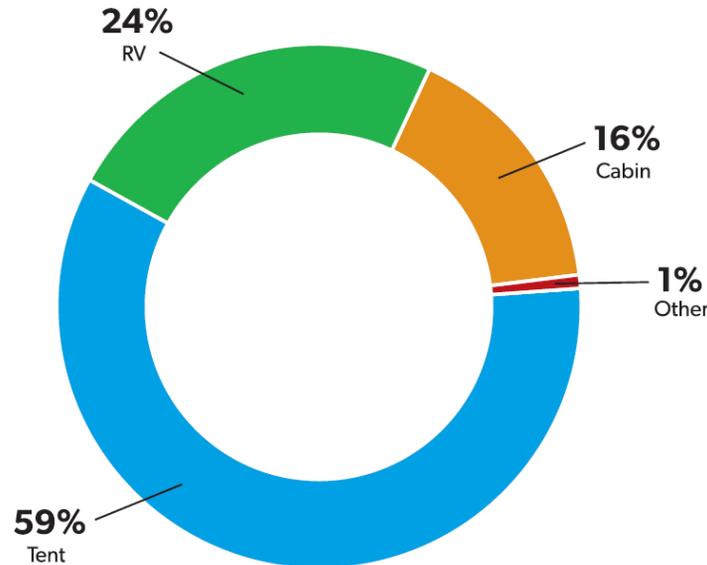
BUSINESS LOCATIONS

Three factors typically influence the concentration of campgrounds and RV park locations: population density, climate, and proximity to a place of interest. The private sector campground industry supply tends to flourish in highly populated areas. Based upon the North American Industry Classification System Code of 72121 (i.e., RV Parks and Recreational Camps) estimates indicate that there are approximately 13,900 privately-operated campgrounds and RV parks in the United States. Campgrounds, regardless of whether they are private or public, that locate in warmer climates benefit from year-round visitation, while campgrounds in colder locations operate seasonally. Attributes that contribute favorably to a campground's ability to capture demand include geographic location, including proximity to national parks, landmarks, lakes, or forests. California (8.0%), Texas (6.7%) and New York (5.6%) have the highest concentration of campground establishments. As a region, the Southeast (18.8%) has the highest concentration of RV parks and campgrounds.

TYPES OF CAMPING EXPERIENCES AND MARKET TRENDS

The campground industry has developed an array of product and service offerings to meet the needs of the camping public. CHMGS has categorized the type of camping experiences based upon available industry research data. The 2019 KOA North American Camping Report (“NACR”) breaks down camping into four major categories: (1) Tents, (2) RV’s, (3) Cabins and (4) Other. As the following exhibit illustrates, in the most recent year, the primary accommodations used are Tents followed by RV’s.

Exhibit 11. - Primary Camping Accommodation for 2018



Source: KOA, 2019 North American Camping Report

CHMGS will use these four categories as an organizing framework for this discussion.

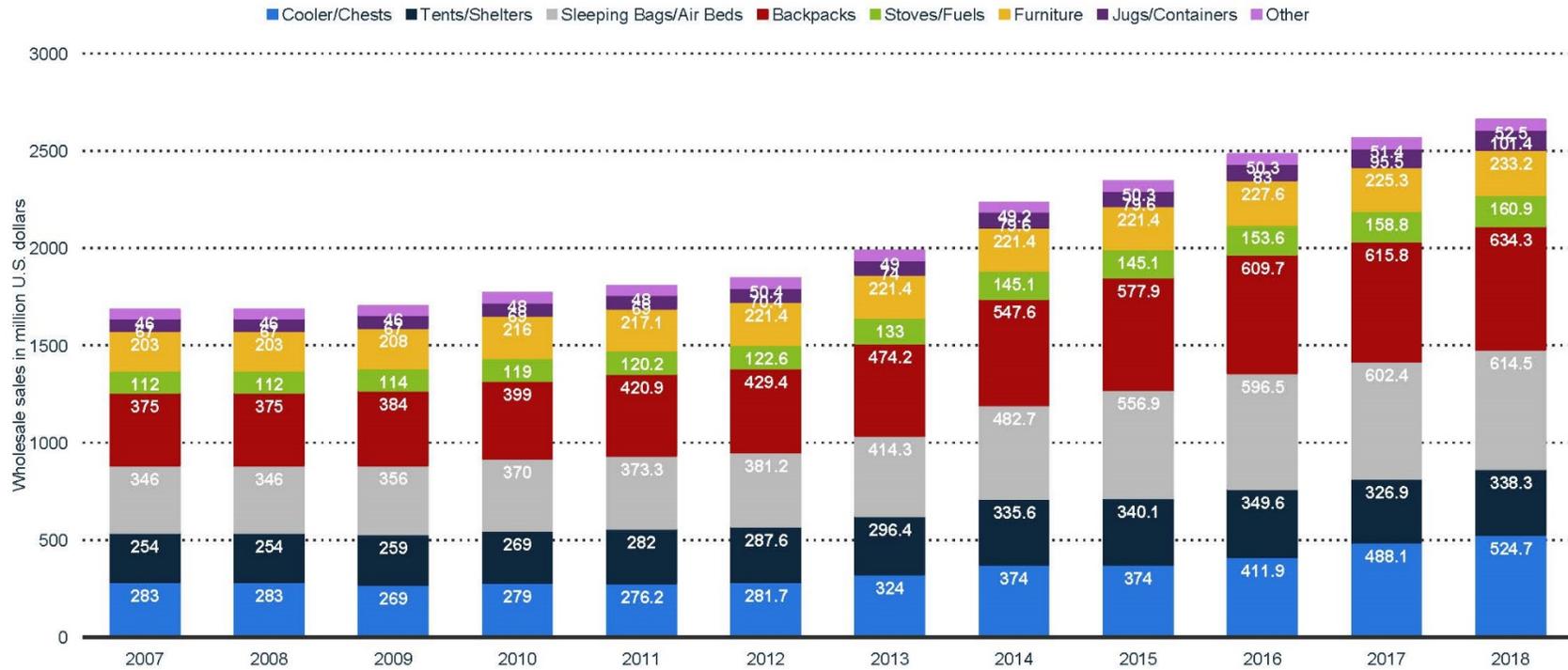
Tent Camping: Defined and Sales/Unit Trends

Tent camping is the most popular form of camping and can take place in a variety of settings. It can occur in the front and back country, including developed and primitive settings. Over the last decade, technology and new design developments have made camping much more comfortable than in the past. Manufacturers are working on developing new and innovative products to fulfill the changing needs and demands of consumers by incorporating and developing advanced technologies. Equipment suppliers are introducing new types of equipment that ensure higher levels of safety and comfort due to changes in size, weight, and quality of the material.

CHMGS identified data regarding the growth in camping equipment wholesale sales over the last ten years. Camping equipment wholesale sales include eight categories. The fourth largest category is tents/shelters, representing 13 percent of total sales. This category has grown at a CAGR of 2.6 percent over the period 2007 to 2018.

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Exhibit 12. - Wholesale Camping Equipment Sales in the United States 2007 to 2018



Source: Sports Fitness Industry Association



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Tent Camping: Product and Service Trends

A) Camping Equipment Rental

While wholesale camping equipment purchases continues to grow, there are emerging trends occurring in the rental camping gear market. According to an April 9, 2019, article in Forbes, REI expanded its rental and used gear sales programs and trade-in options. Additionally, REI has doubled its rental program to 85 locations and has plans to roll out the rental service to 115 of its 154 stores. Interviews with REI leadership identified that the decision to make rentals was a way to “give customers a more affordable option to buy outdoor gear and allow those with growing children or little storage space to trade in or trade up”. The article identified that the “critical driver behind these initiatives are Millennial shoppers, who make up a third of the company’s rental customers.”

Several companies exist to provide rental camping equipment and other gear. These companies have developed various methods to secure consumers and deliver rental camping gear to guests. An example of this is the company Arrive, which advertises itself as an “outdoor experience company” that rents gear, with delivery to anywhere in the U.S. This summer, Arrive partnered with ReserveAmerica, to insert the option of gear rental into the reservation process. Arrive sends gear to an individual’s home, hotel, or a FEDEX location near the travel destination between one and three days before the first rental day. Following use, an individual adheres a shipping label and can return ship the rental gear a day after the last rental day and drop it off at a FEDEX location.

B) Learn to Camp and Camping Programs

Many state park and county park systems have established “Learn to Camp” programs that provide use of rental camping gear, as well as assistance in setting up campsites and learning to use other camping equipment. Minnesota State Parks offers an example of a “Learn to Camp” program. This program includes hands-on instruction for setting up camp, starting a campfire, camp cooking, use of a tent, air mattress, cook stove and other gear at the rate of \$60.00 for a family of five for one night. The “Let’s Camp America” program coordinated and promoted by America State Parks, the nonprofit arm of the National Association of State Park Directors (NASPD), promotes camping across all 50 states. In 2019, America State Parks established two Let’s Camp America dates where the learn to camp programs occurred. In addition, entities such as REI offer beginning camping classes as part of their overall array of both day and weeklong camping adventures.

Recreational Vehicle: Defined and Sale/Unit Trends

According to RVIA, in 2018, RV ownership has reached record levels with more than nine million households owning an RV. The term Recreational Vehicle/RV refers to a wide variety of vehicle types, which the RVIA divides into two categories:

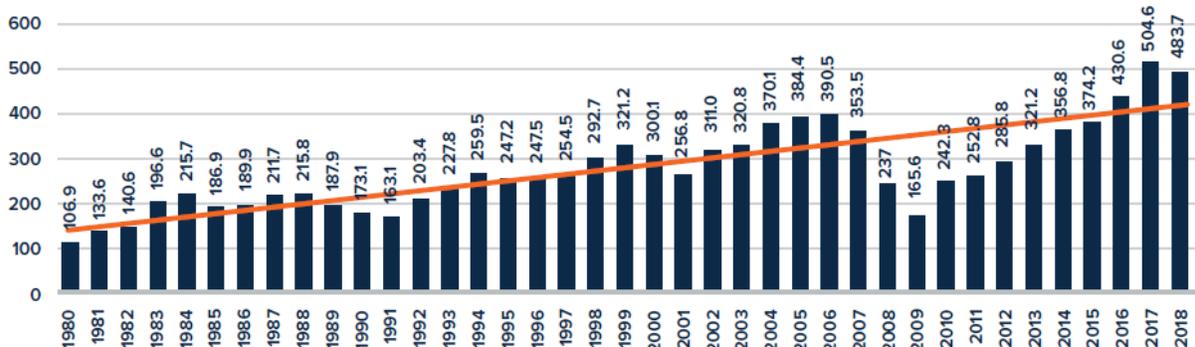
- **Motorhome:** A Motorhome is a recreation vehicle build on a self-propelled motor vehicle chassis.
- **Towable:** A Towable RV is a recreation vehicle mounted on wheels and designed for towing by a motorized vehicle, or a portable unit designed for placement in the bed of a pickup truck.

Additional information on the subcategories under each of these types can be found at <http://rvcampingresearch.com/rv-purchase/different-rv-types>.

RVIA compiles data regarding RV shipment trends overall and by type. For the last 40 years, the RV industry has seen steady increases in overall RV shipments, except for during the most recent recession period (2008 to 2010). This period of growth has followed the aging of the Baby Boomers with the oldest Baby Boomers (e.g. 75) who were 45 years old in 1990. According to RVIA, this overall trend line is evidence of a “deeply-held aspirational preference consumers have for RV travel and camping.”

Exhibit 13. - RV Wholesale Shipment Trends 1980 to 2018

RV Shipments Trend / 1980-2018



Source: Recreational Vehicle Industry Association, Industry Profile 2018,

RVIA tracks wholesale to retail shipments by type of RV. In aggregate, the CAGR of all RV shipments from 2009 to 2018 was 12.6 percent. The CAGR of motorhomes were greater than towables (17.8 % vs. 12.9%). Typically, towables represent 88 percent of all shipments (e.g., in 2018 426,000 vs. 63,000). In 2018, within the towable market, the largest category of retail sales was conventional towables (i.e., 327,000 units), which range in size from 10 to 35 feet and are towed behind a vehicle. The largest category of sales in 2018 for motorhomes were Type C (i.e., 34,000) and these range in size from 21 to 31 feet. CHMGs provides details on shipment by type in Appendix 3.

RVIA evaluates future industry trends for RV purchases through evaluation of retail registrations by age cohort. RVIA data indicate that younger RV buyers are part of the market. The 2018 RVIA industry report stated that, “from 2015 to 2018, the share of RV ownership by age range increased in the younger age brackets, while rates remained level or decreased somewhat in the older ranges”. Specifically, the RVIA research identified that retail registrations by age cohort showed increases, “retail registrations for the 25 to 34 age (e.g., Millennial) cohort increased from five to eight percent and the 35-44 (e.g. Millennial) age cohort increased from 18 to 21 percent for the period 2015 to 2018”. RVIA states in its 2018 Industry Profile, “The RV market has historically been cyclical in nature, but with a sizeable, potent mix of consumers spanning several generations who have an intense interest and preference for RV travel and camping, the industry is poised to rise to even higher levels in the very near term.” CHMGs is of the opinion that the data indicates that RV unit sales have continued to increase at favorable growth rates across multiple marketing age cohorts. This means that the need for camping supply to accommodate this camping type will continue.

Recreational Vehicle: Marketing Trends

Growth in RV unit sales is in part supported by a comprehensive advertising and marketing campaign. This “all industry” (e.g., manufacturers and dealers) campaign, entitled, “Go RVing” focuses on the joys of RVing. It crosses all digital media platforms as well as television, radio, print, and direct mail. The Go RVing marketing effort has worked with Nielsen to develop psychographic profiles of RV Consumers to provide insight into the likelihood of different user groups tendencies to purchase an RV to support an RV and camping lifestyle. Nielsen developed three core categories:

- **Active Family Adventurers:** Likely to have rented a camper/trailer or cabin in past two years. Active families where children have influence on trip destinations.
- **Kid Free Adult Adventurers:** Seek out learning opportunities, couples get away, visiting family while spending time in nature.
- **Nature Lovers:** High likelihood to have gone tent camping or rented a cabin in the past two years. Would consider an RV Rental within a campground and appreciate natural beauty in lesser known destinations.

While RVIA and Nielsen developed these marketing segments to target potential or repeat RV purchasers, it is important to note that most RV purchases come from individuals who have camping experiences outside of an RV experience. The campground industry is aware of this and as such, provides an array of camping types (e.g. tent, RV, cabins) so individuals can move through a lifecycle of camping experiences.

Recreational Vehicle: Product and Service Trends

1. RV Rental Market

An important component part of the RV industry is the RV rental market, which includes commercial rental or leasing of RV and camper vans as well as RV's consigned on behalf of private owners (e.g., peer to peer). The RV rental industry is important to understand since it supports overall camping demand in need of accommodation.

According to the 2018 KOA-NACR, 44.0 percent of individuals who go RVing do not own an RV. While most of this group borrows RVs from friends or family, over 25.0 percent turn to traditional retail companies and nearly 13.0 percent report using peer-to-peer platforms. In a survey of non-RV owners, 56.0 percent said they were very likely or somewhat likely to rent an RV from a peer-lending service. These figures were even higher among Millennial and Generation X responders.

The historical growth in this industry is in part due to both the use of RV rentals by the international as well as domestic market. The three major players in this industry (e.g. Cruise America, Road Bear RV and Tourism Holdings Ltd.) generate anywhere from 50 to 80 percent of their rentals from international travelers. Rental companies have the advantage of building relationships with travel agents and tour companies, enabling them to promote their rental fleets to these companies' clients. This segment of the market also saw an increase in the use of rental fleets by the Millennial market.

Like AirBnB and other entities operating in the “sharing economy” the peer-to-peer market provides the average RV owner an opportunity to rent out their RV when not in use. This has resulted in competitor to the traditional retail rental entities. According to data from the RVIA, the average RV owner uses their RV for approximately three weeks out of the year. In the last five years, several companies have emerged (e.g. Highway, Outdoorsy, and RV Share) to meet the peer-to-peer RV

rental market demand. These entities create the online networks for sharing, marketing, and liability coverage and the owner creates the listing and maintains the RV condition.

Although industry forecasts the number of units rented from traditional rental entities will slow, the growth in the peer to peer market indicates that the demand for use of RV's for camping has not diminished. As such, the need for camping locations for RV rentals will continue to grow.

2. On-Site RV Rental Market

Another component of the RV rental market is campgrounds that own RVs and provide them fully equipped at a campsite for rental. The industry considers this option an alternative to camping in a cabin or tent camping. Interviews with several concession operators on state and federal land indicate that on-site RV rental is an increasing request from potential campers. This option allows a camper who wants to experience the RV lifestyle to “try” it before investing in an RV. The expansion of this alternative indicates that there is a market for RV camping experiences in both public and private campgrounds.

Cabin Camping: Define and Sales/Unit Trends

Camping in a cabin remains a popular option for both first time and longtime campers. The 2019 KOA-NACR indicates that 16 percent of campers chose cabins as their primary type of camping accommodation. Additionally, this report identifies that over the last five years, first-time campers are choosing cabins at an increasing rate (e.g. 31 percent 2015 vs. 34 percent 2018). This increase in use of cabins as well as RVs has come at the expense of tent camping. While there are a wide variety of cabins that are available for rental, two general categories are “camper cabins” and “park models.” There are variations on where a cabin can be located. The industry also considers a tree house product subset of the overall cabin market. Provided below are photos of types of cabins followed by a description of their characteristics and growth trends, where available.



KOA Camper Cabin



California State Park "Wedge"



Tree House Cabins



Camping Pods



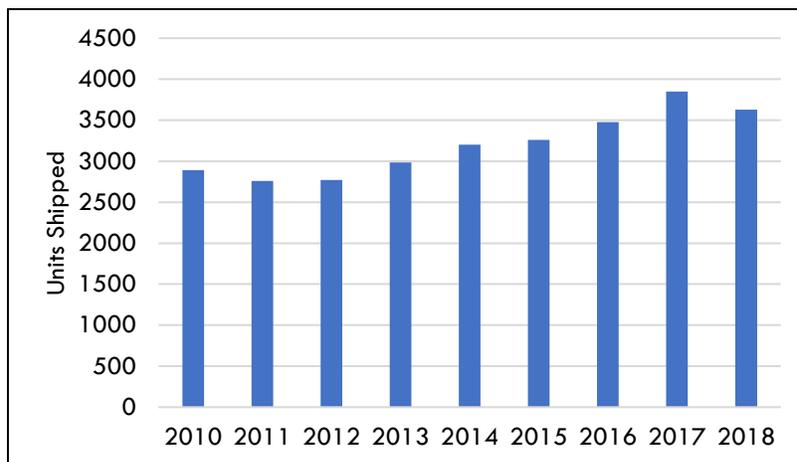
Park Model

Camper Cabins: Kampgrounds of America (KOA) was one of the early champions of a camper cabin that would meet the needs of families that do not desire to tent camp or do not own an RV. This one-bedroom cabin continues to be a popular option in both private and state park campgrounds and in several national parks. Variations of these types of camper cabins include “camper pods,” a type of unit that is popular within the United Kingdom and Canada. Another variation is the actual design of the cabin. California State Parks experimented with a simple camper cabin concept when the agency worked with California State Polytechnic University, Pomona, architecture students to design a contemporary cabin. The students developed, the “Wedge,” constructed from western red cedar and measures approximately 170 square feet in size. They have no electricity or water but include an assortment of built-in bunk beds and double beds, with campers supplying their own bedding. Another example of camper cabin hybrid is the tree house cabin, which are purpose-built and located in a variety of settings.

Park Models (PMRV): The RVIA defines PMRVs as “a unique trailer-type RV that is designed to provide temporary accommodation for recreation, camping, or seasonal use.” Manufactured on a single chassis mounted on wheels, park models are no larger than 400 square feet (e.g. 12ft. wide and 36ft long). Manufacturers build park models in compliance with ANSI housing standards. RV campgrounds or other private entities typically purchase park model units and park them at a campground for use as a long-term rental. Park models are not typically affixed to the property outside of connections to water, sewer, and electric infrastructure. Park models’ configurations vary in many ways, but typically include a minimum of two bedrooms and come equipped with bathrooms, kitchens, and living areas.

RVIA tracks the sales of PMRVs; however, in discussions with RVIA, representatives noted that it is difficult to track private sales of PMRV units because there is not accurate information that differentiates between wholesale shipments in the consumer marketplace and wholesale shipments to commercial entities, like campgrounds. RVIA believes that the majority are going to public/private campgrounds. The data provided for PMRV wholesale shipments represent only those sold within the United States, including Florida HUD units. Overall, PMRV units have experienced a CAGR of 2.8 percent from 2010 to 2018.

Exhibit 14. - PMRV Shipments 2010 to 2018



Source: Recreational Vehicle Industry Association

Woodall’s Campground Magazine September 2019 cover article entitled, “PMRV Manufacturers Continue to See Growth as Owners and Developers Add More Units to Parks,” describes this trend of increasing demand for park models.

Glamping Hub, a centralized reservation platform for private glamping rentals, lists approximately 12,500 locations with log cabins, cabins, tree houses.

B) Glamping Camping: Define and Sales/Unit Trends

The 2019 KOA-National Glamping Report, defined glamping as, “a form of camping involving accommodations and facilities more luxurious than those associated with traditional camping. This could include unique type of accommodations such as “safari tents” with comfortable beds, tree houses, or even accommodations with full bathrooms and kitchens and other services and amenities that enhance the outdoor experience.” Merriam Webster defines glamping as, “outdoor camping with amenities and comforts (such as beds, electricity, and access to indoor plumbing) not usually used when camping. The rising popularity of modern amenities and resort style services while being in a natural surrounding continues to drive the interest in glamping.

A February 2019 report produced by Arizton projected the U.S. glamping market will generate \$1 billion by the year 2024, representing a CAGR of over 15 percent from 2018 to 2024. This report identified glamping as one of the fastest growing segments in alternative and experiential travel. Glamping’s combination of “adventure, nature and convenience” has fueled this growth.

The glamping term has come to include all types of unique accommodations. The following are illustrations of the various types of units that considered part of this category.



Safari Tents



Yurts



Tipis



**Conestoga
Wagons**

Safari Tents are tents set upon a platform structure. The NPS has several examples of accommodations similar to safari tents such as the canvas tents located at Yosemite National Park within Curry Village, Tuolumne Meadows Lodge and High Sierra Camps. The facilities at Curry Village include electric lighting but no outlets. For these facilities, the concessioner provides visitors with sheets, wool blankets, pillows, and towels during their stay. Visitors use a central bathhouse. Under the Canvas, a company that has set up glamping resorts outside many national parks, offers a more expansive version of safari tents. The services provided at these sites include beds with full luxury linen service, lounge area with leather queen sofa bed, outdoor deck furniture, private bathroom including shower, sink and flushing toilet, USB battery packs for electricity as well as daily housekeeping. All guests also can participate in the nightly campfire and complimentary camp activities. Additionally, each location leverages a daily fee for additional activities. The operator offers for purchase a simple food service for all meal periods. Tentrr, a startup, has focused on developing a “glamping” in a box experience for private owners of land. The product includes a 10x12 safari canvas wall tent on a raised platform, additional big dome tent if needed, queen size or bunk beds, inflatable camp cot, Tentrr Loo (e.g. small toilet), water carrier, sun shower, wood stove, picnic table, outdoor fire pit, and two Adirondack chairs. Glamping Hub lists approximately 1,000 locations with Safari Tents/Canvas tents.

Yurts are rounded canvas tents available in various sizes (e.g. 16, 27, and 30 ft.). The canvas structure is connected to lattice walls and includes a door and windows. The roofing is set upon a set of rafters tied to a tension cable with a roofing unit. The whole Yurt unit is placed upon a wooden platform. Similar to the Safari Tents, operators provide yurts as simple structures with no additional amenities, or with amenities such as camp stoves, bed units, and bedding. Glamping Hub lists approximately 500 locations with yurts.

Tipis are canvas tents placed over a lattice structure, connected to poles that support the lattice, and placed on a platform or other surface. Modern day tipis are meant to harken back to the days of the Native American settlements. Glamping Hub lists approximately 200 locations with tipis.

Conestoga Wagons are replica wagon structure that includes a canvas covering over a wagon frame. The inside of these wagons can include basic sleeping areas, or similar to the yurts and canvas tents a full glamping experience with full-service linen. Restroom facilities are either communal or private. Glamping Hub lists approximately ten locations with this property type.

C) Other Camping Options and Services

Bicycling Camping references campsites specifically designed to meet the needs of bicycle campers. Most tent camping sites can be adapted to meet the needs of bicycle campers. Key bicycling amenities include bike racks, which provide for two points of securing a bike, bike repair stations, small lockers for storing food and valuables, minimal shelters, electrical infrastructure, and showers. In addition to amenities, establishing a “no turn away” policy is key for this type of camping since cyclists are not able to change locations if there is no availability. Key factors in considering bicycling camping are proximity to state or national cycling routes. Typically, campgrounds within five miles of a route is ideal.

Group Camping sites are areas designed to accommodate large groups such as Boy and Girl Scouts. Traditionally designed for larger groups, the industry is beginning to re-design group areas to accommodate smaller groups (e.g. 10 plus), including family reunions or friend groups. Private campground operators identify that Millennials are camping in groups but that not all desire the same type of camping experience. In response, private campground owners are designing their campgrounds so that loops can include either a mix of sites and/or similar sites. This allows groups to rent an entire loop.

Membership-Based Camping refers to private campground and/or RV park open only to members. Typically, there is a one-time membership fee and annual dues. This provides the member use of a specific site, as well as network of campgrounds. The largest entity in this industry is Thousand Trails, with other companies including Coast to Coast Resorts and Resort Parks International.

CAMPGROUND INDUSTRY OVERVIEW CONCLUSION AND RECOMMENDATIONS

The following are key conclusions that will impact camping demand in the United States.

- Historical and future forecasted growth rates for national campground and RV park revenues are positive indicators of increases in camping demand.
- The largest private campground supply is in the western, southwestern and northeastern regions of the U.S. These locations are close to large populations centers and have populations with a high propensity to camp. Other contributing factors to areas with larger campground supply are locations with year-round operating seasons and proximity to a place of interest.
- Tent camping remains the most popular type of camping accommodation. However, the 2019 KOA-NACR indicates increases in camper preferences for RV and cabin accommodations.
- Camping equipment (e.g., tents/shelters) sales volume has increased at single digit rates over the last decade, indicating a continued interest in tent camping.
- RV unit shipments have grown at double digit rates over the last decade. The growth rate for motorhomes is higher than towables, but towables represent over 85 percent of the market. RV rentals through both dealers and peer to peer rental networks remain an important subcomponent of the RV industry. This data indicates that continued need for RV campsite supply.
- Park model shipments have grown at single digit rates over the last decade. Visitors use park models for cabin camping. This shipment trend is an indicator of the camping public’s interest in alternative camping accommodations.

- Glamping revenue has grown at double digit rates in the last five years and industry estimates glamping revenue will continue to grow at a fast rate. This alternative form of camping appeals to Millennials and Gen X cohorts. This demand is an indicator of the camping public's interest in alternative camping accommodations.

Based upon these camping industry trend conclusions, CHMGS recommends the following for consideration by the NPS.

- The NPS recognizes that tent campsites should remain a component of campsite inventory within National Parks as part of its campground strategy.
- The NPS recognizes that the double-digit growth rates in RV and Park Model shipments and Glamping revenue growth are all indicators of a market preferences for a diverse camping experience. The NPS should consider diversifying its campsite offerings as part of its campground strategy.

6. PROFILE OF CAMPERS

Understanding trends in the camping population provides insight regarding potential strategies regarding product development. CHMGS research identified that the KOA-sponsored *North America Camping Report* as the most comprehensive, statistically valid resource for analysis. KOA has conducted this study annually for over five years; thus, it provides trendline data. The survey methodology stratifies U.S. sample of respondents by Census Region, and statistics for U.S. residents are associated with a margin of error of +/- 4.4 percent. Additionally, the methodology indicates the "sample of households from which the surveys were completed was statistically balanced to ensure the results are in-line with overall population figures by age, gender and ethnicity."

CHMGS worked with Cairn Consulting to cross tabulate data from the 2019 KOA-NACR survey to further identify camping trends related to the location of camping (e.g. national park, state park or private campground). This supplemental analysis supports a deeper understanding of the 2019 KOA-NACR data.

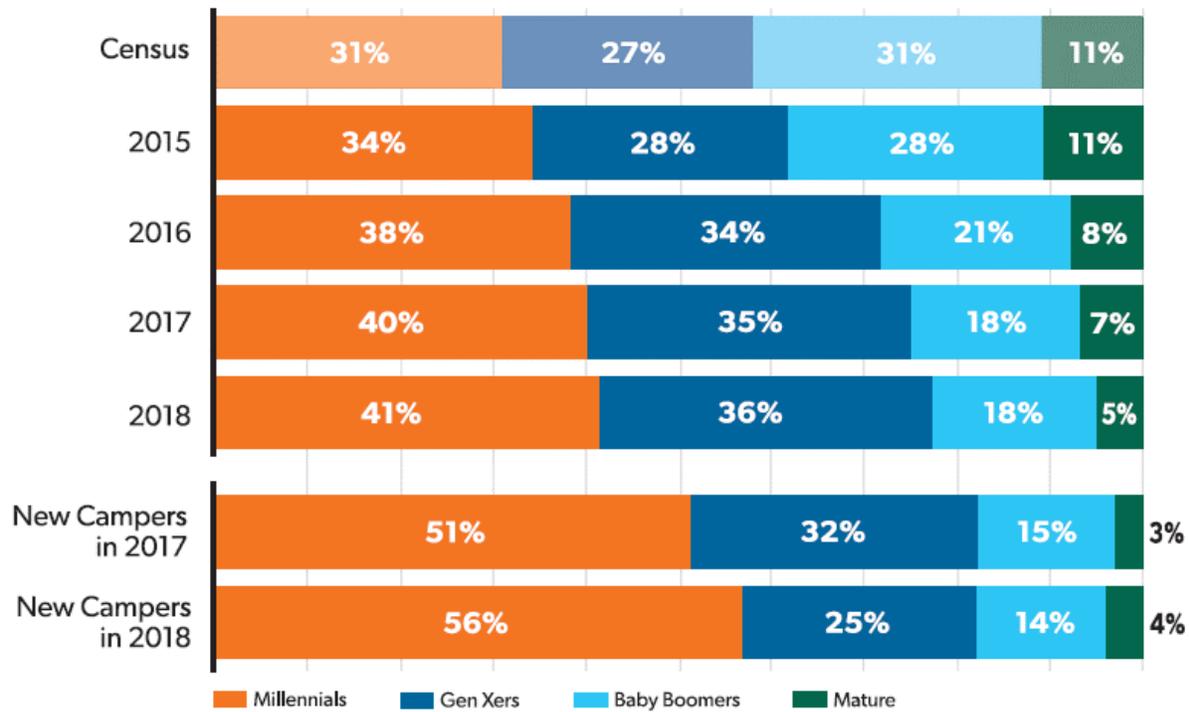
Where applicable and available, CHMGS has supplemented this data with information received from ESRI Business Analyst Online. GfK MRI conducts an annual survey of U.S. households, and provides ESRI data based on this survey. These data leverage national propensities to utilize various products and services, applied to a local demographic composition. For this analysis, CHMGS uses the output of the two GfK MRI questions, "Have you participated in camping or have you visited a national park at least once in the last twelve months?"

CHMGS' profile of campers is based upon the definition of camping as outlined in the 2019 KOA-NACR survey. The glossary defines "camping" as "any occasion when you spent at least one night outside of your primary residence and stayed in accommodations such as a tent, trailer, RV, vehicle or cabin/cottage at a campground." CHMGS notes that the 2019 KOA-NACR survey uses the term "Mature" to refer to the 73+ age cohort. CHMGS used the term "Traditionalist" in the earlier demographic analysis. The following section will evaluate unique attributes regarding campers from a variety of research sources.

DEMOGRAPHIC

The 2019 KOA-NACR study identified campers by age cohort as well as by whether they were new to camping. The research then compares these profiles against the U.S. Census to understand if the camper profile exceeds the distribution of the U.S. Census. If it does, then the user group would be likely to have a higher propensity for camping. The exhibit below provides a five-year trend line identifying marketing age cohorts that camp. The five-year trend line indicates that Millennials and Gen X's campers represent a larger percentage than they represent in the general population. The rate of new campers in the Millennial age cohort is increasing. This means that a new generation of campers exists to replace that of the Baby Boomer marketing age cohort.

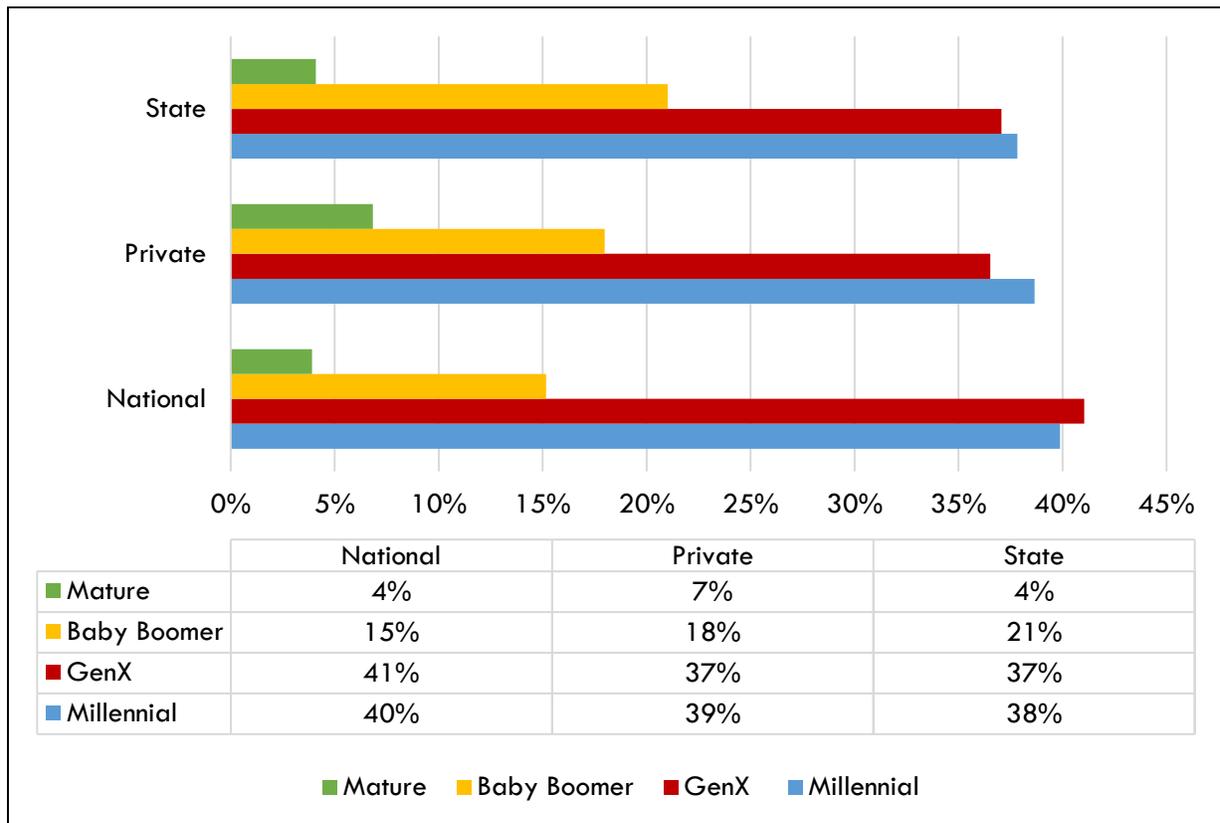
Exhibit 15. - Marketing Age Cohort of Campers, 2014 to 2018 Compared to U.S. Census



Source: KOA, 2019 North American Camping Report

CHMGS worked with Cairn Consulting to identify camping destination (e.g. National Park, State Park or Private Campground) usage by marketing age cohort. The cross tab of marketing age cohort to location for camping identifies that Gen X, and Millennials identified that they have camped at national parks at a greater percentage than they camped at state or private parks. The reader should review the following exhibit vertically. For example, when KOA asked respondents about the location of their camping and they responded, “National Park”, the percentage of individuals by marketing age cohort was 4 % Mature, 15% Baby Boomer, 41% Gen X and 40% Millennial representing 100 percent of the responses to that category. This is an important finding, since it identifies that younger generations (e.g. Millennials) and those with families (Gen X) are seeking out public locations, including the national parks, for their camping experience.

Exhibit 16. - Marketing Age Cohort, and Camping Location, 2018



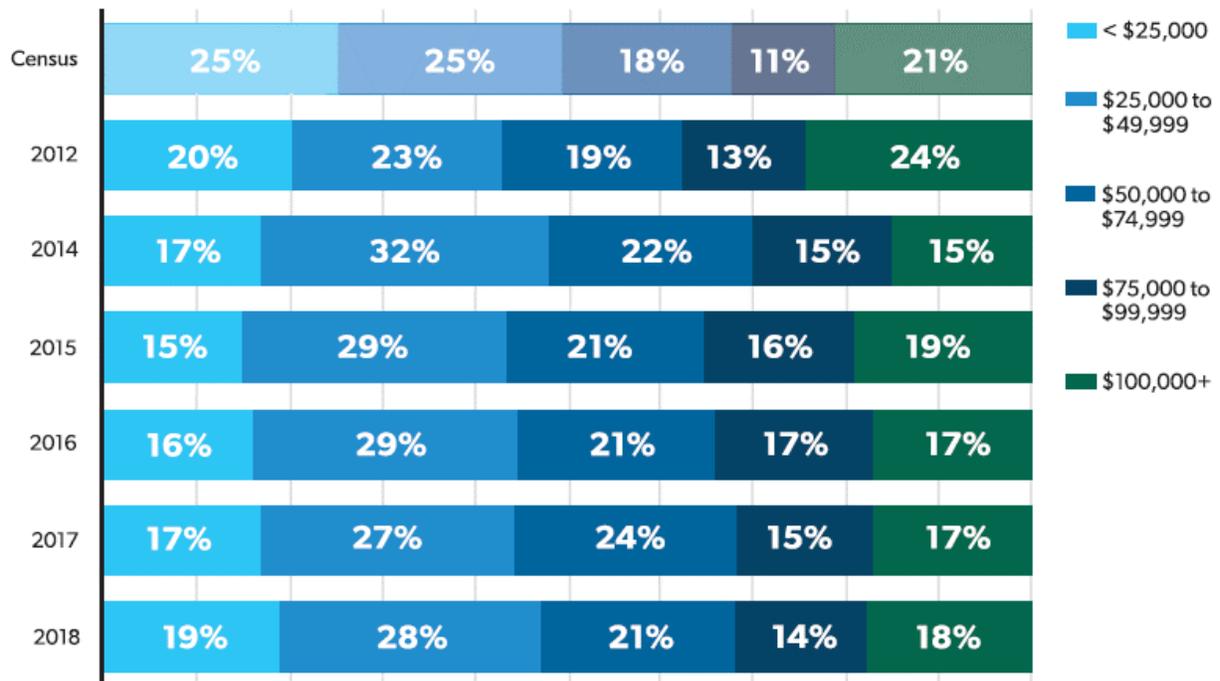
Note: National, Private and State means National Park Campground, Private Campground and State Park Campground

Source: KOA, 2019 North American Camping Report, Cairn Consulting

INCOME DISTRIBUTION OF CAMPERS

2019 KOA-NACR also stratifies campers by their household income and has been doing this since the survey started in 2012. By comparing usage rates against the U.S. Census, these data indicate an over-representation of campers in the three middle categories of income. This identifies that there are opportunities to develop camping product offerings that are attractive to different income levels.

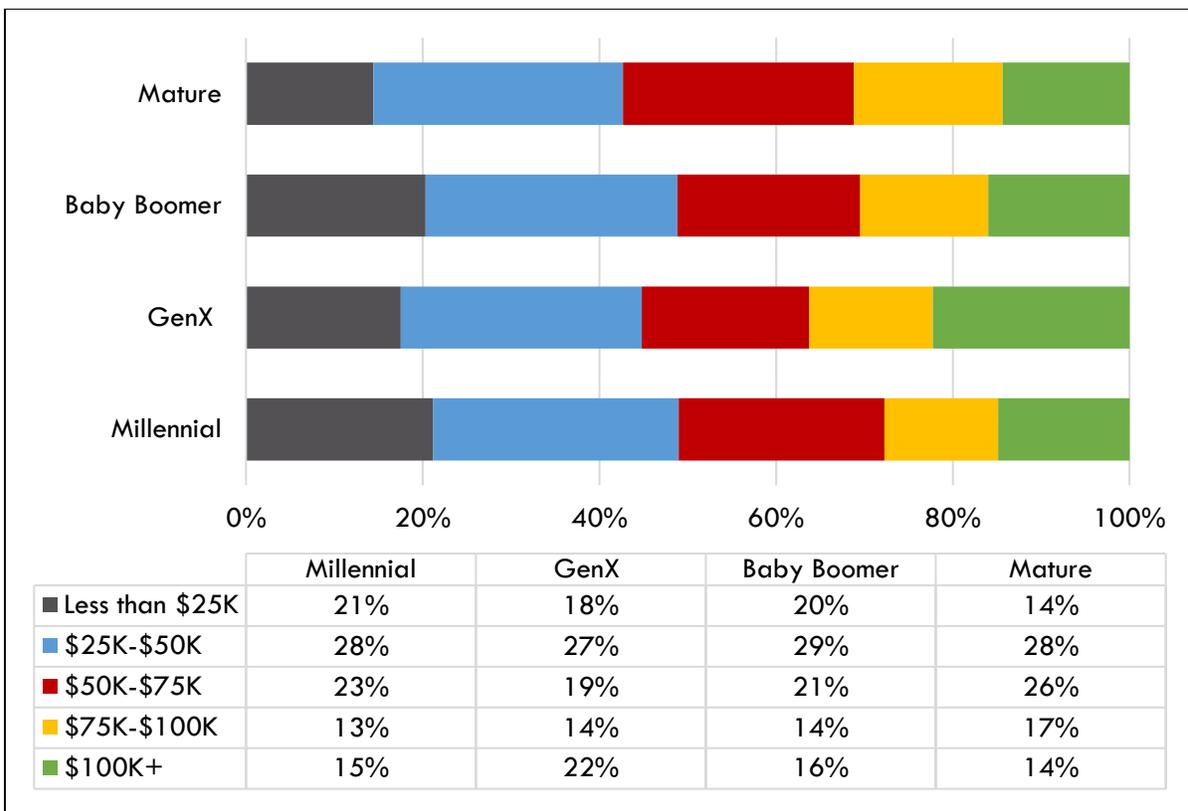
Exhibit 17. - Active Camper Household, Income, 2012 & 2014 to 2018



Source: KOA, 2019 North American Camping Report

A cross tab of data by age cohort against income illustrates how this income distribution plays out. Both the Millennials and Baby Boomers have 51 percent of household incomes above \$50K. Gen X have 55 percent and Mature have the highest at 57 percent. While this figure represents household income, it does not represent disposable income. As presented earlier in Exhibit 3, the expenditure needs of current Millennials and Baby Boomers are different, and as such, expenses such as student debt and housing costs may impact the Millennials future disposable income levels. The data indicates that the campers within these two marketing cohorts (i.e., Millennials and Baby Boomers) have similar distributions of household income. This could mean that Millennial campers view camping as a desirable leisure activity for which they are interested in spending their disposable income.

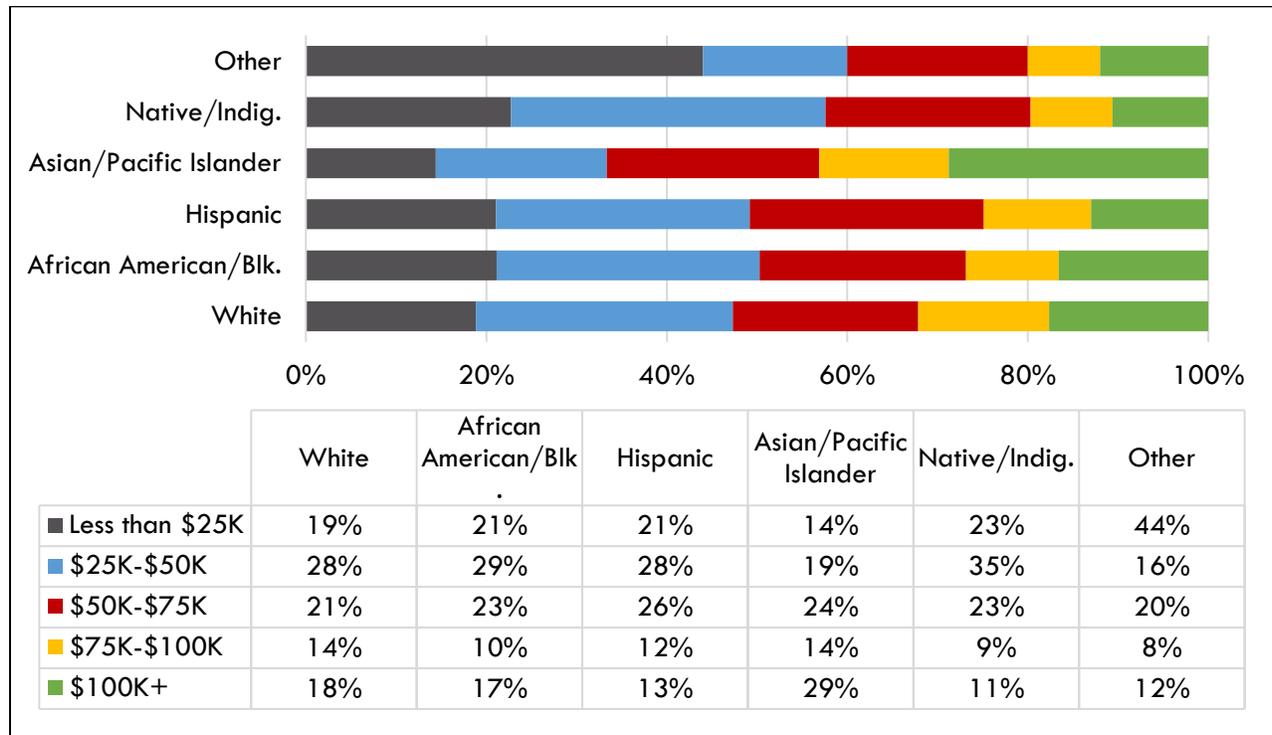
Exhibit 18. - Active Camper Household, Income by Market Age Cohort, 2018



Source: KOA, 2019 North American Camping Report, Cairn Consulting

CHMGS also evaluated camper profiles by household income and ethnicity to identify the purchasing potential of campers. The Asian/Pacific Islander Ethnic group of campers represents the largest share of Household Income above \$50K, at 67 percent followed by White at 53 percent, Hispanic at 51 percent and African American/Black at 50 percent and Native/Indigenous at 43 percent. This data illustrates that as the U.S. population shifts in ethnicity, the camping population by ethnicity represents diverse household income positions. This means that both the public and private sector can tailor camping experiences to meet varying price points.

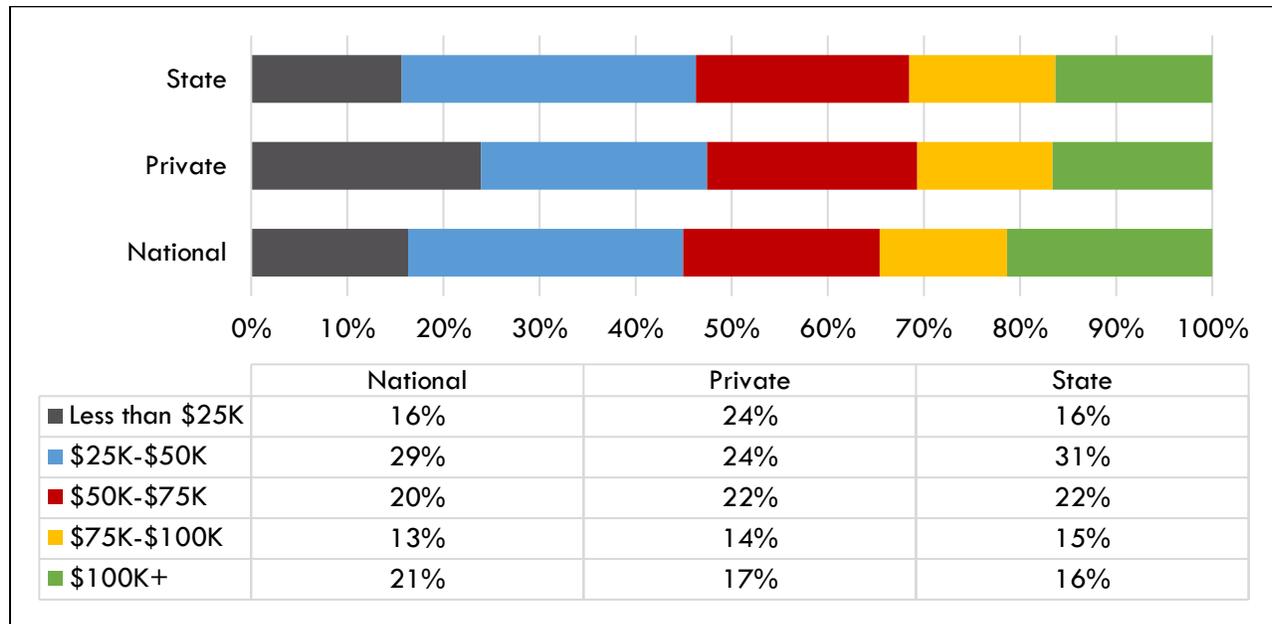
Exhibit 19. - Active Camper Household, Income by Ethnicity, 2018



Source: KOA, 2019 North American Camping Report, Cairn Consulting

CHMGS also evaluated the Household Income profile of campers by where they camped in the last year. These data indicate that individuals with incomes over \$100K camped more frequently in national parks versus state parks or private campgrounds. However, those with incomes between \$25K and \$50K also had high usage rates of national park campgrounds. This data indicates that campers within national parks represent a diverse income profile. This means that the NPS can consider diversifying and stratifying the camping experience in parks to take advantage of this market.

Exhibit 20. - Income Grouping and Camping Location, 2018



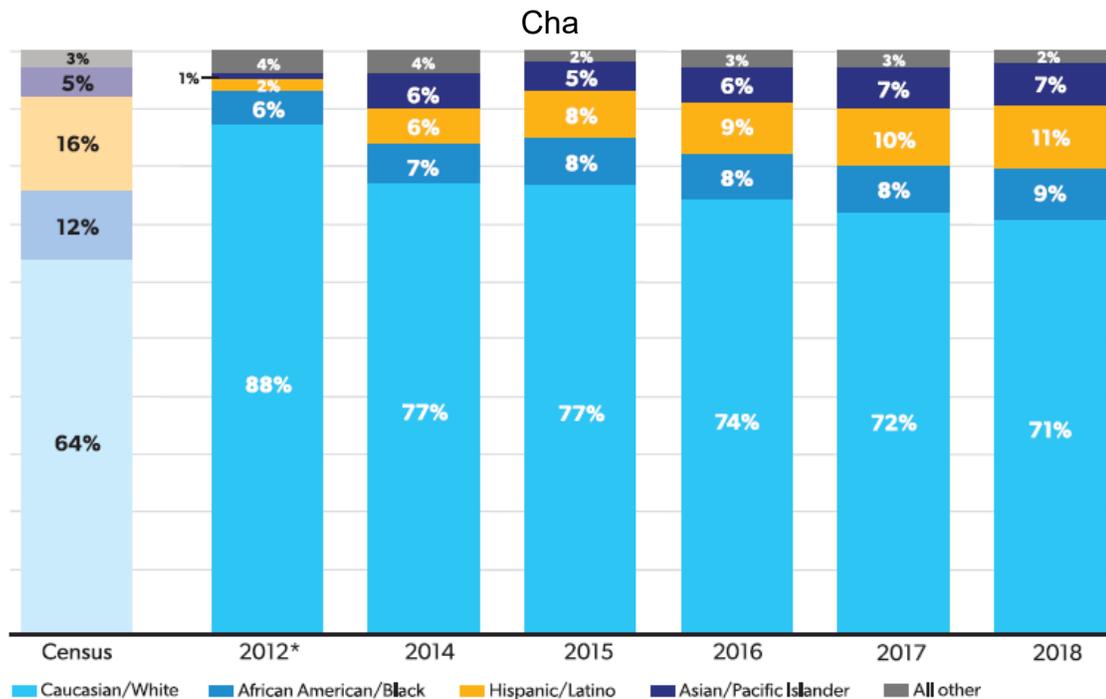
Note: National, Private and State means National Park Campground, Private Campground and State Park Campground

Source: KOA, 2019 North American Camping Report

ETHNIC DISTRIBUTION OF CAMPERS

The 2019 KOA-NACR queries campers to understand their ethnicity. By comparing usage rates against the U.S. Census, the percentage of the Caucasian/White population percent who camp is greater than their percentage of the U.S. population. However, as the U.S. population continues to change, the shift in other ethnic groups experiencing camping has increased. The 2019 KOA-NACR identifies a trend of new campers coming into the market at rates exceeding their population distribution. (e.g., Asian/Pacific Islander 14% vs. 5% of population; Hispanic 22% vs. 16% of the population; African American/Black 14% vs. 12% and White at 49% vs. 64%)

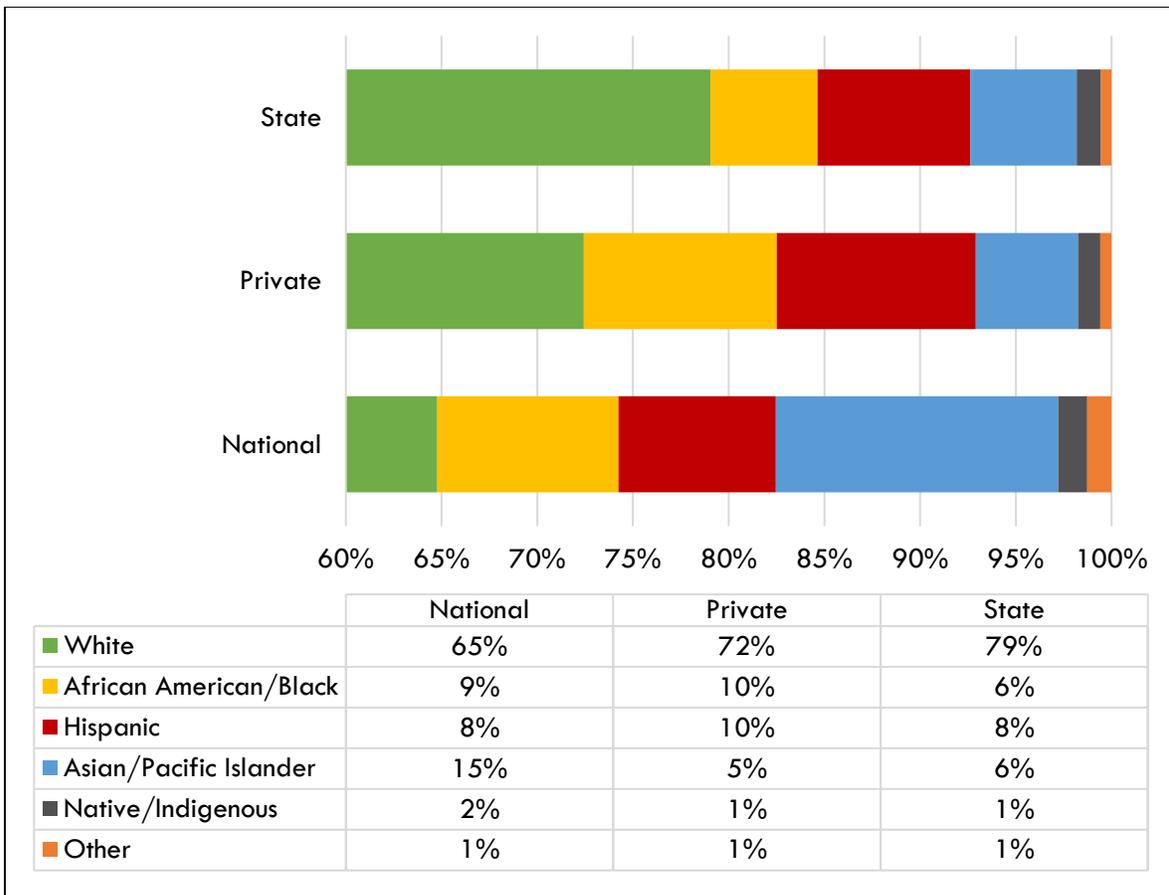
Exhibit 21. - Active Camper Household, Ethnicity, 2012 & 2014 to 2018 Compared to U.S. Census



Source: KOA, 2019 North American Camping Report

CHMGS evaluates data regarding where various ethnic groups currently chose to camp based upon the options available since it provides insight as to opportunities for the NPS to leverage opportunities as it develops strategies to address a changing demographic in the nation over the next two decades. CHMGS cross tabbed national park campground selection among ethnic groups. The data indicates that the national parks received a more diverse population (e.g. 65% White and 35% Other Ethnic Groups) than both private and state campgrounds. The data identifies that the White/Caucasian selected state parks African American/Black selected private parks, Hispanic selected private parks, Asian/Pacific Islanders selected national parks at a rate almost triple the other two park types and the Native/Indigenous selected national parks.

Exhibit 22. - Ethnic Grouping Camping and Camping Location, 2018



Note: National, Private and State means National Park Campground, Private Campground and State Park Campground

Source: KOA, 2019 North American Camping Report, Cairn Consulting.

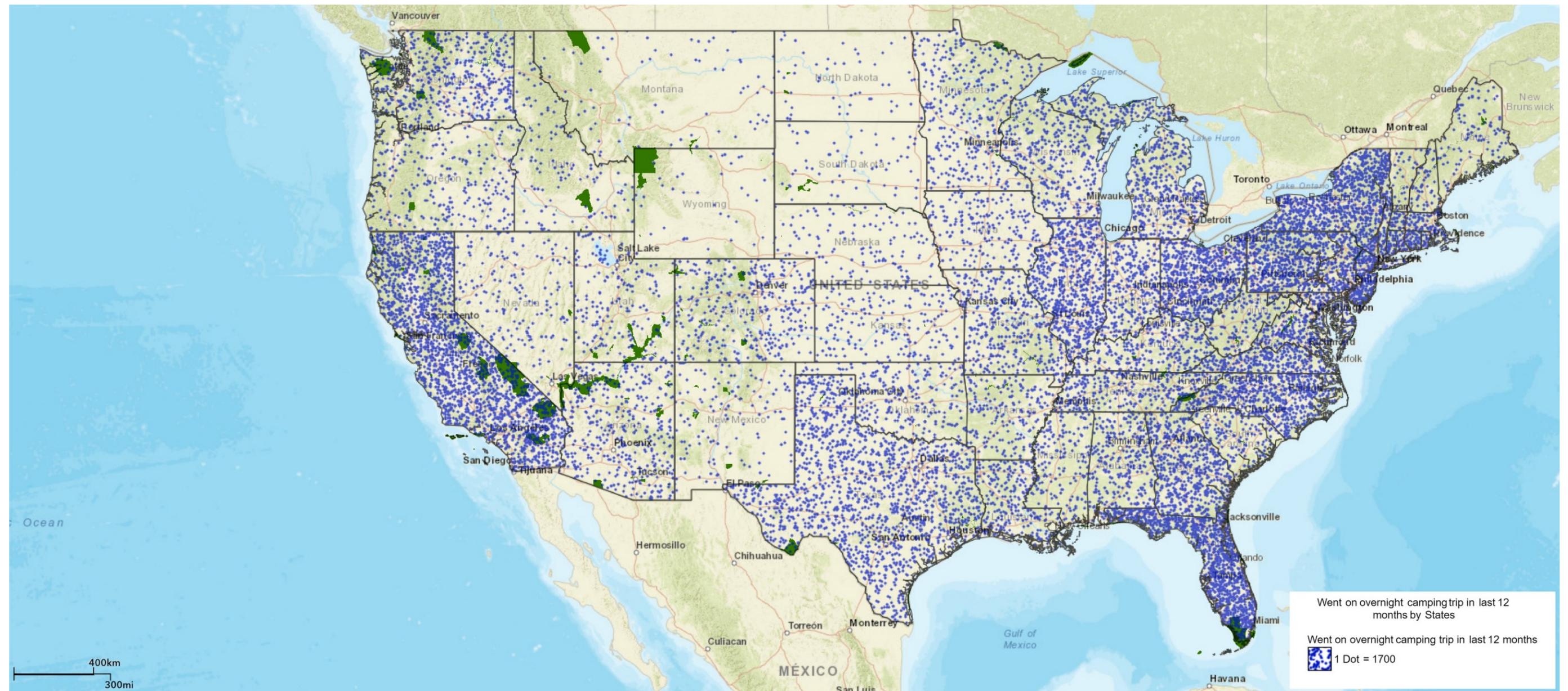
GEOGRAPHIC DISTRIBUTION OF CAMPERS

Understanding where the individuals who participate in camping live provides insight into the opportunity to capture these populations for visits to national parks. The 2019 KOA-NACR provides a map illustrating the percentage of the population that camps occasionally. Basically, this is a propensity vs. actual use question. The 2019 KOA-NACR data indicate that the West has the highest population propensity to camp at 67 percent.

To better understand locations of campers, CHMGS evaluated ESRI Business Analyst and layered geocoded data of individuals (i.e., blue dots) who have gone camping in the last 12-months and the location of national parks (i.e. green sites). The map illustrates a density of campers along the east coast, and within the state of California. The states within the Midwest and Texas, Colorado, Arizona and Washington also have high propensity of campers.

Several of the iconic national parks such as Yellowstone and Grand Teton National Park, are not located in proximity to large populations in general and more specifically camping populations. However, there are many iconic parks located in relative proximity to large camping populations. These include: Washington (e.g., Olympic); California (e.g., Yosemite, Sequoia/Kings Canyon, Death Valley, Joshua Tree, Golden Gate, etc.), Arizona & Nevada (e.g., Lake Mead, Grand Canyon); Colorado (e.g. Rocky Mountain), Texas (e.g., Big Bend); Florida (e.g., Everglades) and New York (e.g., Gateway). CHMGS recognizes that there is an array of both private and other public offerings in these locations. However, for the market of campers who desire a national park experience, the proximity of national parks to large populations of campers identifies the importance of maintaining an NPS camping inventory and contemplating adapting the inventory to current market desires.

Exhibit 23. ESRI Survey Individuals in Continental U.S. who have Camped Once in the Last 12 Months 2018, and Location of National Parks



Note: Green areas identify national park units.

Source: ESRI Business Analyst On-Line

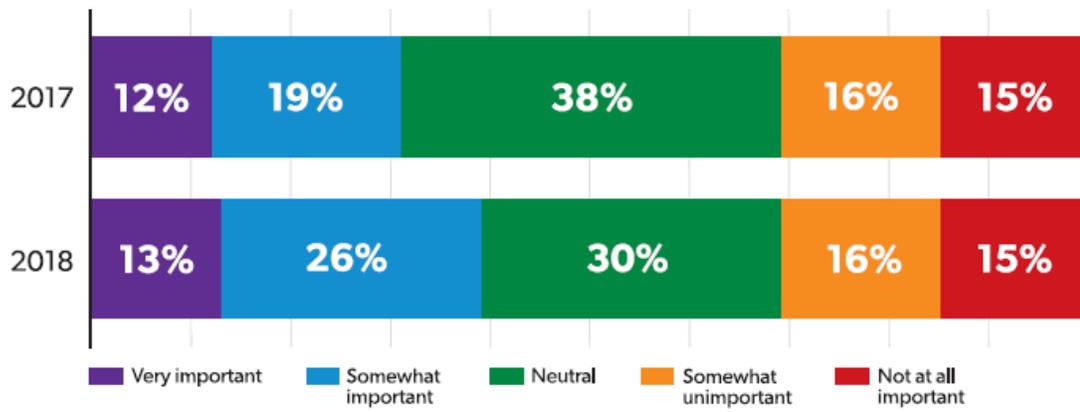


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CROSS PARTICIPATION ACTIVITIES

People typically choose their locations for camping based on settings and destinations, whether these destinations are end points on a journey or along the way. Understanding where campers desire to be in relation to an attraction provides insight as to the importance of settings for campground selection. Additionally, it is important to understand the types of activities campers desire to participate in during their camping experience. The 2019 KOA-NACR provides insight to the importance of local attractions as well as trend lines regarding other activities desired during a camping activity. Exhibits 35 and 36 presents this information. It appears that camper's preference for proximity to a local attraction (e.g. sightseeing, dining, or other recreational option) continues to increase (e.g. 30 percent to 39 percent).

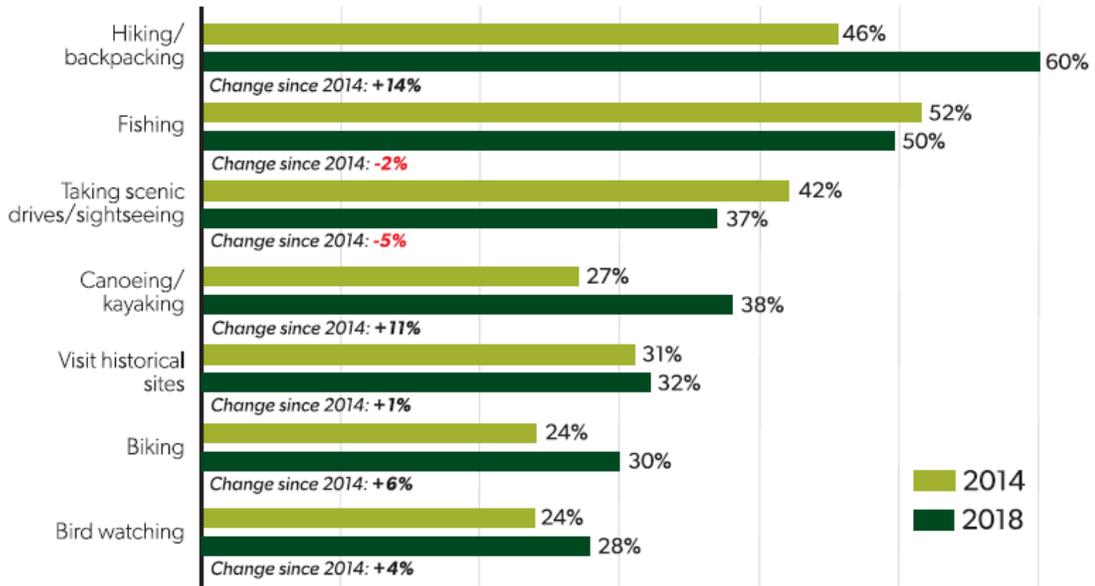
Exhibit 24. - Camper Preferences for Proximity to Local Attractions 2017 and 2018



Source: KOA, 2019 North American Camping Report

Hiking/backpacking and water-based activities (e.g. fishing, canoeing/kayaking) are the recreation experiences most participated in during camping. These cross-participation activities occur within settings that would mirror national park settings.

Exhibit 25. - Other Recreational Activities Participated in During Camping Experience 2014 and 2018



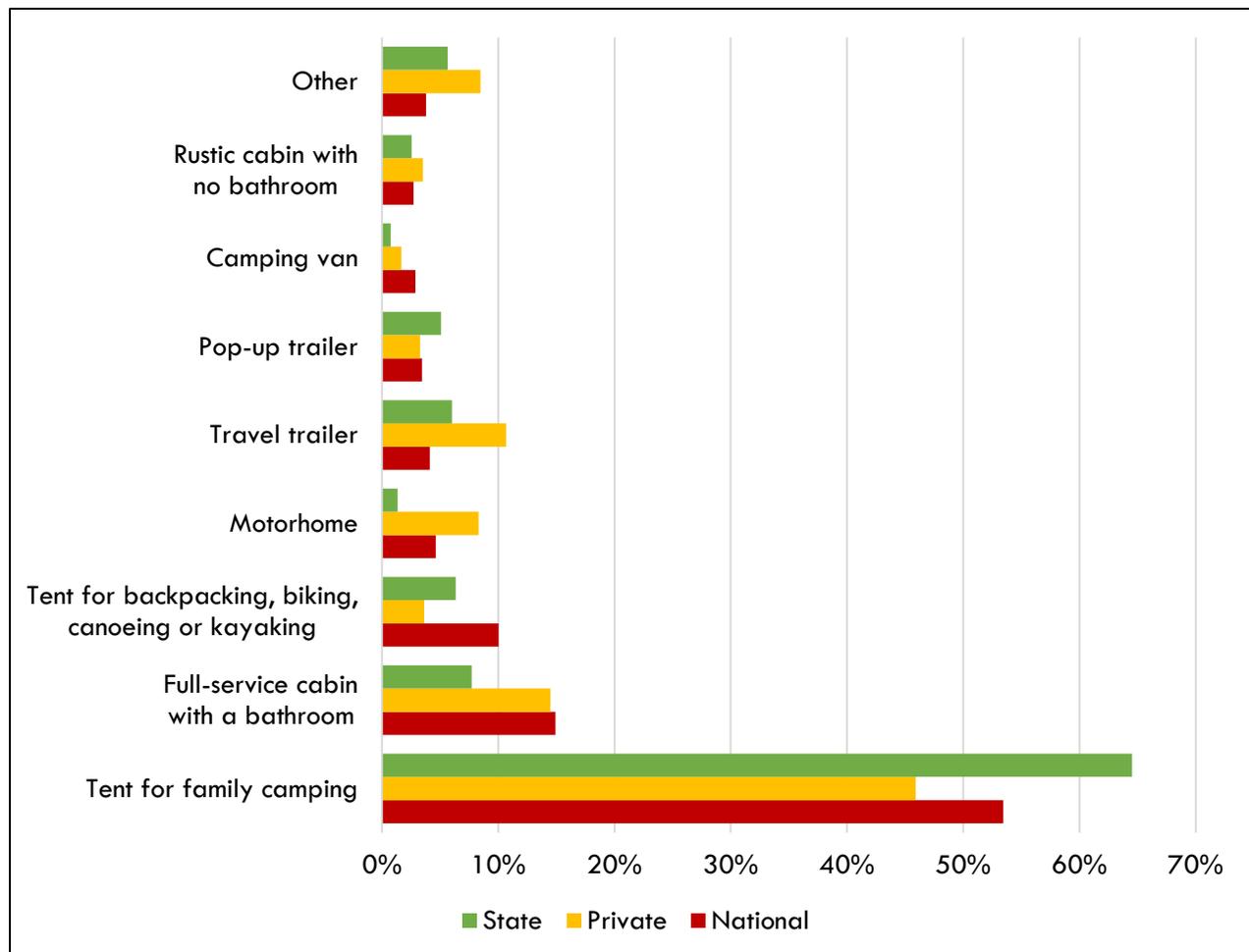
Source: KOA, 2019 North American Camping Report

CAMPING ACCOMMODATIONS

The 2019 KOA-NACR identifies the type of camping accommodation used most often at various camping locations. CHMGS evaluated the 2019 KOA-NACR data by the camping location used most to identify differences by location to the aggregate national trends. The following exhibit identifies that tent Camping is the type most often used at national parks (i.e., 53 percent) but was greater at state parks (i.e., 65 %) and lowest at private campgrounds (i.e., 46 percent). This compares to 59 percent nationally. This finding is not surprising since the supply of campsites within NPS units is currently more suitable for accommodating tents than the current size of RV's.

Individuals who camp at national parks' second highest use is RVs (e.g. the sum of all RV types, is 17 percent). Full-service cabins with bathrooms are the third highest use category at 15 percent. This data confirms the how visitors use NPS tent sites but also illustrates user demand for RV and cabin sites.

Exhibit 26. - Primary Camping Type and Camping Location, 2018

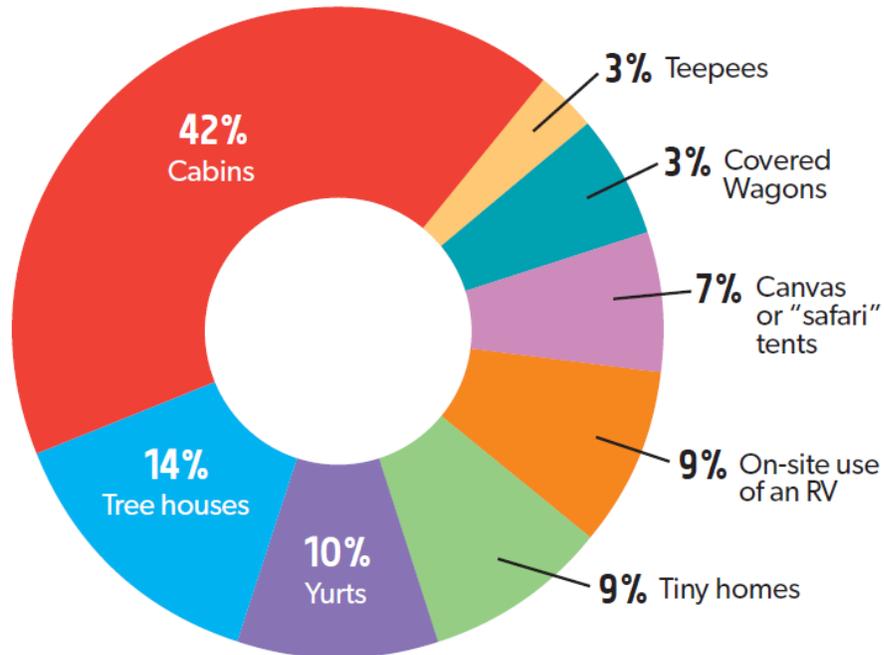


Note: National, Private and State means National Park Campground, Private Campground and State Park Campground

Source: KOA, 2019 North American Camping Report, Cairn Consulting

The 2019 KOA North American Glamping Report (“KOA-NAGR”) defines cabins as a form of glamping. Therefore, it is important to understand how this market is diversifying and whether this segment of accommodations is expanding in the market. The exhibit below confirms cabins as preferred with this segment, but it is interesting to note the diversity of other types of experiences that would be desired.

Exhibit 27. - Accommodations Sought by Travelers Interested in a Glamping Experience, 2018

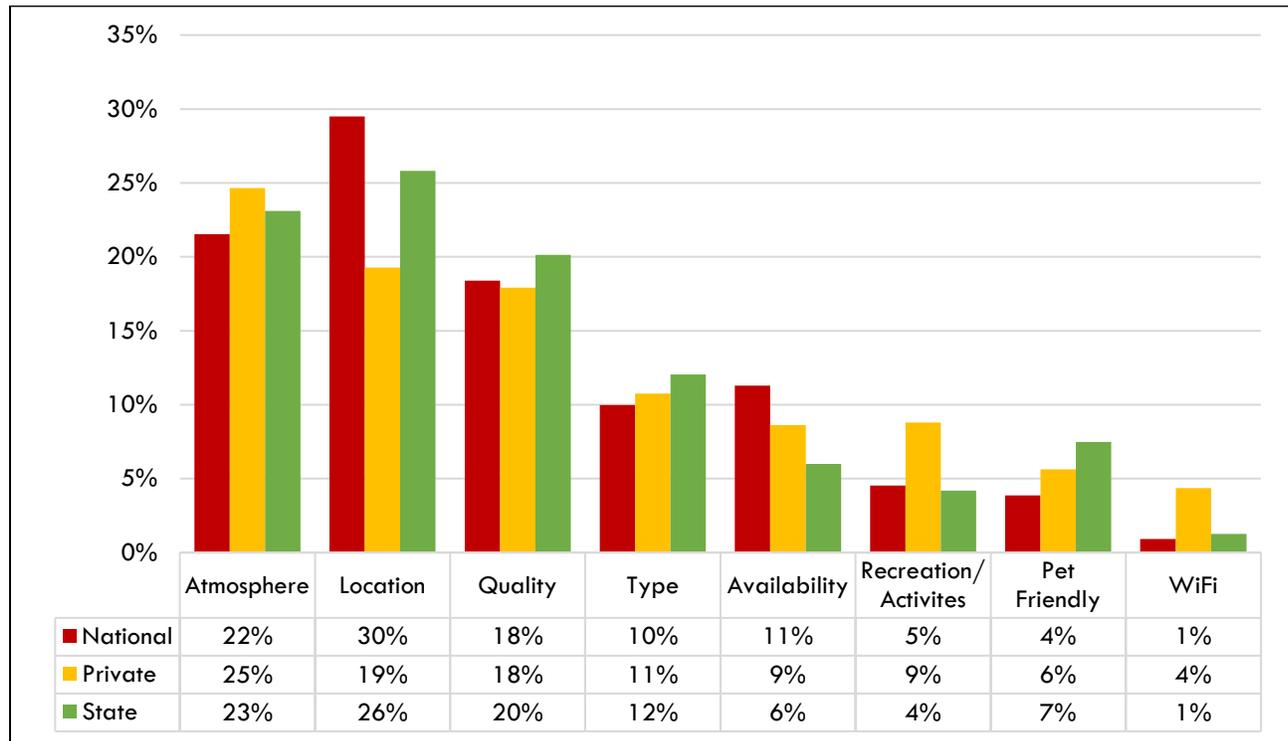


Source: KOA, 2019 North American Glamping Report

CAMPING AMENITIES

The 2019 KOA-NAGR provides insight to factors that impact overall selection of a campground. CHMGS evaluated these data by type of campground selected to better understand preferences and expectations for public vs. private campgrounds. As the exhibit below indicates, campers selecting both national and state parks focus first on the setting/location and consider the atmosphere as the second most important selection factor. Campers who are selecting private sector campgrounds are more focused on the atmosphere at the location, followed by the location. Availability of Wi-Fi is of low importance as a factor for individuals choosing national and state parks.

Exhibit 28. - Factors Considered when Selecting Camping Location and Location, 2018

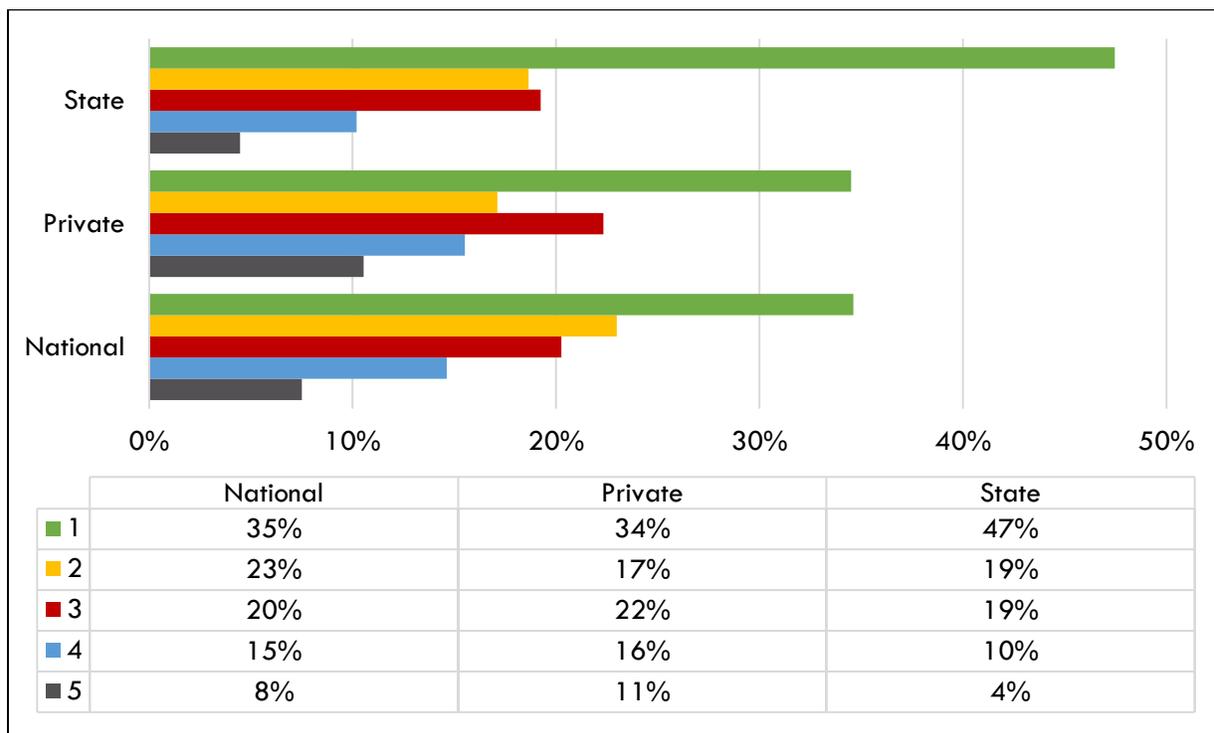


Note: National, Private and State means National Park Campground, Private Campground and State Park Campground

Source: KOA, 2019 North American Camping Report, Cairn Consulting

The 2019 KOA-NACR confirmed the low importance of the availability of Wi-Fi in national parks when cross tabbing the question about Wi-Fi against those individuals who camped in national parks. As the exhibit on the following page illustrates, only eight percent of the campers indicated that Wi-Fi was a key factor influencing their selection of a national park campground.

Exhibit 29. - Importance of having Wi-Fi on your Decision to Stay at Campground and Location (5: Great Deal of Influence and 1: No Influence),2018



Note: National, Private and State means National Park Campground, Private Campground and State Park Campground

Source: KOA,2019 North American Camping Report, Cairn Consulting

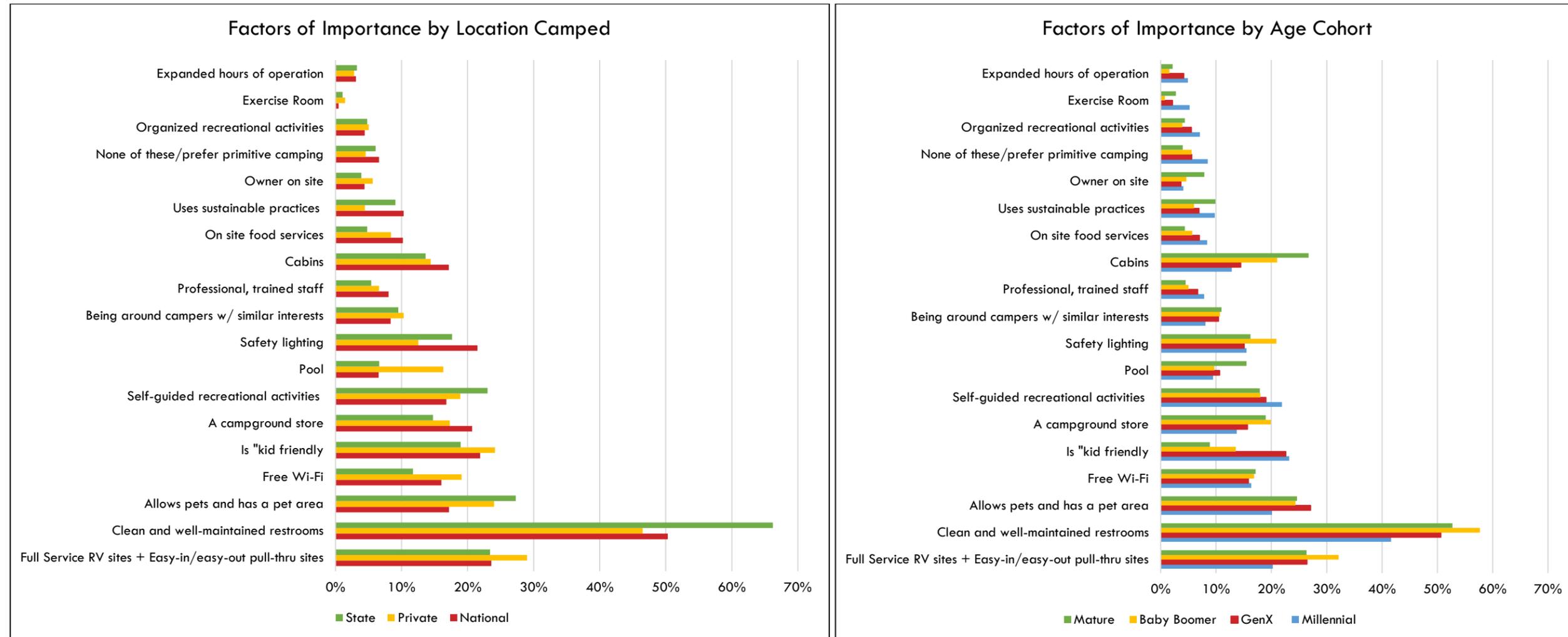
CHMGS also cross tabbed the question regarding the, “three most important factors to you while staying at a campground” against the destination. CHMGS has presented these findings in exhibits on the following page. The three factors for all national park campers were:

1. Clean and well-maintained restrooms;
2. Full-service RV sites plus easy-in/easy-out pull thru sites; and,
3. A “kid-friendly” atmosphere.

However, when the same question is cross tabbed against age cohort, different priorities arise. Restrooms remain the highest priority for all age cohorts, and full-service RV sites emerge as the secondary priority for all but the Millennials. This marketing age cohort seek out self-guided recreational activities as their second priority. Allowance for pets and pet areas is the third highest ranked activity for Gen X, Baby Boomers and Mature campers.

Maintaining investments in ensuring clean, functioning and well maintained NPS restroom facilities is a key take away from this analysis. Additionally, the NPS should evaluate whether current RV sites meet the needs of travelers. Maintaining campground designs that are considered “kid friendly” remains a high priority among most age cohorts. Finally, recognizing that campers are traveling with pets, means that the NPS should consider developing a strategy that provides for safety and convenience for pet as well as non-pet owners within campgrounds.

Exhibit 30. - Three Most Important Factors to You while Staying at Campground, Location and Age Cohort, 2018



Note: National, Private and State means National Park Campground, Private Campground and State Park Campground

Source: KOA, 2019 North American Camping Report, Cairn Consulting



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RV User Amenity Desires

With the 2019 KOA-NACR indicating a high priority for RV Sites, CHMGS reviewed additional research that RVIA undertook with the Escapees RV Club, one of the oldest and largest RV membership organizations. RVIA developed this survey to query this membership group regarding NPS Campground Modernization. Over 2,000 members responded to this survey. The survey respondents represented primarily (i.e. 93%) the Baby Boomers and Traditionalist age-cohort (e.g. 55 to 80+). The top three areas of improvements desired for this RV camping cohort were: Longer sites (20%), Improvements to the Day to Day upkeep of Campgrounds (16.4%) and More RV sites overall (16%).

Crewest Studios undertook the *Future Ready Millennial Survey Report 2017*, for RVIA. This study included a representative sampling of respondents by age, gender and ethnicity by region. The respondents came from 48 locations within the U.S with a final sample size of 2,826. The research queried the importance of specific factors that are important to a selection of a place for travel. The surveyor offered a total of 20 options to respondents and within the top ten choices, four were settings that resemble settings found in national parks. These include: #3: Pool/Lake/Ocean or Other Swimming (44%); #4: Outdoor Recreation Activities (39%); #6: Quiet/Serene Environment (36%) and #7: Offers a Beautiful Natural Setting/National Park (25%).

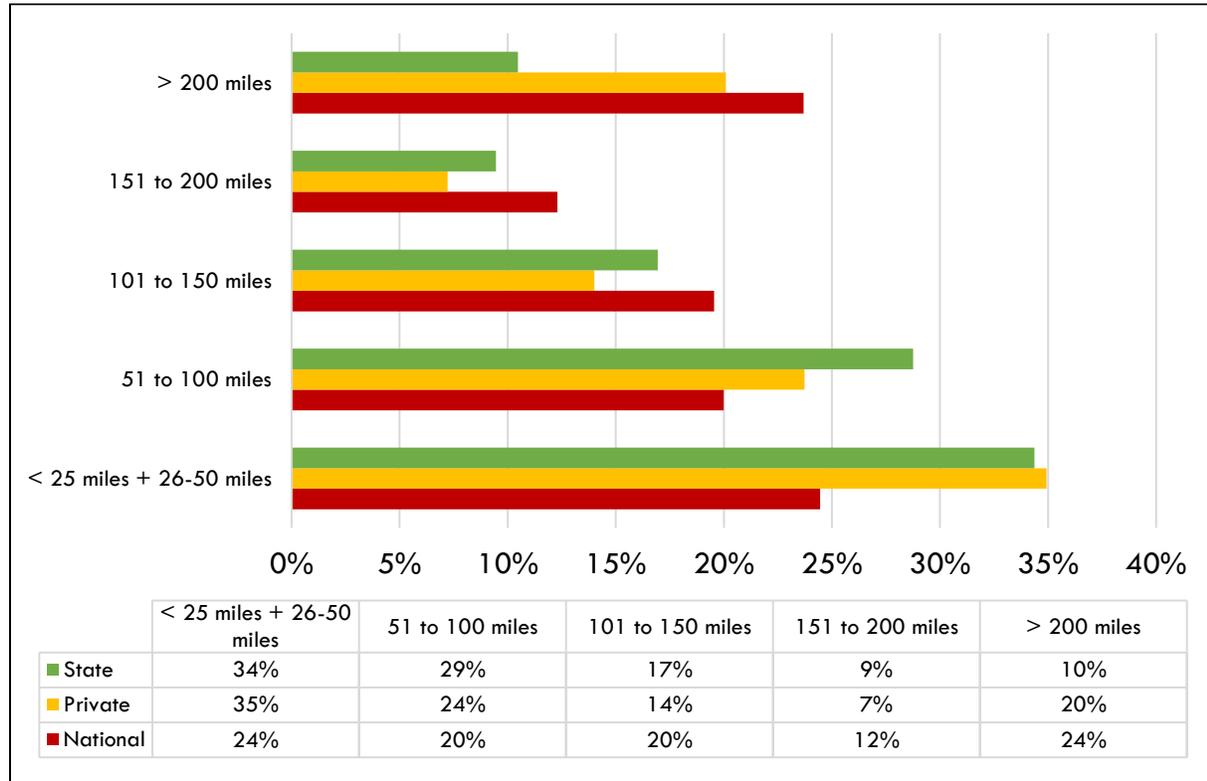
This research also asked the respondents where they would like to stay once they reached a vacation destination. The top four camping type of accommodations preferences were: camping cabins (i.e., 22.5 %), cabin in the woods (i.e., 15.4 %); RV in campground/RV park (i.e., 13.6%) and tents in a campground/RV park (i.e., 12.2 %). This research conducted for the RV industry identified that cabins were a preferred camping accommodation over both RV and tents for the general (e.g., not camper specific) Millennial marketing cohort. While this study does not indicate that this is the preference of experiences in national parks, it does indicate the NPS could leverage market potential if it considered developing these facilities within national parks.

TRAVEL TIME

As the U.S. population continues to grow, camping service providers should understand the proximity of camping in relation to populations. To better understand locations of future camping, it is helpful to understand how far the average camper desires to travel for a camping experience. The 2019 KOA-NACR provides insight into this factor. The 2019 KOA-NACR five-year trend data identify that close to home (e.g. < 50 miles) continues to be the priority for campers representing over 31 percent of campers. The next largest geography is 51-100 miles at 23 percent. Collectively, this indicates that 54 percent of camper's desire locations within a one to two-hour drive of their residence. National park sites with a two-hour drive of large population centers will remain attractive for the camping market.

CHMGS cross tabbed the 2019 KOA-NACR travel data by location selected for camping. These data surprisingly indicate that campers consider NPS campgrounds both close to home and destination campgrounds. However, state parks and private campgrounds represent the greatest percentage of use for close-to-home options. (e.g. < 25 miles up to 100 miles). The exhibit below presents these data.

Exhibit 31. - Travel time and Location, 2018



Note: National, Private and State means National Park Campground, Private Campground and State Park Campground

Source: KOA, 2019 North American Camping Report, Cairn Consulting

CAMPER PROFILE CONCLUSIONS AND RECOMMENDATIONS

The following are key conclusions that will impact camping demand in the United States.

- Overall the percentage of campers in the Millennial and Gen X age cohorts exceed that of the Baby Boomers and Traditionalist/Mature. This indicates the importance of understanding camping preferences of these younger age cohorts.
- Camper household income is equally distributed among all household income categories. This indicates there is an opportunity to develop an array of camping products and services to meet the diverse income profile of campers.
- Camping remains an activity primarily participated in by Caucasian/White populations. However, the 2019 KOA-NACR data indicates that new campers are comprised of a more diverse population. This indicates the importance of addressing the desires and preferences of a diverse camper population in order to capture this growing segment of camper demand.
- The Pacific Northwest, California, Southwest, and Eastern Seaboard are the geographic regions with the largest camper populations. Camping demand is greatest in regions with large camper populations as well as geographies that have year-round seasons and are close to places of interest.
- Tent camping remains the type of accommodation that most campers use in national parks. However, national parks visitors also use RV sites and cabins. Camping site usage in national parks reflects the supply offerings.
- The 2019 KOA-NACR research identifies that the three most important factors when selecting a National Park campground are: clean and well-maintained restrooms; full-service RV sites plus easy-in/easy-out pull thru sites; and a “kid-friendly” atmosphere. The secondary priorities change among marketing age cohorts. Restrooms remain the highest priority for all age cohorts, and full-service RV sites emerge as the secondary priority for all but the Millennials. Allowance for pets and pet areas is the third-highest ranked selection factor for Gen X, Baby Boomers and Mature campers.
- The 2019 KOA-NACR research identifies that the availability of Wi-Fi in national parks campgrounds is the lowest priority factor considered when selecting a national park campground. Location, atmosphere and quality are the top three factors in selecting a national park campground.

Based upon these camper profile conclusions, CHMGS recommends the following for consideration by the NPS.

- The NPS recognizes camping preferences of the changing population and ethnicity/race demographics in the development of its campground strategy. This includes consideration of shifts in the type of campsites within campgrounds (e.g., cabins and glamping) as well as different configurations for group camping. The NPS should make this determination on a case-by-case basis, as supply and demand factors represent themselves in each respective campground market surrounding national parks.

- The NPS should maintain a share of its camping supply as tent sites.
- The NPS should evaluate the maintenance and condition of its campground restroom facilities. A restrooms maintenance and cleanliness is the most important factor for campers at campgrounds.
- The NPS should evaluate its RV site inventory (e.g., full-service sites and pull through) to determine if its RV campsites meet the needs of the current inventory of RV types.
- The NPS should not prioritize Wi-Fi improvements at the expense of facility (e.g. restrooms) and site (e.g. tent, RV, other) improvements.

7. NATIONAL CAMPING PARTICIPATION TRENDS

OUTDOOR RECREATIONAL ACTIVITIES

The Outdoor Industry Association's, Outdoor Foundation ("OF") undertakes an annual Outdoor Recreation Report for which data on outdoor recreation participation trends are identified. Outdoor recreation participation is comprised of a large subset of recreation activities; however, OF aggregates all the activities to track overall recreation participation trends. OF aggregated data for over twelve years, revealing that outdoor recreation participation has grown at from 41.9 of the U.S. population of age 6 plus to 49 percent a CAGR of 1.4 percent during this period.

According to OF research, camping including Car, Backyard, Backpacking and RV Camping is one of the top five most popular outdoor recreation activities participated in with an estimated 14 percent of Americans. This same category ranks fifth in the frequency of outdoor recreation participation at an average of 13 outings annually per camper. The top four outdoor recreation activities (e.g. running/jogging/trail running; fishing; biking; and hiking) are all in the listing of camper's cross over participation activities, as identified in the 2019 KOA-NACR.

CAMPING PARTICIPATION TRENDS

Camping participation rates illustrate the current demand for camping. The 2019 KOA-NACR has been tracking the incidence of camping in households for the last five years. They also track the growth in households that identify with camping at least once a year. In both cases these numbers have shown a year over year increase. Presently 62 percent of U.S. households identify themselves as campers. Growth in households with an incidence of camping has increase at a CAGR of 2.5 percent, greater than the CAGR of household growth.

Exhibit 32. Incidence of Camping Growth Compared to Household Growth 2014 to 2018

	2014	2015	2016	2017	2018	CAGR
Incidence of Camping (Millions)	72	73	74	78	79	2.5%
U.S. Households (Millions)	123	125	126	126	128	0.9%
Incidence of Households with One or More Camping Trips (Millions)	32	35	37	39	39	5.2%

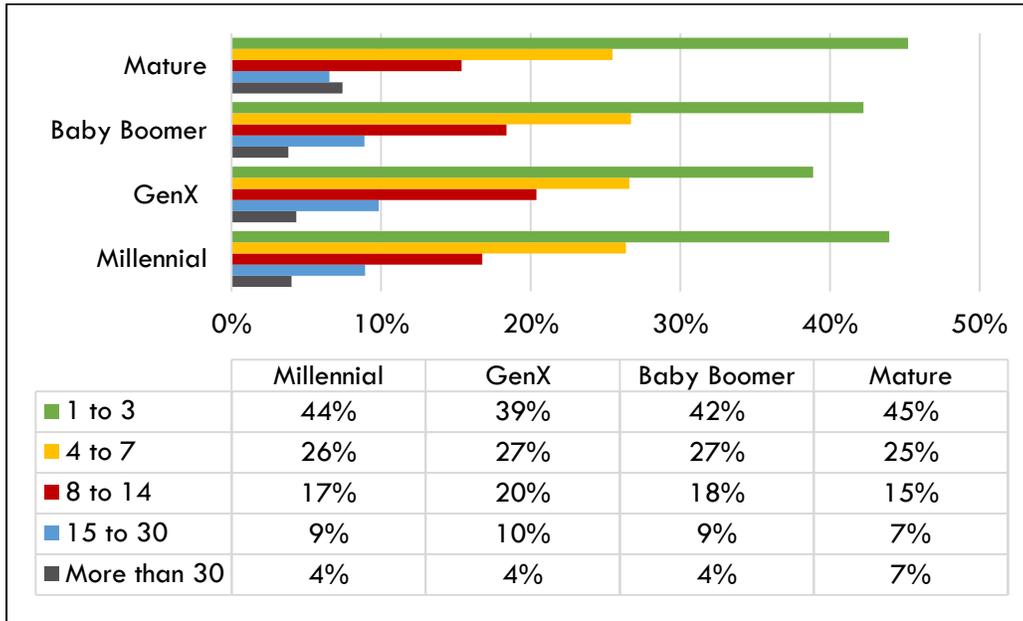
Source: 2019 KOA-NACR, U.S. Census

The Outdoor Industry Association, 2018 Outdoor Recreation Participation report tracks camping participation using its own survey database. CMGS reviewed eleven years of camping participation data and has aggregated all types of camping to generate overall participation in camping. The data from OIA/OF indicate that camping participation has declined over the last eleven years at a CAGR of negative .6 percent from 89M to 84M. In the last five years, surveys by OIA/OF (i.e., 2013 to 2017) appear to reveal the trend has reversed to minor growth of 0.1 percent, from 83.7M to 84M.

CHMGS notes that each survey defines camping and measures camping participation differently. The 2019 KOA-NACR measures household participation and the OIA survey measures individual participation. CHMGS provides both pieces of data for research purposes but is unable to opine on the rationale for differences besides the two data points referenced.

CHMGS evaluated frequency of camping by both age cohort and ethnicity to identify if there are any distinct issues to note. The following exhibit cross tabbed frequency of camping against age cohort. This cross tab identifies that Millennials come close to the use patterns and frequency of the Baby Boomers. This means that as the Baby Boomers age out of camping, there is an age-cohort following them that can replace the camping demand of the Baby Boomers.

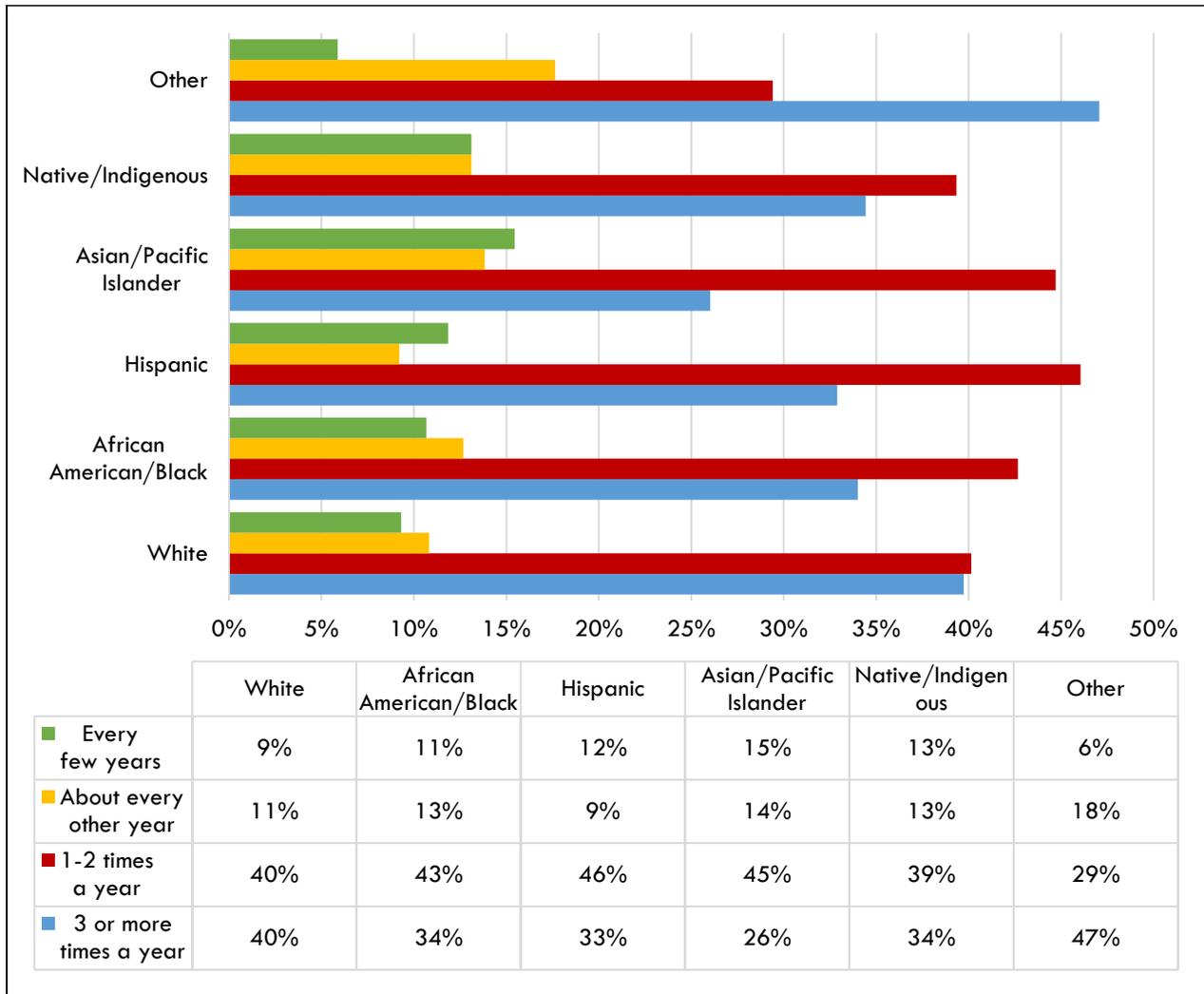
Exhibit 33. - Frequency (# of Times per Year) of Camping and Marketing Age Cohort, 2018



Source: KOA, 2019 North American Camping Report, Cairn Consulting

A cross tab of frequency of camping against ethnicity identifies that the “all other” ethnic category is the has the highest frequency of camping (e.g., 47%). Beyond this, the White/Caucasian camper camps more frequently than the ethnic groups, (e.g., 40% vs. 25 to 35%). However, most ethnic groups identify a high camping frequency of 1 to 2 times per year. In order to retain and grow campers in the diverse ethnic groups, it is important for campgrounds to create a positive first-time impression for new campers.

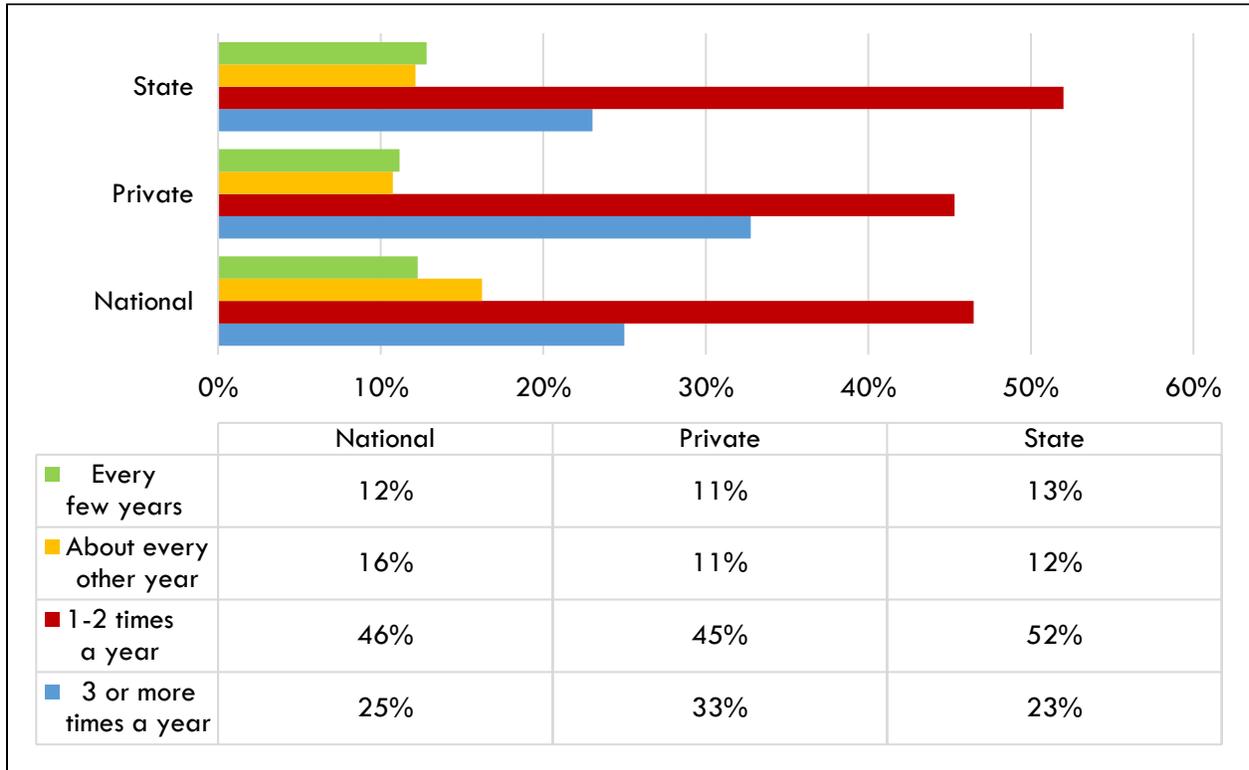
Exhibit 34. - Frequency (# of times per year) of Camping and Ethnicity, 2018



Source: KOA, 2019 North American Camping Report, Cairn Consulting

CHMGS also evaluated the frequency of camping by camping location. The data identify that national park locations are most visited one to two times a year for camping at 46 percent, with three or more times the second category of frequency at 25 percent. The following exhibit provides these data. This could reflect a camper who visits multiple park destinations in one trip or takes two different camping trips. The data does not inform which of these is occurring.

Exhibit 35. - Frequency of Camping and Camping Location, 2018



Note: National, Private and State means National Park Campground, Private Campground and State Park Campground

Source: KOA, 2019 North American Camping Report, Cairn Consulting

NATIONAL CAMPING PARTICIPATION TRENDS CONCLUSIONS AND RECOMMENDATIONS

The following are key conclusions that will impact camping demand in the United States.

- Both the incidence of and number of households camping has increased over the last five years. This is a positive indicator for future camping demand.
- Millennials are camping at frequencies similar to the Baby Boomers. The Millennial age cohort population size is larger than the Baby Boomers. This implies that camping participation should continue to grow over the next twenty years.
- Research found the highest frequency (e.g., 3 plus times per year) of camping in the “all other” ethnic population, followed by white/Caucasian campers. However, the frequency category of 1 time per year is equally represented by all ethnic groups. In order to maintain and grow camping frequency among diverse camping populations, it is important to create a positive first impression of a campground’s atmosphere, facilities and sites.
- National park campground frequency is highest in the 1 to 2 times per year category (e.g., 46%). This frequency rate is higher than the frequency rate of camping at private campgrounds, but below that of state park campgrounds. This could be due to the proximity of state park campgrounds to the general population. Camping at NPS campgrounds remains an important type of camping experience for campers.

Based upon these camping participation trends conclusions, CHMGS recommends the following for consideration by the NPS.

- The NPS recognizes that Millennials will be an important cohort for future camping demand based upon this cohort’s population size and camping frequency. The NPS will take into consideration the camping preferences of Millennials in the development of its campground strategy. This includes maintaining tent campsites, reconfiguring RV sites to meet current RV product offerings, and evaluating on a case-by-case and park-specific basis the opportunities for adding alternative camping options such as cabins and glamping or replacing existing sites with these site types.

8. PUBLIC CAMPING INVENTORY

FEDERAL AND STATE PUBLIC AGENCIES

The available supply of campsites on public land impacts the amount of camping demand accommodated by these public lands. Understanding where campgrounds are located and what type of campsites are available is important to understand in developing a campground strategy. To understand the landscape of the federal and state public agencies, CHMGS gathered available inventory from several sources in both categories.

This discussion will begin with an understanding of the inventory available from all major public entities providing campgrounds in the public sector. It will then provide details on the NPS inventory followed by inventory from other federal agencies and state parks. CHMGS notes that there is no common inventory data standard for federal agencies. CHMGS aggregates total campgrounds and campsites; however, CHMGS could not aggregate more detailed data regarding campsite types and amenities due to varying campsite inventory standards. The creation of an NPS and/or federal campsite data standard allows agencies to understand the usage profile by campsite type and allows for analysis to understand trends in campsite types. A common campsite data standard provides a

visitor a better understanding of the product offering during the reservation process which contributes to an improved visitor service experience.

Total Public Land Camping Inventory

CHMGS considers the major public agencies providing campgrounds as those contained within the Department of the Interior (e.g. National Park Service and Bureau of Land Management); the Department of Agriculture (U.S. Forest Service) and the Department of Defense (U.S. Army Corps of Engineers). The DOI-U.S. Fish and Wildlife Service has a limited number of campgrounds and leases to states or counties include many Bureau of Reclamation sites. Data exist for state parks but beyond the state park level, there is no data aggregator for County or City Parks. Additionally, there are numerous state/county “authorities” (e.g. River Authorities, etc.) that have camping as a land use, but there is no way to gather data from these disparate sources. CHMGS will provide general data collected and observed for these later two categories. The exhibit on the following page provides a profile of data available on public land campgrounds and campsites.

The data identify that federal campgrounds represent approximately 75 percent of the campground supply in the public sector (e.g. sum of state and federal campgrounds). Federal campsites represent approximately 41 percent of the total inventory of public sector campsites and state parks represent the balance. This supports the premise that federal campgrounds in general are likely providing fewer campsites per campground than state park campgrounds.

The public sector campground supply equates to approximately 12,200 campgrounds compared to the private sector campground supply of approximately 13,900 campgrounds. This means that the public sector represents 47 percent of the campground supply inventory in the U.S. CHMGS is of the opinion that public sector campground supply represents a significant component of the overall campground supply in the U.S and highlights the importance of public agency campground as supply as necessary to meet a portion of camping demand in the U.S.

There is no data available on the historical growth rate of federal campgrounds. State park campgrounds experienced a CAGR of .32 percent between 2008 and 2018 and the number of state park campsites increased between .89 and 2.35 CAGR for improved campsites vs. cabins during the same period. The private sector campground supply, as determined by entities that register with the NAICS code 72121, has grown at a CAGR of .47 percent between 2009 and 2018. This NAICS code likely does not include owners who have one campground on their private land.

The data for the NPS inventory of campgrounds and campsites represents approximately 16 percent of the campground inventory within the federal camping environment. The largest provider of campground sites within the federal environment is the U.S Forest Service (USFS), which provides over 50 percent of the campsite inventory, followed by the USACE, which provides over 27 percent.

Rec.Gov plays an important role in providing access to the campground inventory on public land. The data in the exhibit identify that less than half of the inventory of federal campgrounds are available on Rec.Gov. Additionally, after removing concessioner campsites, it appears the NPS has the lowest inventory on Rec.Gov.



Exhibit 36. - Federal and State Campground Inventory in the United States

Agency	# of Campgrounds	% of Campgrounds	# of Campsites	% of Campsites	# of Concessioner Campsites	# of Campsites on Rec.Gov	% of Campsites that are Reservable on Rec.Gov	% of Total Campsites that are Reservable on Rec.Gov
NPS	1,421	16%	26,513	16.7%	3,312	10,558	14%	27%
BLM (1)	N/A	N/A	N/A	N/A	1,467	510	1%	N/A
USFS	4,757	53%	89,597	56.4%	N/A	30,072	39%	34%
USACE	2,815	31%	42,306	26.7%	Excluded from Inventory	35,201	46%	83%
TVA	6	.1%	350	0.2%	N/A	N/A	N/A	N/A
Total Federal	8,999	74%	158,766	100%	N/A	76,341	100%	46%
Total Federal	8,999	74%	158,766	41%	N/A	76,341	100%	46%
State Parks	3,166	26%	229,825	59%	N/A	N/A	N/A	
Total Federal and State Inventory	12,165	100%	388,591	100%		76,341		

Agency	Site Count	Reservation Count	Occupied Nights	Occupied Site Nights of Site Count	Revenue Per Site
NPS	10,558	619,912	1,268,898	120	N/A
BLM	510	15,580	40,062	79	N/A
USFS	30,072	779,410	1,918,010	64	N/A
USACE	35,201	812,158	2,686,999	76	N/A
Total	76,341	2,227,060	5,913,969	77	N/A

Notes: BLM Inventory data were not available. Additionally, any "N/A" refers to data that were not available.

Source: NPS, USACE, USFS, BLM, TVA, State Parks, Rec.Gov.



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National Park Service

A) Inventory

CHMGS accessed data regarding NPS campground inventory. The data came from the NPS’s FMSS system. The data standards for campsites were not consistent and there was some overlap in site types that CHMGS could not discern through data queries. Overall, as the exhibit below identifies, Front Country campsites represent the largest inventory of NPS sites, comprising 70 percent of the inventory. CHMGS queried data to understand the total number of tents vs. RV pads but was unable to identify a sum of both types that equate to a total number of campsites. Therefore, CHMGS has only provided the number of RV pads and assumed that this inventory is a portion of the sites accessible by vehicle. CHMGS developed the percentage calculation by excluding the back-country sites from the denominator. This calculation indicates that approximately 47 percent of front country vehicle-accessible sites are available for RV use. A review of the RV FMSS data indicates that there is no consistent trend regarding pad size. While the NPS provides RV sites in the FMSS database, the database does not indicate what percentage of sites are of suitable size for today’s RV.

Exhibit 37. - Distribution of NPS Campgrounds and Campsites

Category	# of Campgrounds	# of Campsites	% of Campsites by Subcategory
Not Accessible by Vehicle		7,825	30%
Back Country	391	1,607	21%
Front Country	278	3,578	46%
Unknown	397	2,640	34%
Accessible by Vehicle		18,688	70%
Back Country	34	547	3%
Front Country	224	13,070	70%
Unknown	97	5,071	27%
Summation of Sites			
Totals	1,421	26,513	100%
RV Pads (1)		8,585	47%

Note: RV Pads are assumed to be a subset of Accessible by Vehicle sites, excluding those that are “unknown; and those in the Backcountry.

Source: NPS, Campground Inventory Data

The campsite inventory represents those managed by the NPS as well as by concessioners. The following table identifies the distribution of campground and campsites by management model. As the exhibit below indicates, the NPS manages a much larger number of campgrounds and campsites than Concessioners.

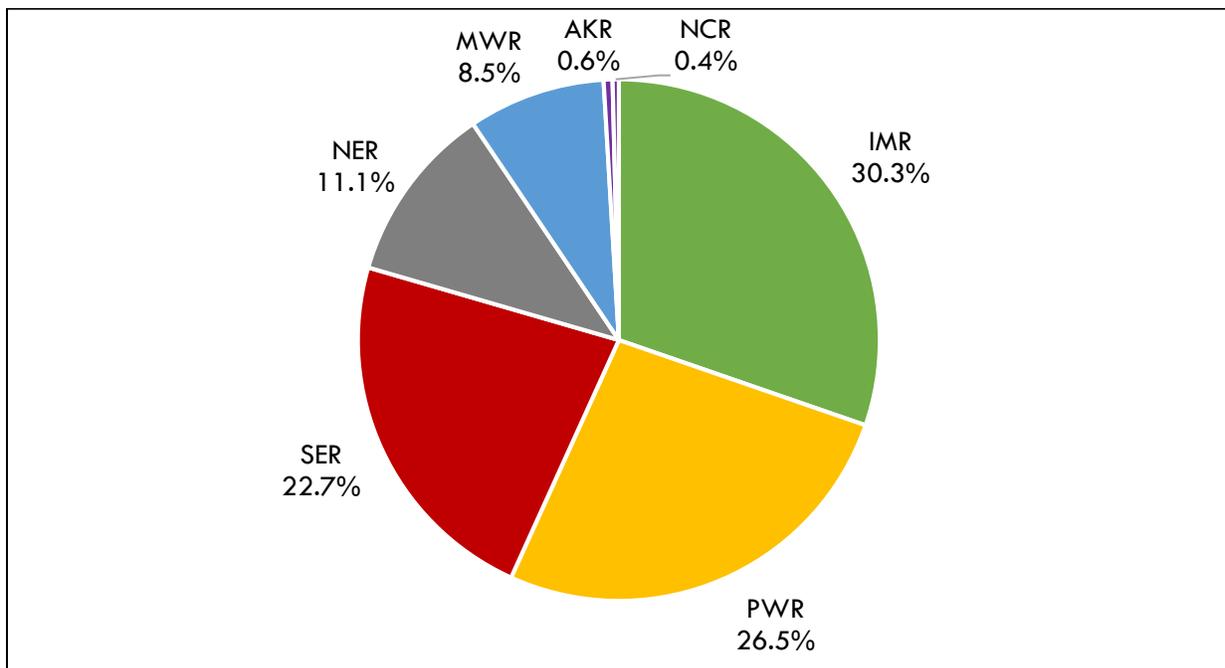
Exhibit 38. - Distribution of NPS Campgrounds and Campsites between Agency and Concessioners

Operator	# of Campgrounds	% of Total	# of Campsites	% of Total
NPS	1,340	94.3%	23,201	87.5%
Concession	81	5.7%	3,312	12.5%
Totals	1,421	100%	26,513	100%

Source: NPS, Campground Inventory Data

CHMGS evaluated the location of this inventory by region. The regional classifications used in the database do not correspond to the newly reorganized Department of the Interior regions. However, CHMGS has used the former region organization and classification for presenting campground data, since the database organizes data in this manner. The largest proportion of campsites are located within the Intermountain followed by the Pacific West regions.

Exhibit 39. - Distribution of Front Country Campsites by Region



Source: NPS, Campground Inventory Data

Bureau of Land Management

A) Inventory

CHMGS undertook discussions with BLM's lead data manager. Through these discussions it was determined that it would be difficult to provide an inventory of BLM campgrounds in part due the variance in their data standards for what qualified as a campground. CHMGS gathered BLM campground data from the Rec.Gov portal and these data indicate that 510 campsites are on Rec.Gov. BLM does not track its inventory of campsites available under long-term leases with private partners. However, CHMGS has conducted previous analysis with BLM on these leases and from this research identified that there are nine long term leases providing both transient and long-term rentals. These nine leases provide 1,379 RV sites and 88 campsites, for a total transient inventory of 1,467. Adding these to the 510 that appear to be on Rec.Gov, BLM offers a total of approximately 2,000 campsites.

Additionally, BLM is one of the few federal agencies that allows Long Term Visitor Areas ("LTVA"). The BLM established its LTVA program in 1983 to meet the long-term camping needs of winter visitors staying on the public lands. The BLM designates LTVAs as "special areas" determined to have resources requiring special management and control measures for the areas' protection, and where a permit system for individual use would achieve management objectives. The designation of LTVAs ensures that suitable locations are available for long-term use year after year and prevents use of areas with sensitive natural and cultural resources for extended periods. In conjunction with establishing the LTVAs, the BLM enacted a limit on camping on public lands outside LTVAs. Unless closed for camping, visitors can camp in one location outside an LTVA for no more than 14 days in any 28-day period.

The BLM manages seven LTVAs, located in La Paz County, AZ, and Imperial and Riverside Counties, CA. The Yuma Field Office manages the La Posa and Imperial Dam LTVAs; the El Centro Field Office manages the Tamarisk, Pilot Knob, and Hot Spring LTVAs; and the Palm Springs/South Coast Field Office manages the Mule Mountain and Midland LTVAs. Visitors must purchase a long term or short visit Special Recreation Permit ("SRP") for recreational use of the LTVAs. An SRP for use of the LTVAs is valid at all seven LTVAs for the duration of the permit's validity. Except for areas closed to camping and other designated recreation fee sites, visitors may stay free of charge on public lands outside of LTVAs for up to 14 days in any 28-day period.

U.S. Forest Service

A) Inventory

Of all federal agencies, the USFS has the largest inventory of campsites. The USFS directly manages campsites and has agreements with permittees for campground management. Data received from the USFS indicate that there are approximately 200+/- Granger-Thye Campground Management Permits. The exhibit below illustrates the breakdown of USFS campground management.

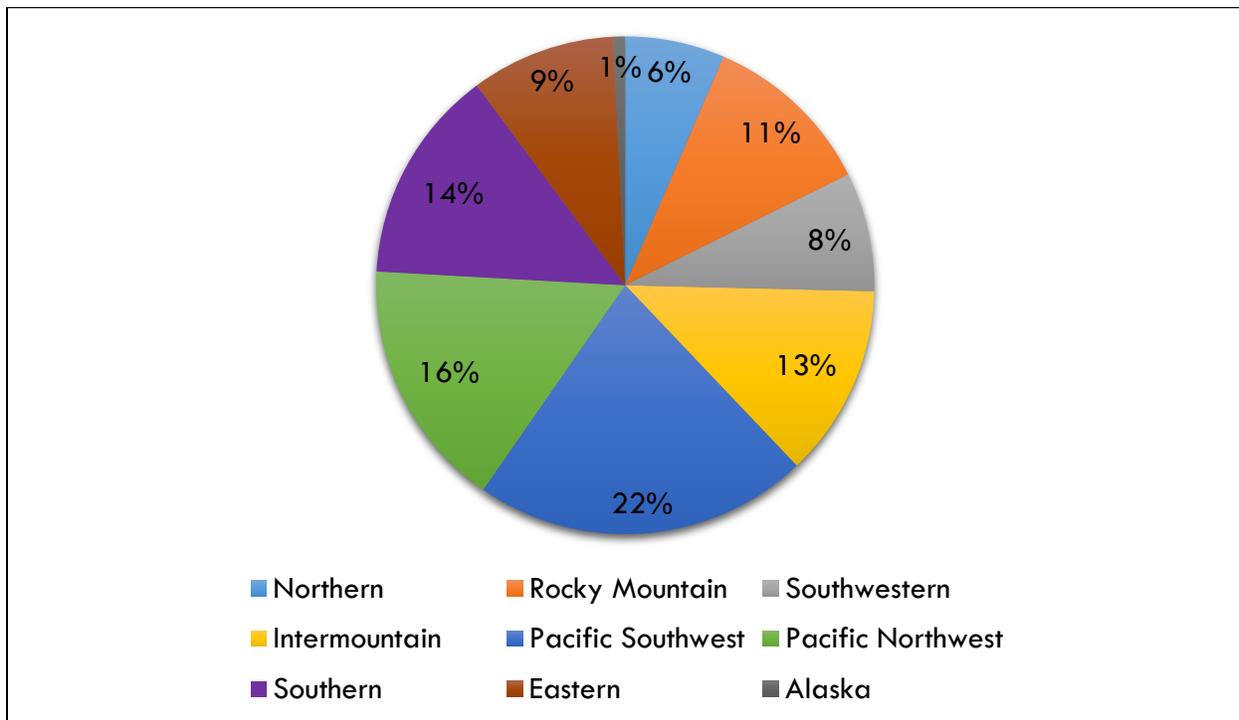
Exhibit 40. - Distribution of USFS Campgrounds and Campsites

Type	# of Campgrounds	% of Total	# of Campsites	% of Total
Campground	4,168	87.6%	86,017	96.0%
Group	410	8.6%	1,465	1.6%
Horse	179	3.8%	2,115	2.4%
Total	4,757	100%	89,597	100%

Source: USFS, Campground Inventory Data

The NPS and the USFS define their regions differently, so direct comparison is difficult. However, the largest number of campsites are located within USFS Pacific Southwest (e.g. California) and the Pacific Northwest (e.g. Washington and Oregon) regions, which come close to matching the Pacific West region of the NPS. The exhibit on the following page provides a breakdown of USFS campsites by region. As provided in Exhibit 44, the USFS has 34 percent of its overall inventory on Rec.Gov. Interviews with the USFS indicate that USFS permittees manage the majority of the Rec.Gov campsites.

Exhibit 41. - Distribution of USFS Campsites by Region



Source: USFS, Campground Inventory Data

U.S. Army Corps of Engineers

A) Inventory

The U.S. Army Corps of Engineers provides the second largest inventory of campsites within the federal space, representing approximately 27 percent of the total federal inventory. The exhibit below illustrates the breakdown of these data. Overall, the majority of USACE campgrounds have a minimum of either two or three hook-ups (e.g. W, S, E), which indicates that the profile of sites provides

for a more developed vs. primitive camping experience. As provided in Exhibit 44, the USACE has placed over 80 percent of its campsites on the Rec.Gov portal.

Exhibit 42. - Distribution of USACE Campgrounds and Campsites

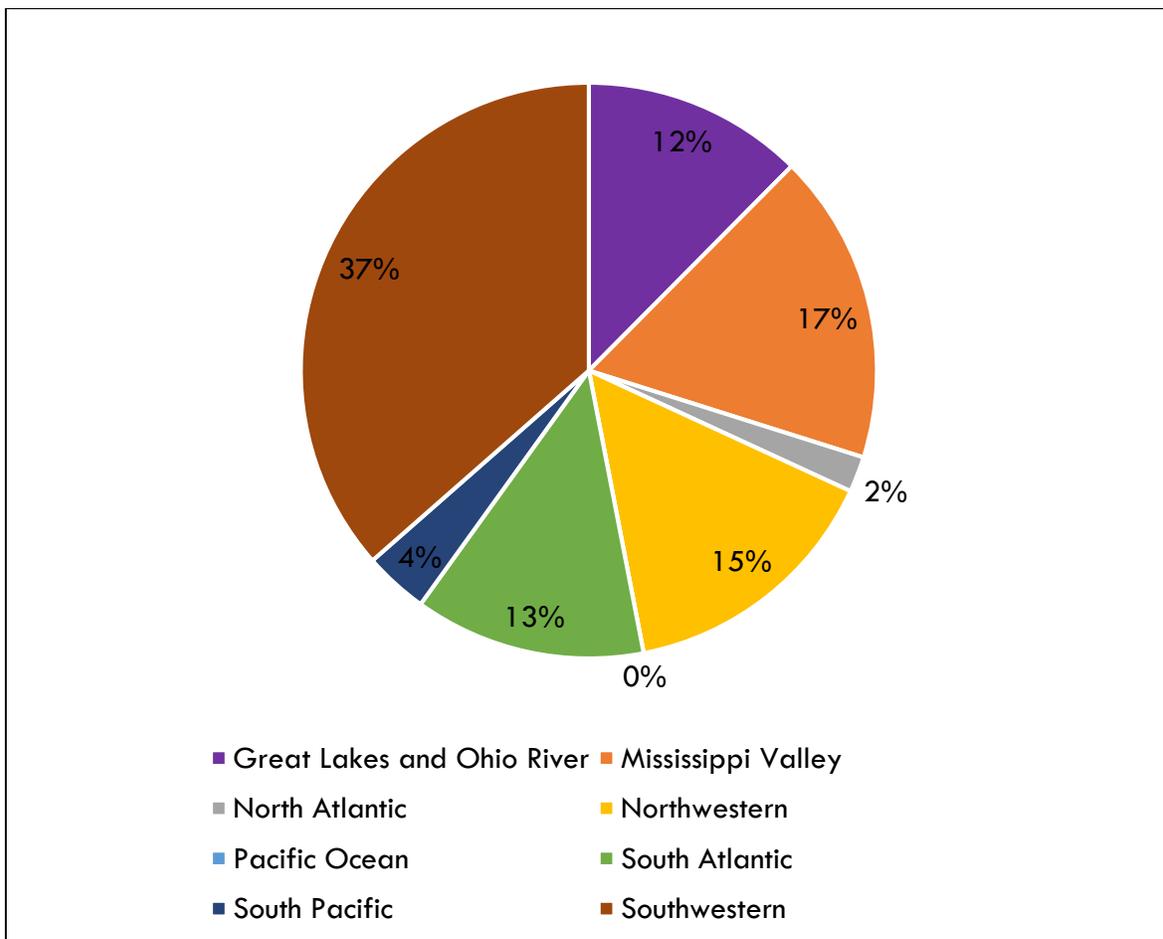
Type	Three H/U	Two H/U	One H/U	No H/U	Primitive	Total	Group
# of Campsites	3,198	29,404	696	7,691	1,317	42,306	1,993
% of Total	7.6%	69.5%	1.7%	18.2%	3.1%	100.0%	4.7%

Note: CHMGS has included Group Campgrounds as a subset of the other site types.

Source: USACE, Campground Inventory Data

The USACE organizes its operations by Divisions that represent geographic areas. The largest distribution of campsites is in the Southwestern Division (e.g. Texas, Oklahoma, and Arkansas) followed by the Mississippi Valley Division (e.g. states from surrounding the Mississippi River from the northern to southern tip of the U.S.).

Exhibit 43. - Distribution of USACE Campsites by Region



Source: USACE, Campground Inventory Data

State Parks

A) Inventory

As indicated within Exhibit 56, state parks are an important contributor to public campground inventory. The number of state park public campgrounds represents a total of 59 percent of all public campsites. The exhibit below illustrates the breakdown of these data. The supply data indicate a greater number of developed state park campsites versus primitive sites. CHMGS conducted interviews with the major campground reservation providers for state parks. These interviews indicated that the range of reservable campsites ranges from 75 to 100 percent of total available inventory. The push within state park systems is to move to 100 percent reservable sites. All cabins/cottages on reservation systems are 100 percent reservable. The states with the largest inventory of campsites are New York (14,000); Michigan (12,000) and California (9,000).

Exhibit 44. - Distribution of State Park Campgrounds and Campsites

Type	Quantity	% of Type
# of Primitive Campgrounds	1,379	44%
# of Improved Campgrounds	1,787	56%
Total Campgrounds	3,166	100%
# of Primitive Campsites	56,014	25%
# of Improved Campsites	172,024	75%
Total Campsites	228,038	96%
# of Cabins /Cottages	8,850	4%
Total of Overnight Campsites/Cabins	236,888	100%

Source: NASPD, Annual Information Exchange

County/City Parks

CHMGS queried both the National Recreation and Park Association (“NRPA”) and the National Association of County Park and Recreation Officers (“NACRPO”) to identify insight on campground inventories. NRPA maintains a Park Metrics database which participating NRPA members contribute to. This data set identified that 17.6 percent of the municipal agencies operate, maintain or contract management of campgrounds. As the exhibit below identifies, those municipal entities with larger populations (e.g. 500,000 or more) are more likely to have campgrounds.

Exhibit 45. - Profile of NRPA Entities that Operate, Maintain or Contract Campgrounds



Source: NRPA Park Metrics

Over 100 NACPRO professionals responded to a campground operations survey developed by CHMGS for NACPRO in November of 2019. While this is not a statistically valid sample, the survey does provide insight into general trends within County campgrounds. In response to the question, “Which category of campsites represents the majority (50 percent) of your campsites?” 70 percent of the respondents indicated RV sites and 25 percent indicated tent sites.

PUBLIC CAMPING INVENTORY CONCLUSIONS AND RECOMMENDATIONS

The following are key conclusions that will impact camping demand on public lands and within the National Parks.

- The public sector campground supply (e.g., federal and state parks) represents approximately 47 percent of the total campground supply in the U.S. This campground supply percentage indicates that public campgrounds play an important role in accommodating camping demand.
- Within the public sector, federal agencies represent 41 percent of the total inventory of campsite supply, while state parks represent the balance at 59 percent. This indicates that most federal campgrounds likely include fewer campsites than state park campgrounds.
- Within the federal campground supply, the NPS represents 16 percent of the campground inventory and approximately 17 percent of the campsite inventory.
- Seventy percent of the NPS campsite supply is accessible by vehicle. RV pads of varying dimension are available at 47 percent of the NPS campsites. Concessioners are responsible for managing approximately 13 percent of the NPS campsite inventory.
- There is no NPS nor federal campground data standard that allows for a common understanding of campsite inventory types.

Based upon these camping participation trends conclusions, CHMGS recommends the following for consideration by the NPS.

- The NPS recognizes that it should not reduce its current campground/campsite supply, since it represents an important component of the overall federal campsite inventory.
- The NPS recognizes that it does not have standard RV pad dimensions within its inventory. As part of the pilot projects as well as future design charrettes, the NPS will evaluate how the current size and configuration of RV pads meet the needs of today’s and the future RV towable and motorhome market.
- The NPS recognizes the importance of capturing annual data related to changes in its campground supply inventory in order to document changes in the campsite supply over the next decade. The ability to illustrate supply changes over time, is important for development

of a campground strategy, since it is the basis for determining supply growth relative to increases in demand.

- The NPS recognizes that the percentage of its campsite supply available on Rec.Gov is not reflective of that of other federal agencies, best practices of other public agencies (e.g., state, and counties), nor best practices in visitor services. The NPS commits to increasing the percentage (e.g., 50 to 75%) of campsite supply on Rec.Gov.
- The NPS recognizes that they do not have a common data standard for campsites. The NPS commits to working with other federal agencies to create a common data standard for campsites for use in agency by internal supply and demand analysis as well as by public facing websites.

9. PUBLIC AGENCY CAMPING PARTICIPATION TRENDS

Industry analysts typically measure the demand for campgrounds and campsites through the metric of occupancy. One calculates occupancy by dividing the number of occupied sites by the number of available site nights. Most of the public agencies who do not place their inventory on Rec.Gov only document overnight visits versus occupied site nights. Therefore, CHMGS cannot calculate occupancy (e.g. occupied site nights over available site nights) for the public campgrounds. This results in the inability of CHMGS to note trends and changes in the usage of public agency campgrounds (e.g. low occupancy vs. high occupancy).

For those federal campsites that are on Rec.Gov, it is possible to generate occupancy by site and by park unit. CHMGS requested from the NPS available site nights, occupied sites and revenue data from Rec.Gov for the most recent fiscal year as well as for historical years. CHMGS did not receive this data.

The NPS did provide aggregate data on occupied sight nights for campsites on Rec.Gov for FY 2019 but not the available site nights. Therefore, CHMGS is unable to identify the occupancy percentage of the NPS campgrounds that are on Rec.Gov. Additionally, the NPS does not track occupancy for the NPS sites that are not on Rec.Gov. Therefore, CHMGS does not have occupancy data that can assist if the NPS campsites are at capacity and at what time of year there are opportunities for additional demand, if any.

The data that are available from public agencies includes overnight visits as well as total recreation visits. These data will be the focus of this section's analysis. CHMGS presents an overview of all federal and state public agency data, then an overview of NPS overnight camping trends.

TOTAL PUBLIC LAND OVERNIGHT AND RECREATION DEMAND TRENDS

CHMGS collected data from each of the public agencies regarding overnight camping visits as well as total recreation visits. CHMGS notes that, although the NPS has a smaller inventory than both the USACE and the USFS, the NPS is accommodating a larger share of overnight camping visits in relation to its available site inventory. This is in an indicator of high accommodated demand for the NPS campgrounds.

Over the last four years, overnight camping visits have grown for the USFS and the USACE but slowed and decreased for both the NPS as well as State Parks. Overall, the NPS appears to capture a smaller percentage of camping visits compared to total NPS recreation visits, due likely to its smaller inventory. The following exhibit illustrates public land camping and visitation data.

Exhibit 46. - Federal and State Overnight Camping Visits and Total Recreation Visits

Overnight Camping Visits					
	NPS	BLM	USFS (1)	USACE	State Parks
2015	11,388,712	3,717,763	15,133,000	9,544,460	N/A
2016	11,843,319	3,805,169	N/A	11,052,378	61,453,446
2017	11,142,018	3,950,384	N/A	12,278,124	57,438,675
2018	10,617,033	3,941,352	15,980,194	11,078,802	57,512,701
CAGR	-2.3%	2.0%	1.8%	5.1%	-3.3%
2018 % of Camping Visits	10.7%	4.0%	16.1%	11.2%	58.0%
Total Recreation Visits					
	NPS	BLM	USFS	USACE	State Parks
2015	307,247,252	62,422,490	145,974,000	150,123,623	N/A
2016	330,971,689	64,575,925	N/A	157,070,693	791,410,058
2017	330,882,751	67,443,688	N/A	155,362,645	807,284,826
2018	318,211,833	67,874,061	145,900,768	151,012,194	813,215,841
CAGR	1.2%	2.8%	0.0%	0.2%	1.4%
2018 % of Recreation Visits	21.3%	4.5%	9.8%	10.1%	54.4%
Overnight Camping Visits as a % of Total Recreation Visits					
	NPS	BLM	USFS	USACE	State Parks
2015	3.7%	6.0%	10.4%	6.4%	N/A
2016	3.6%	5.9%	N/A	7.0%	7.8%
2017	3.4%	5.9%	N/A	7.9%	7.1%
2018	3.3%	5.8%	11.0%	7.3%	7.1%
2018 Available Campsite Inventory	26,513	0	89,597	42,306	229,825
2018 Overnight Visits to Available Campsite Inventory (2)	400.4	N/A	178.4	261.9	250.2

Notes

(1) The USFS collects visitor use data on a rolling five-year schedule. The data in these charts are the average of the five-year period ending with the year in the chart.

(2) CHMGS assumes that the supply inventory of all campsites is available for a similar amount of days as a method of comparison. The public agencies are unable to provide available site nights for use in comparison.

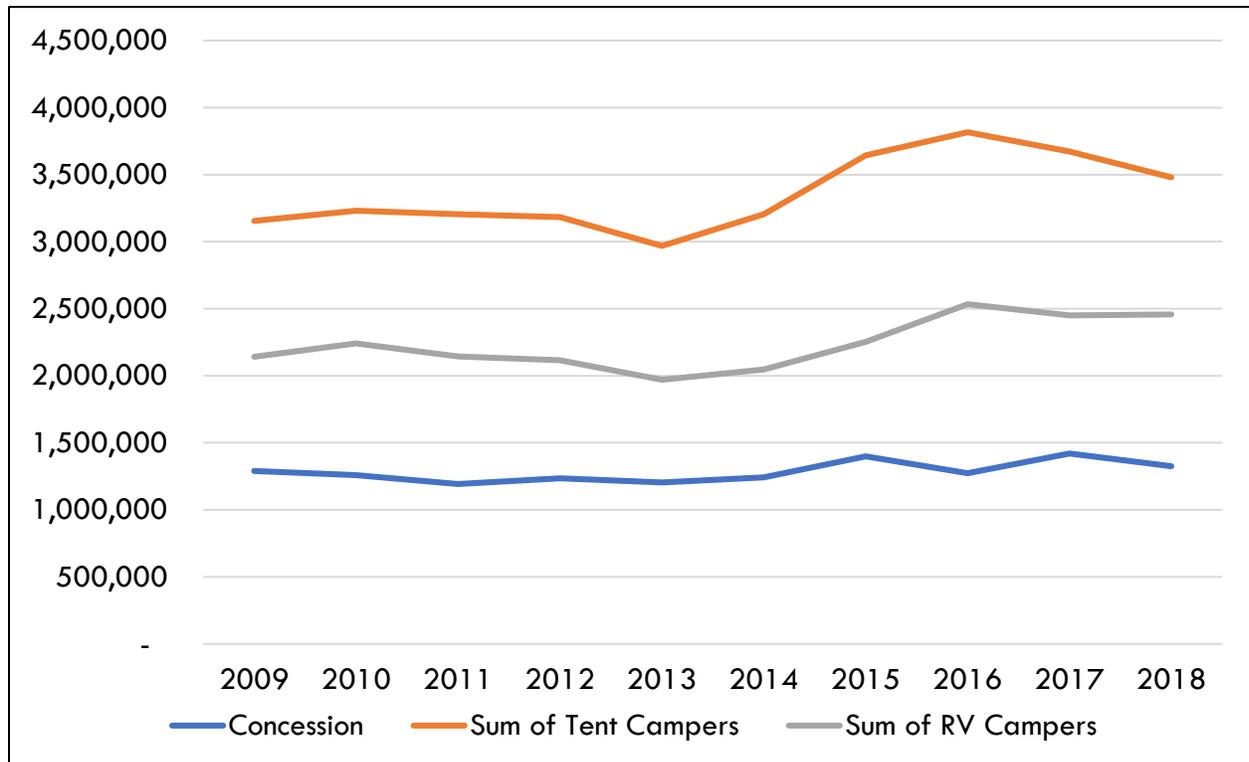
Source: NPS, USACE, USFS, BLM, State Parks

NATIONAL PARK SERVICE

CHMGS has analyzed NPS overnight camping stays by operator and general type. Since there is no aggregate concession data available regarding by campsite type, it is not possible to directly compare site types against one another. Instead, CHMGS has compared overall and regional usage of campsites that are concessioner vs. NPS operated.

CHMGS reviewed the ten-year trend of overnight visitation by camping type and considered three categories, Concession, Tent and RV Campers. The chart in the following exhibit indicates that the trend line of all three types closely align. In the last three years, RV campers have stabilized and overnight visits to tent sites have decreased as have Concessioner overnights. It is important to note that during this period there was a Government shutdown in January of 2018 (i.e., three days) as well as December 2018 (i.e., 35 days). CHMGS is unable to identify specifically how these shutdowns impacted camping by type.

Exhibit 47. - Ten Year Trend Comparison of Overnight Visits by NPS Camping Type 2009 to 2019



Source: NPS Data Query

As presented in the following chart, CHMGS undertook an overall analysis of CAGR for each of the overnight visits by camping type over the last ten years. Overall, the highest CAGR of all types of camping was in the RV type, followed by tent campers. Concessioner operated camping types had the lowest growth rate. However, the median occupancy profile of concessioner campgrounds would indicate that lack of growth in concessioner overnight stays may not be solely a function of demand but supply (e.g. current sites at capacity). CHMGS evaluated NPS concessioner Annual Financial Reports that typically include available and occupied site nights. The data set was incomplete; however, CHMGS was able to establish that the overall median occupancy of concessioner campgrounds was 58 percent which is a strong camping occupancy.

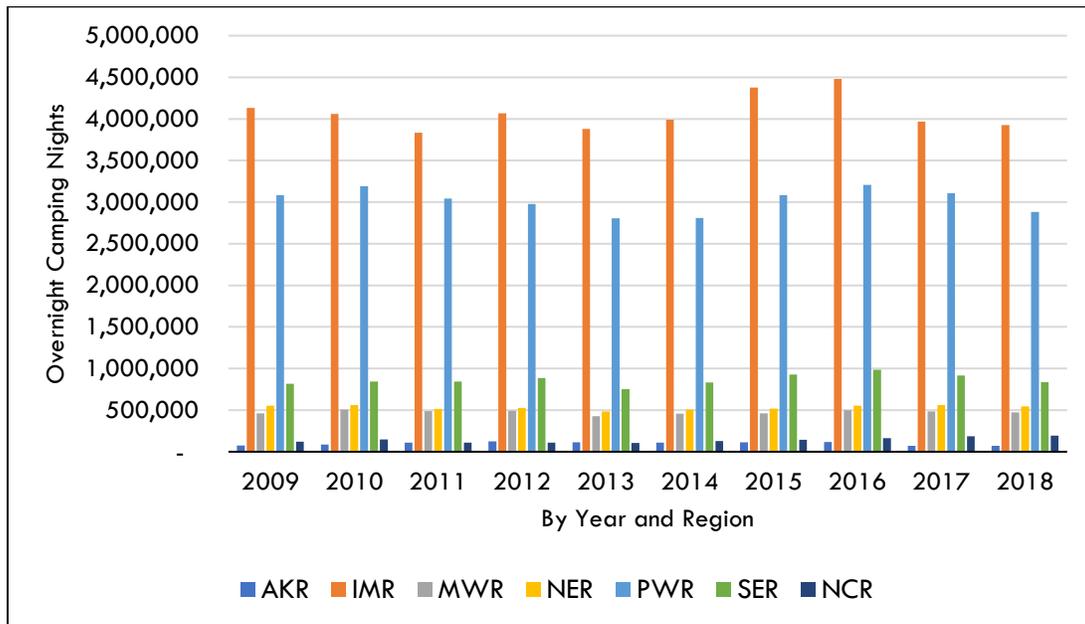
Exhibit 48. - Ten Year CAGR Comparison of Overnight Visits by NPS Camping Type 2009 to 2019

Overnight Camping Type	CAGR 2010 to 2018
Concessioner Camping	0.3%
Tent Campers	1.1%
RV	1.5%
Back Country	0.34
Misc. Overnight Stays	-5.2%

Source: NPS Data Query

CHMGS evaluated the NPS overnight camping visits to understand distribution of demand by region relative to supply. The Pacific West region accommodated the highest number of overnight camping nights in 2018, followed by the Intermountain region. The following chart illustrates demand by region, and the data in the following chart identify that demand is occurring in those regions with the largest supply. The largest supply is in the Intermountain followed by the Pacific West region.

Exhibit 49. - NPS Regional Overnight Camping Visits 2009 to 2018



Source: NPS Data Query

CHMGS’s analysis of 2018 overnight camping visits to available front country tent and RV supply provides insight as to which regions may have the highest overall accommodated demand for their campsites. The following exhibit indicates that the Alaska and National Capital regions with a small number of front country supply accommodate the largest number of camper nights relative to the supply. While the Intermountain West has the largest inventory of front country campsites, it accommodates a lower number of overnight campsites per available supply than the Pacific West region the second largest provider of front country campsites.

Exhibit 50. - NPS Regional Overnight Camping Visits to NPS Regions Front Country Tent and RV Supply 2018

Region	2018 Tent and RV Overnight Camping Nights ("OCN")	2018 Front Country Supply	2018 ONC to Supply
AKR	80,211	80	1,003
IMR	2,632,111	4,399	598
MWR	637,710	1,235	516
NER	516,196	1,607	321
NCR	76,855	56	1,372
PWR	3,098,431	3,845	806
SER	893,527	3,298	271

Note: CHMGS assumes that the supply inventory of all campsites is available for a similar amount of days as a method of comparison. The NPS was unable to provide available site nights by region for use in comparison.

Source: NPS Data Query

CHMGS collected data from the NPS regarding campground revenue from both NPS operated sites not on Rec.Gov as well as those that were on the Rec.Gov site. These data provide insight to overall revenue trends. The data illustrate that camping revenue has grown at a CAGR of 7.8 percent over the last five years. Revenue from the Rec.Gov portal represented 64 percent of total revenue in 2019. Overall, over the last seven years the CAGR of campsite revenue on Rec.Gov has been three times that of the non-reservable sites. Since the NPS is not able to define the inventory available historically, CHMGS is unable to ascertain whether this revenue growth is a function of inventory, demand or a combination of both factors.

Exhibit 51. - NPS Camping Revenue by Source 2013 to 2019

NPS Non-Reservation Camping Revenue	2013	2014	2015	2016	2017	2018	2019	CAGR (2013-2018)
AKR	\$ 58,088	\$ 129,475	\$ 140,195	\$ 72,745	\$ 38,686	\$ 153,026	\$ (47,803)	21.9%
IMR	\$ 4,592,601	\$ 4,260,429	\$ 5,033,534	\$ 6,327,927	\$ 6,195,014	\$ 5,409,034	\$ 5,064,562	3.3%
MWR	\$ 817,020	\$ 820,482	\$ 895,736	\$ 1,020,712	\$ 1,120,914	\$ 1,197,656	\$ 861,107	7.9%
NCR	\$ 152,385	\$ 101,595	\$ 87,214	\$ 126,724	\$ 100,980	\$ 54,289	\$ 25,021	-18.7%
NER	\$ 653,922	\$ 565,869	\$ 777,222	\$ 767,361	\$ 691,903	\$ 678,416	\$ 789,242	0.7%
PWR	\$ 4,229,616	\$ 4,333,391	\$ 5,531,800	\$ 5,858,753	\$ 5,995,628	\$ 5,440,268	\$ 4,643,275	5.2%
SER	\$ 1,288,298	\$ 1,097,736	\$ 1,255,249	\$ 1,322,273	\$ 1,360,604	\$ 1,175,604	\$ 1,141,963	-1.8%
Total	\$ 11,791,930	\$ 11,308,976	\$ 13,720,950	\$ 15,496,494	\$ 15,503,730	\$ 14,108,292	\$ 12,477,367	3.7%
NPS Reservation Camping Revenue	2013	2014	2015	2016	2017	2018	2019	CAGR (2013-2018)
AKR	\$ 36,839	\$ 44,708	\$ 47,973	\$ 54,803	\$ 57,484	\$ 60,921	\$ 63,798	10.6%
IMR	\$ 3,380,910	\$ 3,623,707	\$ 3,875,088	\$ 4,824,893	\$ 4,998,858	\$ 5,633,983	\$ 6,046,652	10.7%
MWR	\$ 516,372	\$ 577,870	\$ 747,147	\$ 907,470	\$ 917,788	\$ 1,175,868	\$ 1,674,709	17.9%
NCR	\$ 86,634	\$ 150,011	\$ 307,168	\$ 408,683	\$ 467,617	\$ 495,931	\$ 493,726	41.8%
NER	\$ 1,492,282	\$ 1,566,208	\$ 2,092,906	\$ 2,633,832	\$ 2,788,503	\$ 2,811,546	\$ 2,875,903	13.5%
PWR	\$ 4,660,034	\$ 4,852,176	\$ 6,376,025	\$ 7,296,764	\$ 6,880,023	\$ 7,165,364	\$ 7,430,266	9.0%
SER	\$ 2,993,502	\$ 3,062,970	\$ 3,978,141	\$ 3,945,493	\$ 4,356,730	\$ 4,835,913	\$ 5,124,441	10.1%
Total	\$ 13,166,572	\$ 13,877,650	\$ 17,424,448	\$ 20,071,938	\$ 20,467,003	\$ 22,179,526	\$ 23,709,496	11.0%
Total NPS Camping Revenue	\$ 24,958,502	\$ 25,186,626	\$ 31,145,398	\$ 35,568,432	\$ 35,970,733	\$ 36,287,817	\$ 36,186,864	7.8%

Source: NPS



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PARKS CANADA

CHMGS includes information on Parks Canada’s campground portfolio and its campground development strategy as an example of how another country addressed the changing camping needs of its population. Parks Canada has a total of 222 managed units between national parks, historic sites and marine conservation areas and welcomes over 25 million person visitors per year. Parks Canada manages all of its 110 campgrounds and 12,000 campsites. In 2018, Parks Canada campgrounds accommodated 850,000 occupied nights.

Parks Canada, a similar entity to the NPS, spent the last three years focused on campground modernization. Parks Canada was experiencing a decline in camping within its parks. The agency attributed this to the changing demographics and social trends influencing camping desires. They began by exploring camping options and had field units pilot projects. Some of the early field unit tests included the introduction of yurts, tipis, canvas tents and cabins. From this research they identified some unique concepts that they desired to “brand” as Parks Canada concepts. These included the oTENTik, a tent cabin hybrid that sleeps six. To date they have introduced over 400 of these units. They also continued with the development of new concepts including the Micro-Cube and the Oasis, which is a variation of tree house products. Funding for the development of these concepts came out of a facility capital budget allocation.



oTENTik



Micro Cube



Oasis

PUBLIC AGENCY CAMPING PARTICIPATION TRENDS CONCLUSIONS AND RECOMMENDATIONS

The following are key conclusions that will impact camping demand on public lands and within the National Parks.

- The NPS accommodates the third highest number of overnight camping visits within the federal agencies. Combined, the four federal agencies providing camping accommodate 42 percent of overall camper visits on public land.
- The NPS accommodates the highest percentage of overnight camping nights in relation to its recreation visits as compared to the other federal agencies. The NPS accommodates overnight visitors at a rate that is half that of state parks.
- The NPS accommodates the largest number of overnight camping nights per available campsite among the federal agencies. This assumes that all federal campsites are available the same number of days.
- Over the last ten years, the NPS has experienced an increase in overnight camping nights. RV sites have experienced the fastest CAGR, followed by tent sites. However, in the last five years, overall overnight camping demand has decreased.
- In comparing NPS regions, the two regions with the smallest available supply of front country campsites (i.e., Alaska and National Capital regions) accommodated the largest number of overnight camping nights. The Pacific West region accommodates a greater number of overnight campsite visits per supply as compared to the Intermountain region, which has the largest front country supply.
- In the last seven years, campsite revenue from sites on Rec.Gov have grown at twice the rate of NPS non-reservation campsites.

Based upon these public sector camping participation trends conclusions, CHMGS recommends the following for consideration by the NPS.

- The NPS recognizes that in order to identify camping demand trends nationally and regionally, it should begin to collect and centralize both available campsite night and occupied site night data from NPS campgrounds in order to estimate occupancy trends. For NPS campsites that are not on the reservation system, the NPS requires a strategy for collecting and aggregating this data. For NPS campsites that are on Rec.Gov, the NPS can extract this data from the reservation system. Therefore, the NPS needs extract available data annually and centralize it for use in evaluating occupancy. Occupancy data is necessary for the development of a national and regional campground strategy. This data provides insight into the number of campgrounds and the types of campsites experiencing occupancies that would result in consideration of the need to either reduce or expand demand within NPS units.

10. PRIVATE CAMPGROUNDS INVENTORY AND DEMAND

PRIVATE CAMPGROUNDS INVENTORY

The private campground industry represents approximately 13,900 private campgrounds in the U.S. This includes campgrounds owned by private entities that have multiple campsites, but not campgrounds that provide one or two sites on private land. The public land campground inventory represents approximately 12,200 campgrounds. Therefore, the private campground industry represents approximately 53 percent of the campground inventory in the U.S.

CHMGS has provided an overview of several of the major campground providers, emerging players in the glamping market, as well as the sharing economy reservation providers. All these private providers provide insight into the diversity of camping options as well as emerging trends in camping.

KOA

Kampgrounds of America (KOA) has been in existence since 1962. The KOA website indicates that there are 487+ campgrounds currently in their network as of 2019. A review of KOA's Franchise Disclosure Documents indicates that over the last four years their number of campgrounds has grown at a CAGR of 2.1 percent. Data from KOA indicates that Over the last five years, KOA has developed three categories of KOA Campgrounds as defined below.

- **KOA Journey: Gateway to Adventure:** These campgrounds are located near highways and provide long pull thru RV sites and deliver convenience for the traveling camper.
- **KOA Holiday: Base Camp for Great Outdoors:** These campgrounds are close to major destination attractions but also provide a place for relaxation and recreation. These sites have more amenities than the Journey locations and provide upgraded RV Sites and KOA Patios along with deluxe cabins with full baths.
- **KOA Resort: Destination for Recreation:** Designed to be a resort, these campgrounds offer a full array of vacation amenities. This includes robust recreation and staff led activities, pools as well as food and beverage outlets. These campgrounds include upgraded RV Sites and KOA Patios along with Deluxe Cabins with full baths.

CHMGS discussions with the CEO of KOA identify a focus on getting "the basics" standardized and improved at all KOA sites. Many of KOA's operators are focusing on improving the overall campground experience including adding patios to sites, adding cabins and expanding recreational amenities. For KOA the "basics" include:

- **RV Sites:** Standardizing length, width and leveling of sites to ensure that RV sites can accommodate today's RV products
- **Tent Site:** Improving tent sites as dedicated tent sites and including electricity and lighting at each site.
- **Bathrooms:** Continuous focus on sizing bathrooms correctly for the number and type of campsites within the campground, and that facilities and amenities are in good condition.

KOA continues to experience growth in demand within its cabin camping segment and is contemplating concepts that will exclude RVs and only include cabins and glamping in order to respond to changing population demographics. KOA leverages the findings of its 2019-KOA-NACR study in the development of its ideas to enhance camping experiences. The CEO notes that determining how to improve the “atmosphere” for campers continues to be a focus since potential campers consider the overall experience a high-priority factor in the selection of a campground. The other facility priority is developing strategies for pets at campgrounds. KOA also notes that it is focusing on increasing the diversity of its franchise ownership as well as developing strategies that create more welcoming environments for campers of various ethnic/races. KOA is recognizing the trends emerging from research regarding the changing camping public and is working with others in the private sector campground industry to develop strategies that ensure that the changing demographic continues to camp.

Yogi Bear’s Jellystone Park Camp Resorts

Yogi Bear’s Jellystone Park Camp Resort is a network of franchise-owned properties focusing on families. According to their website, “Yogi Bear’s Jellystone Park Camp Resorts have everything you and your family will need to make long lasting camping memories. From amazing water zones including splash parks and splash pads, to mini golf, wagon rides, volleyball and fishing to themed weekends and family camping-oriented activities including appearances from Yogi Bear™ and friends.” According to the company’s Franchise Disclosure Documents, the company has 83 campgrounds as of the end of 2018 and had 79 in 2016 equating to a CAGR of three percent over the three-year period.

National Association of RV Parks and Campgrounds (“ARVC”)

CHMGS interviews with ARVC and trade industry research confirm that the private campground industry continues to benefit from increases in campground demand. Data from ARVC indicates that in 2018, over 78 percent of parks recorded increases in occupancy, 51 percent had experienced increases in revenue rates, and 90 percent identified increased profits.

ARVC is of the opinion that a large inventory of both public and private campgrounds provides a benefit to campers and the campground industry overall. ARVC’s primary concern regarding the NPS campground strategy is that proposed changes to the campground supply will result in an unlevel playing field. ARVC recognizes that most NPS campgrounds are in unique natural settings that will always be desirable. However, ARVC finds that public campground prices typically do not include the total costs of operation and notes that the public sector typically subsidizes its campgrounds, which in turn impacts rate positioning within the local private sector market. Additionally, some public campgrounds do not pay transient room taxes, while the private sector typically does. Collectively, these factors can place private sector campgrounds at a pricing disadvantage for basic camping rates.

ARVC notes that it sees two definitive trends in the private campground market including a shift to other forms of camping accommodations (e.g. cabins, glamping) and an increase in the desire of Millennials to camp in groups but with different types of campsites.

Glamping Companies

Over the course of the last ten years there has been an expansion in companies providing glamping experiences at branded campgrounds. CHMGS provides the following overview of major companies in this market.

Under Canvas

This company began in 2009 when its founders wanted to create a concept that elevated the outdoor travel experience. According to data available on the Under Canvas website, “The Under-Canvas safari-inspired tents include amenities such as daily housekeeping and fresh towels, plush king-size beds, luxurious linens, en suite bathrooms and even a wood burning stove for chilly nights. Kids and adults alike delight over evening s’mores around the communal campfire as they share stories and daily experiences. Happy, well-rested glampers wake to sounds of nature, perfectly positioned to explore America’s most iconic national parks and monuments.”

Recognized as the “perfect glamping experience” by Vogue, Under Canvas operates currently in eight locations and by 2020 will have an inventory of 14 properties. This equates to a CAGR of 27 percent over an eleven-year period. The preponderance of locations is proximate to national parks.

Discussions with Under Canvas’s Director of Development indicated the company has structured most of its enterprises under a land purchase deals. However, it also has worked with state entities under long term leases of 30 years. Under the lease arrangements, Under Canvas typically invests in both the below ground infrastructure as well as above ground facilities. At the end of the leases, the below ground infrastructure remains the property of the lessor but all above ground real and personal property remains the property of the lessee. This organization expressed an interest in learning about how the NPS campground initiative may lead to opportunities for leases within national parks.

Autocamp

Autocamp is an outdoor lodging experience that features modern and luxurious Airstream accommodations and resort style amenities in scenic locations. According to their website, “AutoCamp makes it easy for people to experience the outdoors. A unique characteristic of the AutoCamp is the custom designed Airstreams that are manufactured to AutoCamps specifications and feature AutoCamp’s signature mid-century modern design”. They currently have four properties and have plans to open one more location in 2020 resulting in a total of five properties.

Discussions with Autocamp’s Director of Development indicated that to date most of their expansion has been through land purchases. While they have considered public-private partnerships, ideally, they would be seeking a long-term lease structure. This organization expressed an interest in learning about how the NPS campground initiative may lead to opportunities for leases within national parks.

Collective Retreats

Collective Retreats defines itself as, “a new meaningful way to travel. Each retreat is in an iconic destination and features luxury outdoor accommodations, exceptional culinary experiences and genuine hospitality.” Their overnight accommodations include both luxury tents as well as outdoor shelters. To date, Collective Retreat has a total of four properties.

A Collective Retreat at Governors Island which is part of the NPS’ New York Sites, was established in 2018 as a result of a three-year licensing agreement between the Trust for Governors Island and Collective Retreats. According to a press release from the Trust for Governors Island, which administers land separate from that managed by the NPS, “Collective Retreats has the responsibility to transform six acres of the Island’s Western Development Zone into a unique, environmentally friendly overnight lodging retreat with unobstructed views of the Statue of Liberty. Developers

designed the Collective Retreat at Governors Island to accommodate up to 100 overnight guests who can select a site from a range of lodging options. The licensing agreement requires that Collective Retreats also create a newly landscaped public lawn on the site with special events and programming such as live music, innovative dining, recreation, wellness activities and much more. During the Island’s public hours, the site’s lawn and dining options will be open to all Island visitors.” Collective Retreats responded to a Request for Proposals (RFP) that The Trust issued in October 2017. The RFP sought interim, temporary entertainment and recreational uses for the Western Development Zone, a flat paved site located on the Southern portion of Governors Island.

Provided below is an overview of these three firms and their current and future inventory based upon web research.



Under Canvas

- Grand Canyon, AZ
- Moab, UT
- Yellowstone, MT
- Glacier, MT
- Zion, UT
- Great Smokey Mountains, TN
- Tucson, AZ
- Acadia, ME
- Hudson Valley, NY
- Yosemite, CA
- Sonoma, CA
- Catalina Island, CA
- Joshua Tree



Auto Camp

- Santa Barbara, CA
- Yosemite, CA
- Sonoma, CA
- Cape Cod, MA
- Joshua Tree, CA



Collective Retreat

- Governor’s Island, NY
- Hudson Valley, NY
- Vail, CO
- Hill Country, Tx
- Yellowstone, MT

Campground Reservation Platforms

In an extension of the sharing economy, several camping reservation platforms have emerged to support individuals who currently have or are interested in developing camping on private land. HipCamp spearheaded this initiative, and Glamping Hub expanded upon it by including entities (such as Tentrr) designed to support the development of a private entity developing a camping destination.

A) Hipcamp

Established in 2013, Hipcamp's mission is to "Get More People Outside". This company began with an intent of expanding access to public land campsite inventories and pivoted in 2015, to partner with private landowners to expand camping opportunities on private lands. The HipCamp website indicates that over 300,000 campsites, cabins, RV park and other public parks are available on their platform. This inventory includes links to state and federal land campsites as well as private individual campsites. Interviews with the CEO of Hipcamp, indicated that between eight to 16 percent of these sites are on private land, equating to a range of 25,000 to 50,000 private campsites. Discussions with Hipcamp indicate that private landowners have created most of these sites within the last five years, resulting in a significant increase in supply of camping opportunities in and around popular outdoor locations. The CEO of Hipcamp indicates that the significant growth in private land campsites has come due to the lack of supply growth in both the public and private sector in relation to the demand for camping.

B) Glamping Hub

Launched in 2013, Glamping Hub is now a fully functional booking platform. According to its website, "Glamping Hub is the leading online booking platform for unique outdoor accommodations. Glamping Hub offers glamping experiences in safari tents, shepherd huts, wagons, bell tents, and offers activities like hiking, kayaking, river rafting, horseback riding, and rock climbing. According to the website, Glamping Hub offers over 20,000 campsite listings for visitors to select from in the U.S.

C) Tentrr

As described previously under the Glamping trend section, Tentrr is a company that provides camping in a box and provides a reservation system to support private entities that would like to provide camping experiences for guests. What began as a service for Tentrr Signature Canvas tent has now expanded to include Tentrr Backcountry. Their website identifies the availability of 716 campsites.

PRIVATE CAMPGROUND DEMAND

CHMGS was unable to identify a resource that collects and publicly shares, private campground overnight camping site night demand data. There is no equivalent of Smith Travel Research, a data aggregator for the lodging industry, for the private sector campground industry. CHMGS reviewed the Franchise Disclosure Documents for both KOA and Yogi Bear Jellystone Campgrounds. Neither entity's documents provided average annual camper nights for its portfolio of campgrounds.

One way to assess growth in private campground demand is to evaluate the supply changes in the private campground industry. Both private campground franchises (e.g., KOA and Jellystone) have experienced supply growth in the last three years. The three private glamping campground firms have increased their supply of campgrounds at CAGR that exceeds the private campground franchises. The three campground aggregators (e.g. HipCamp, Glamping Hub and Tentrr) have all assembled their inventories in the last five years. Based upon publicly available information, it

appears these campground aggregators have added a minimum of 50,000 campsites to the private sector inventory.

CHMGS cannot identify the level of campsite supply growth that 50,000 campsites represent within the private sector campground industry since data does not exist on the number of private campsites that exist. However, if these aggregators did add 50,000 campsites to the public inventory, it would equate to a ten percent increase in the public campground supply (e.g. 50,000 private individual campsites added to existing public campground supply of 388,500). Therefore, if camping demand follows supply, CHMGS concludes that camping demand on private land and within private sector campgrounds is increasing.

PRIVATE CAMPGROUNDS INVENTORY AND DEMAND CONCLUSIONS AND RECOMMENDATIONS

The following are key conclusions that will impact camping demand on private land and could impact development of camping on public lands.

- Private sector campground operators are experiencing growth in both the number of campgrounds (i.e., supply) as well as in campground occupancy (i.e., demand).
- Due to the availability of capital and different planning processes, private sector campgrounds are responding to changing market trends through new development and/or redevelopment.
- The two largest campground franchisees (i.e., KOA and Yogi Bear's Jellystone Park Camp Resort) identify that the camping consumer is desiring alternative accommodations such as cabins and glamping. Campers use these types of accommodations as evidenced by higher growth rates in demand for these types of accommodations.
- Interviews with leadership of KOA and ARVC identified the importance of public sector campgrounds in meeting the demand of the camping public. Private sector campground operators note that typically federal public sector campgrounds are priced lower than private campgrounds in part due to the availability of amenities, but also due to the availability of public funds.
- In the last ten years, three private campground companies and concepts emerged. These include three glamping (i.e., Under Canvas, Autocamp, Collective Retreats) companies as well as the emergence of sharing economy platforms (i.e., HipCamp, Glamping Hub, Tentrr) that allow for private landowners to add one or two campsites within their land holdings.
- Data on private sector camper nights is not publicly available, since there is no central aggregator of this data. However, the increases in supply that have occurred in the last decade, as well as most recently released data from franchisees and industry associations, indicate that campground demand has also increased during this period.

Based upon these private sector inventory and demand conclusions, CHMGS recommends the following for consideration by the NPS.

- The NPS recognizes that the private sector campgrounds provide over 53 percent of the campground supply in the U.S., provide a different camping experience and can expand and diversify the campground supply at a rate faster than the public sector due to access to capital and different planning processes. However, in markets surrounding national park units, there may be situations where the private sector has not capitalized on market trends, and/or the camping demand exceeds the supply available. In these markets, the NPS should consider

addressing camper needs through changes in the NPS’s campground supply offerings, and/or additions to supply.

11. PUBLIC/PRIVATE AGREEMENT MODELS

OVERVIEW

The NPS requested insight into various campground management models outside of the traditional methods currently used by the NPS, which include self-management and concession contracts. For this research CHMGS relied on its knowledge of other federal and state agency public/private models. Additionally, CHMGS undertook interviews with private operators who are providing services to other federal agencies or state land boards. CHMGS will provide in the following paragraphs an overview of the following options: 1) DOI, USDA and DOD Federal Agency models; 2) Other Federal Authority models; and 3) State Parks and State Land Board models. CHMGS will focus on Investments, Maintenance, Compensation and Term length.

NATIONAL PARK SERVICE

Currently, the NPS uses two methods of managing and developing campgrounds. These include agency development and management or concession development and management. Additionally, the nonprofit, Trust for Governors Island, used a licensing agreement to enter into a three-year agreement with Collective Retreats for development of the glamping resort. The following are the current authorities available to the NPS for entering into an agreement with a private sector partner for real estate development.

Exhibit 52. - NPS Public/Private Agreement Models

Type	Real Property Investments	Personal Property Investments	Operational and Preventative Maintenance	Cyclic and Component Maintenance	Compensable Interest	Minimum & Maximum Years for Term
36 CFR 51						
Concession Contract Category 1	Concessioner	Concessioner	Concessioner	Concessioner	Real Property	10 & 20 years
Concession Contract Category 2	NPS	Concessioner	Concessioner	Typically, NPS	N/A	10 & 20 years
36 CFR 18						
Lease	Agency & Lessor	Lessor	Lessor	Lessor	None	Short as Possible & NTE 60 years
PL 114-289						
VEIA	Agency	Agency	Management Company	Agency	None	10 years

Source: NPS

The NPS could also investigate its leasing authority's application to campground development. Lease rules require a determination that the NPS cannot meet its development needs through another commercial services agreement type. A decision to utilize the leasing authority is subject to applicable compliance with NEPA and section 106 of NHPA. The details of Part 18 include several provisions that may not appropriately relate to campground development (e.g., the ability to lease non historic land not associated with a historic building). The NPS should evaluate further applicability of the legality of this authority.

OTHER FEDERAL AGENCIES AGREEMENT TYPES

Each federal agency's public/private agreement model is based upon its unique statutory and regulatory authorities and agency policy. The exhibit below provides an overview of the authorities that are available for use by each agency. The exhibit illustrates that each federal agency has an agreement type that provides a private partner a long-term development opportunity for a term of over 20 years. Additionally, both the BLM and the USFS have agreements that provide for the private sector to manage existing public facilities for terms ranging from 10 to 15 years. These agreements provide for the option of providing personal property but not real property improvements.

Of the federal agencies, the only agency that provides an agreement that covers more than one campground is the U.S. Forest Service. The Forest Service has Granger Thye Campground agreements that include multiple campgrounds within a national forest. The U.S. Forest Service has not issued a Granger Thye Campground agreement across multiple national forests.

The Tennessee Valley Authority has the same campground concessioner for most of its campgrounds; however, it did not issue an agreement across campgrounds.

Fee Methods

The calculation of the fee for the opportunity provided varies by federal agency and is based upon their specific authorities and policies.

Exhibit 53. - Other Federal Agencies Public Private Agreement Models

Type	Real Property Investment	Personal Property Investment	Operational and Preventative Maintenance	Cyclic and Component Maintenance	Compensatory Interest	Minimum & Maximum Years for Term
BLM: 36 CFR Subpart 2920 and 2930						
Special & Recreation Use Permit (2930)	BLM	Permittee	Permittee	BLM	Personal Property	10 years
Lease (2920)	Lessor	Lessor	Lessor	Lessor	Real and Personal FMV	Time Required to Amortize Capital Investment. Typically, not greater than 50 years
USFS: Section 7 GT Act, 16 USC 580d and 36 CFR 251						
Resort Special Use Permit-Granger Thye	Permittee	Permittee	Permittee	Permittee	Sell or Remove	No more than 30 years
Special Use Permit for Campgrounds Granger-Thye	USFS	Permittee	Permittee	USFS	None	Minimum of 5 plus 5 with option of 10 plus 5 years
USACE: Title 16, USC Section 460d						
Lease	Lessee	Lessee	Lessee	Lessee	Removal at End of Term	Minimum of 10 maximum of 25 years
TVA: 40 U.S.C. § 1314						
Grant of Term Easement	Grantee	Grantee	Grantee	Grantee	FMV agreed to by Parties	30

Source: BLM, USFS, USACE, TVA

STATE SYSTEMS

States have both park systems and some land boards. State land boards, generally located in public land states in the west, manage state-owned trust lands used to fund public education. Each state park system has its own statutory authority for entering into agreements with the private sector for commercial use. CHMGS has worked with 19 state park systems and reviewed their concession authorities. There is no consistent framework for the evaluation of these agreements. As part of the Pilot Project phase of this project, CHMGS will profile the state park system commercial use authorities for Texas, Washington, and Utah.

Through its network of state park relationships, CHMGS has identified some emerging trends in state park strategies for public/private agreements for campgrounds. The California and Alabama State Park systems have put some campgrounds under third party management agreements. Where this has occurred, it is typically in an area (e.g., campground loops) where a concessioner has installed cabins, yurts, or RV campsite accommodations.

Recently, Michigan State Parks issued an RFP for lodging accommodations concession services within several Michigan State Parks and Recreation Areas, beginning with the 2020 season. Michigan State Parks identified “lodging” to include “cabins, tiny houses, geo-descent domes, tents for glamping, or another approved lodging alternative.” At the six areas offered, the sites available were either adaptive re-use of other park areas such as group camps, and/or adjacent to existing campgrounds. This “partial private sector” model provides for a continuation of public management of the traditional state park campsites, but provides access to capital, expertise and management by the private sector. This RFP was also an example of an RFP that offered campgrounds across a portfolio of sites.

This RFP requires the qualified vendor to provide lodging, all equipment, personnel, and supplies required to operate the concession. Lease terms offered are up to 20 years with an option to extend another five years. Under the lease, the improvements become the property of the state at the end of the term.

CHMGS research has identified that state land boards have also issued leases with private sector partners for campground developments. One of the glamping companies has developed a relationship with a state land board. Typically, these leases are for a minimum of 30 years and the real property improvement remain the property of the land board.

PUBLIC/PRIVATE AGREEMENT MODELS CONCLUSIONS AND RECOMMENDATIONS

The following are key conclusions that may guide how the NPS determines the management models for future campground developments.

- The NPS has one authority (i.e., Concession Contracts) that it uses for campground development and management. The VEIA authority is new and the NPS could use VEIA for management contracts if the NPS desires to develop campgrounds with public resources. The NPS should further investigate whether its leasing authority is a suitable authority for use in campground development. The longest terms available for concession contracts are 20 years and this term length may be suitable for campgrounds needing redevelopment, depending on the investment amount needed for redevelopment.
- The USACE and USFS both offer authorities that provide for longer terms (i.e., 25 and 30 years). However, these agencies’ authorities’ fee structure model does not ensure that the respective agency shares in the business opportunity provided as well as the NPS franchise fee model. In contrast, the BLM lease authority provides an opportunity for major development

due to its term length being 50 years. The BLM leases in California and Arizona include significant campground development.

- State park systems are experimenting with transfer of a whole campground from the public to the private sector, and/or conversion of an area of a publicly managed campground to a private sector operator for development and management.

Based upon these public/private agreement model conclusions, CHMGS recommends the following for consideration by the NPS.

- The NPS recognizes that it currently has a viable public/private agreement model in its concession authority. The key issue is to ensure that the term provided for the concession contract meets the investment requirements for redevelopment or new development. More significant associated investments may require longer contracts terms (i.e., 15 and 20 years).
- The NPS recognizes that the “partial private sector” model may be a strategy that would allow for the creation of alternative camping accommodations that add value to the NPS’s existing camping portfolio. By offering up sections of campgrounds (e.g., a campground loop) for alternative development and management, the NPS can leverage the private sector’s capital, expertise, and management capacity to meet the desires of a changing market demographic. A private/public hybrid campground model should occur in those cases where campground market analysis (i.e., supply and demand analysis) indicates the need for such changes.

12. PUBLIC AGENCY CAMPGROUND PRICING AND MODELS

FEE AUTHORITY

Currently, the National Park Service has the authority to charge fees for campgrounds that it manages within national park sites, based upon the Federal Land Recreation Enhancement Act (FLREA) (16 USC Chapter 87). FLREA considers campgrounds to fall within the Expanded Amenity Fee category. Within the statute, there is Section 6802 (b) Basis for Recreation Fees. This section details the following: *Recreation fees shall be established in a manner consistent with the following criteria:*

1. The amount of the recreation fee shall be commensurate with the benefits and services provided to the visitor.
2. The Secretary shall consider the aggregate effect of recreation fees on recreation users and recreation service providers.
3. The Secretary shall consider comparable fees charged elsewhere and by other public agencies and by nearby private sector operators.
4. The Secretary shall consider the public policy or management objectives served by the recreation fee.
5. The Secretary shall obtain input from the appropriate Recreation Resource Advisory Committee, as provided in section 6803(d) of this title.
6. The Secretary shall consider such other factors or criteria as determined appropriate by the Secretary.

The NPS’s Directors Order #22A (i.e., DO22A) outlines guidance for Recreation Fees. This policy includes the “Principles and Objectives of the Fee Program”, which lists thirteen factors including referencing FLREA Section 6802 (b) outlined above. This policy includes Section 10 entitled “Establishing and Changing Fees”. This section discusses the organizational approval process, and the

importance of civic engagement with public and the stakeholders, public posting and fee reporting. Section 9, “Eligible Categories of Expenditures” identifies that the following categories of fees are allowable in the determination of use of fees.

- Repair, maintenance and facility enhancement related directly to visitor enjoyment, access and health and safety
- Visitor services
- Law enforcement related to public use and recreation
- Director operating costs
- Capital costs.

The DO22A does not discuss use of these data in developing an overall fee policy by asset class, nor how this asset class fee should relate to other recreation fees within the NPS.

CHMGS’ work with other public agencies at the county and state level has identified a fee policy framework that addresses FLREA’s Section 6802 (b) first criteria, “fees shall be commensurate with the benefits and services provided to the visitor.” The concept of setting fees based upon benefits provided is not a new concept. The following paragraphs will provide an example of the underlying concept behind fee policy development based upon the benefits-based spectrum. CHMGS has provided this information for review and consideration by NPS as the campground strategy moves to the pilot phase.

BENEFITS BASED FEE/PRICING POLICY FRAMEWORK

In 1986, Dr. John Crompton and Dr. Charles Lamb wrote the book, “Marketing Government and Social Services.” Public recreational professionals acknowledge that the concepts outlined in this book regarding equity and pricing policy of public services are valid and use them in the development of their fee/pricing policy.

Crompton and Lamb discuss the allocation decisions for which public agencies have responsibility when they are delivering visitor services to the public. They identify that, “two related sets of decisions are involved in the delivery of services and hence development of pricing. They revolve around the issues of allocation and distribution. Allocation decisions address the question, “who gets what?” or in normative terms, “who ought to get what.” Distribution relates to the delivery of services within a community and typically involves decisions regarding providing new services. For the NPS analysis, the issue of distribution is of less importance in establishing a fee/pricing policy framework since the park system is in place.

Crompton and Lamb state that “the term allocation implies that different amounts of a service are assigned to a select group based upon a principle or standard. The generally accepted standard for allocating public services is “equity,” which addresses the question of, “is the allocation of services in this jurisdiction fair?” Crompton and Lamb identify that since equity involves value judgement, there needs to be an entity that makes this judgement. They state that the public representatives are therefore the arbiter of this issue. Specifically, they identify that these value judgements occur through:

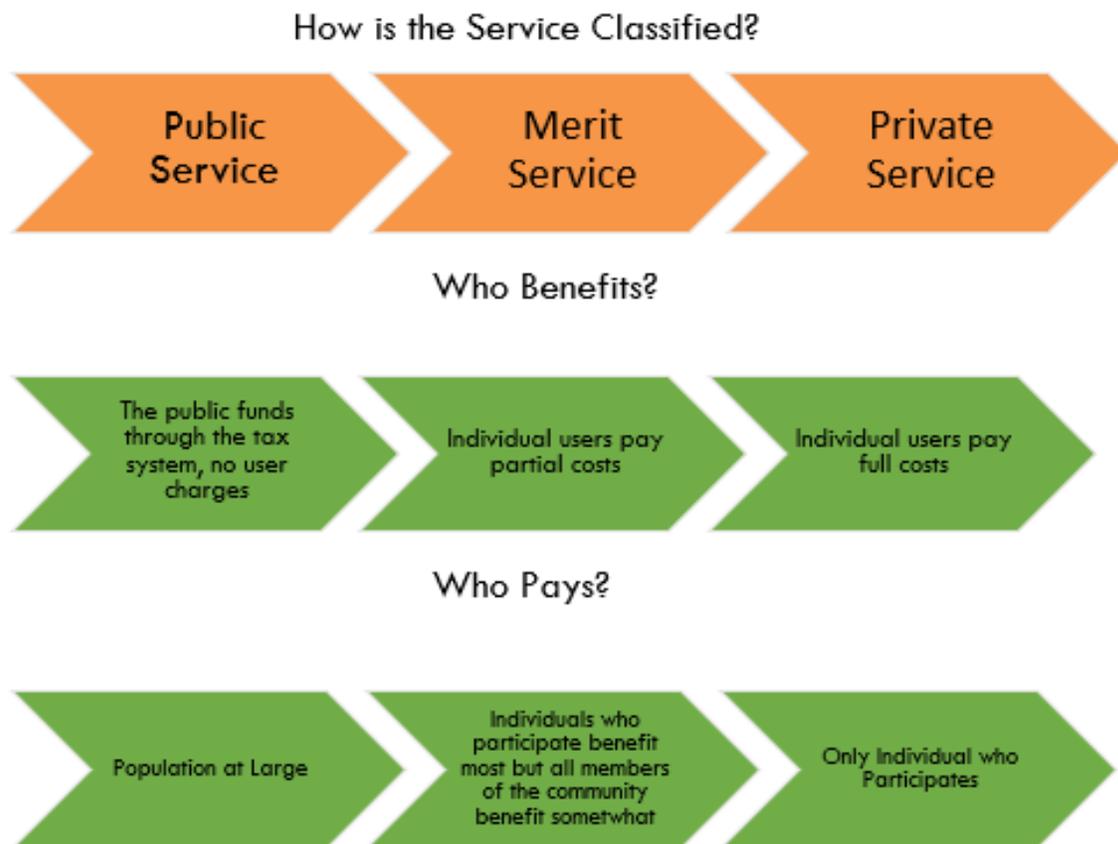
1. Community priorities and values articulated by citizens, who;
2. Influence elected representatives, who;
3. Convert various demands into formal policies, that;
4. Agency personnel endeavor to carry out.

This position recognizes that value judgements are part of the process used in determining allocation of public resources for visitor services.

Crompton's Classification of Services Spectrum

Crompton's Classification of Service Spectrum applies the equity concept to visitor services. It differentiates between public and private types of visitor services. They each sit on opposite sides of the spectrum and much of the debate on pricing public services revolves around whether a visitor service has characteristics of a public or private service. When setting pricing for visitor services, understanding who is benefiting and who is paying for the service is a key factor in developing fee/pricing policy. The Classification of Services Spectrum has application across a public recreation agency's entire recreation and interpretation offering and categorizes programs and services into one of the three categories. An illustration of this Classification of Services Spectrum concept is in the exhibit on the following page. Appendix 4 includes examples of this state park agency's definition of services within a park system that mirrors the NPS and its program areas.

Exhibit 54. - Classification of Services Spectrum



Source: Dr. John Crompton

Cost of Service Allocation Process and Establishing a Price

After classifying a program or service, the next step is identifying the actual costs for delivering the services. The cost of service analysis process consists of the following steps:

1. Gather and confirm integrity and applicability of the expense data gathered.
2. Identify direct operational costs and allocate portions of indirect and fixed costs.
3. Identify unit of measure for costing (e.g. visitor, occupied site, usage unit).
4. Identify where service lies within a classification of service and its corresponding cost recovery percentage.
5. Identify price by evaluating cost recovery percentage and apply to unit costs.

An example of camping for a state park management unit provides an example of this process. This state park determined camping a Merit Benefit. Within this classification, the park established three categories, each with a different cost recovery goal. As seen in the exhibit below, primitive campsites have a lower cost recovery goal than developed camping. The concept is that the public sector agency should provide a greater subsidy to undeveloped (primitive camping) since it provides the general public access to an entry level camping experience. However, the more developed the camping experience, the more private the use becomes and as such, the public subsidy diminishes.

Exhibit 55. - Cost of Service for Camping Example from State Park System

Merit	Public Funding Support (e.g. Subsidy)	Cost Recovery Goal
Undeveloped Camping	80 - 100%	20 to 0 %
Developed Camping	25 to 50%	50 to 75%
Developed Camping - Hook Ups	25 to 50%	50 to 75%

Source: CHMGS and Pros Consulting

For this example, CHMGS placed the actual costs for services against the relevant usage and the cost recovery goal to identify potential pricing for campground services. The exhibit on the following page provides an example of this exercise.

Exhibit 56. - Evaluation of Cost of Service, and Pricing and Cost Recovery Evaluation Example from State Park System

Line	Example State Recreation Area	Calculation
1	Total Overnight Visitors	48,126
2	Overnight Camping Visitation to Occupied Site Conversion Factor	3.5
3	Conversion to Occupied Sites (includes reservable sites)	13,750
4	Total Occupied Sites	13,750
5	Cost for Overnight Accommodations	\$762,506
6	Revenue from Overnight Accommodations	\$315,780
7	Current Cost Per Occupied Site	\$55.45
8	Current Revenue Per Occupied Site	\$22.97
9	Current Estimated Cost Recovery for Overnight Accommodations	41%
10	Proposed Pricing if Seeking 50 Percent Cost Recovery	\$27.73
11	Proposed Pricing if Seeking 75 Percent Cost Recovery	\$41.59
12	Proposed Pricing if Seeking 100 Percent Cost Recovery	\$55.45
13	Current Pricing Developed	\$30.00
14	Current Pricing Hook Ups	\$40.00
Pricing Conclusion: Fees at this Site Appear to be Adequate to Meet both 50 and 75 percent Cost Recovery Goals		

Source: CHMGS and Pros Consulting

- Line 1: The agency or analyst collects data on overnight visitors at the example state recreation area for both reserved and non-reservable camping.
- Line 2 and 3: The analyst converts visitation numbers for FY 2010/2011 back to reserved occupied site nights using a people-to-site conversion factor of 3.5 (provided by the department). Since the agency charges camping fees on a per-occupied-site basis (rather than per visitor), the analyst must use this conversion factor.
- Line 4: This number transferred from Line #3.
- Line 5: The cost of service analysis develops a cost for overnight camping at the example state recreation area.
- Line 6: Revenue reporting for the example state recreation area provides the revenue information for overnight accommodations.
- Line 7: Develop the cost per occupied site by dividing total overnight accommodation costs by total occupied site nights, resulting in a cost per occupied site of \$55.45 per site.
- Line 8: Generate the current revenue per occupied site of \$22.97 by dividing total overnight accommodations revenue by the number of occupied sites.
- Line 9: To calculate overall cost recovery for overnight accommodations, divide the costs per occupied site by the revenue per occupied site to yield a cost recovery of 41 percent. Since the overnight accommodations evaluated at Example State Recreation Area included primarily developed sites, the analyst can compare the cost recovery percentage of 41 percent to the desired cost recovery goals of 50 and 75 percent identified from the cost of service analysis.
- Line 10 and 12: If the agency established proposed cost recovery thresholds of 50, and 75 percent as policy, the next step would be to evaluate what the prices for overnight

accommodations should be at each of these thresholds. This would yield a price point between \$27.73 and \$41.59, respectively.

- Line 12: A 100 percent cost recovery threshold established for developed camping yields a resulting fee of \$55.45.
- Line 13 and 14: Currently, the campground base costs range from \$30.00 to \$40.00 per site at this location. This analysis would indicate that the fees at this site based upon their costs of service are appropriate and in line with the classification of services and costs of service thresholds proposed.

The analysis illustrates the importance of good data and information, as well as the value of having a classification of services and cost recovery framework to establish fees for an asset class.

COMPARABLE FEES

National Park Service Managed Campground Fees

CHMGS received from the NPS a database of all fees charged for the inventory of campsites within Rec.Gov as of FY 2019. The following exhibit provides the average of the fee charged by type of campsite.

Exhibit 57. - NPS Campground Fee Data for sites within Rec.Gov in FY 2019

Type of Campsite						
Region	Tent Only Non-electric	Tent Only Electric	Standard Non-Electric	Standard Electric	RV Non-Electric	RV Electric
AKR	N/A	N/A	N/A	N/A	N/A	N/A
IMR	\$ 21.04	\$ 22.00	\$ 21.67	\$ 24.57	\$ 21.38	N/A
MWR	\$ 20.21	N/A	\$ 19.51	\$ 24.18	\$ 22.76	N/A
NCR	\$ 23.17	N/A	\$ 25.67	N/A	N/A	N/A
NER	\$ 23.17	N/A	\$ 19.26	\$ 26.96	\$ 29.27	\$ 30.00
PWR	\$ 19.57	N/A	\$ 21.32	\$ 23.35	\$ 24.31	\$ 40.53
SER	\$ 20.26	\$ 40.00	\$ 23.42	\$ 29.87	\$ 21.12	\$ 31.31
Type of Campsite						
Region	Management	Equestrian Non-Electric	Hike To	Boat In	Cabin Non-Electric	Cabin Electric
AKR	N/A	N/A	N/A	N/A	\$ 62.64	N/A
IMR	\$ 15.14	\$ 25.00	\$ 8.00	\$ 29.55	N/A	N/A
MWR	\$ 23.43	N/A	N/A	N/A	N/A	N/A
NCR	N/A	N/A	N/A	N/A	\$ 55.36	\$ 53.57
NER	\$ 30.59	\$ 20.00	\$ 22.00	N/A	N/A	\$ 335.71
PWR	\$ 20.99	\$ 29.00	\$ 18.53	N/A	\$ 85.48	N/A
SER	\$ 41.67	\$ 24.36	\$ 11.31	N/A	\$ 138.04	\$ 124.87

Note: "Management" refers to sites that are not on the Rec.Gov reservation system.

Source: NPS, Rec.Gov

The previous exhibit illustrates that fees do vary by region and that the NPS is charging a premium for electricity at sites. Neither of these two issues are surprising but noting that these fee positions already are in place provides a foundation for establishing additional fee policy elements.

National Park Service Commercial Services (Concessions) Rate Approval

The National Park Service Commercial Services Program has several established rate approval methods. The NPS Commercial Services program requires these rate approval methods for concessioners. The guidance for rate approval is located within the NPS Concession Management Rate Administration Guide published in 2017 and is based upon the following legal and policy authorities.

1. Legal Authority: 16 U.S.C 20 (Sec. 3); P.L. 105- 391
2. Policy: Management Policies Manual, Chapter 10, Section 10.2.4.7
3. Commercial Services Guide 2018 Edition.

The NPS identifies eight rate approval methods within its Rate Approval Program guide. Of these, three have relevance to the discussion of comparability if the NPS considers a campground a Concession campground. CHMGS has abbreviated the descriptions of methods from the NPS Rate Approval Program guide below:

Competitive Market Declaration (CMD): This method utilizes a written statement to document that the concessioner is in a competitive market for a specific service and allows the concessioner to price accordingly.

Comparability: This method leverages NPS or its contractors to compare concession facilities or services to similar offerings outside the park and apply it when other simplified methods are inappropriate or inadequate.

Core Rooms/Sites: This method allows a park to simplify the rate administration process by using different rate methods for products or services that have core and non-core offerings. The park decides which products or services are “core” to the operation and prices those using the comparability process, while the concessioner prices the non-core products based on what the market will bear.

Commercial Comparability

The private sector uses a combination of both cost recovery and competitive market evaluation to establish and set its campground rates. As seen in Exhibit 67, occupied site nights impact the price point of a campground. The higher campground occupancy, the greater opportunity to cover the direct, indirect, and fixed costs associated with operations. The public sector campgrounds, in part due to their locations and seasonality (e.g. shorter operating seasons) should ideally cover their direct costs but may not be able to cover their indirect and fixed costs. Additionally, in some markets, the lower prices of the public sector campgrounds may negatively impact the private sector since they are in part competing against them for a segment of seasonal demand.

State Park Campground Pricing Trends

For public comparison purposes, CHMGS has gathered data from the National Association of State Park Director Information Exchange over the past decade. These data illustrate that State Parks have established general data standards for comparison purposes. The data identify that, on average over the last decade, campground fees have increased above the historical rate of inflation (e.g. 2 to 2.5 percent).

Exhibit 58. - State Park System Campground Rates by Category 2008 and 2018

Rental Fees	Improved W/S/E Min	Improved W/S/E Max	Improved W/E Min	Improved W/E Max	Improved E Min	Improved E Max
2008	\$21.88	\$28.13	\$16.22	\$22.97	\$13.51	\$20.27
2018	\$29.75	\$42.91	\$25.68	\$40.98	\$20.87	\$32.02
CAGR	3.1%	4.3%	4.7%	6.0%	4.4%	4.7%
Rental Fees	Improved No H/U Min	Improved No H/U Max	Primitive Min	Primitive Max	Cabin /Cottages Min	Cabin /Cottages Max
2008	\$11.63	\$16.28	\$9.09	\$11.11	\$60.53	\$165.56
2018	\$19.39	\$33.72	\$13.26	\$19.58	\$58.22	\$288.15
CAGR	5.3%	7.5%	3.9%	5.8%	-0.4%	5.7%

Source: NASPD Information Exchange and CHMGS

AGENCY CAMPGROUND PRICING MODELS CONCLUSIONS AND RECOMMENDATIONS

The following are key conclusions that may guide how the NPS considers altering its current pricing model for campgrounds within NPS units.

- The NPS has the authority to charge fees for campgrounds that it manages within national park sites, based upon the Federal Land Recreation Enhancement Act (FLREA). This act includes a section on the basis for recreation fee setting, which indicates that, “the amount of the recreation fee shall be commensurate with the benefits and services provided to the visitor.” Research identifies NPS’s DO22A provides guidance for recreation fee setting, but there are no cost recovery requirements that relate to the benefits received and the services provided.
- The industry best practice for fee setting for recreational services is based upon the concept of “equity.” When setting pricing for visitor services, understanding who is benefiting and who is paying for a particular service are key factors in developing fee/pricing policy. Within most public agencies providing camping, they typically subsidize primitive camping to a greater extent (e.g., 75 to 80 percent) than developed camping (e.g., 25 to 50 percent). Many public agencies begin with a cost analysis and then determine the degree of cost recovery to subsidize with appropriated funds.
- The NPS Commercial Services program that oversees concession contracts in the parks has three methods used primarily for overnight accommodations, including camping. One price-setting method involves allowing market conditions to determine rates rate, while two other

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methods develop rates based on the rates of other operations in the market determined most comparable.

- State park systems use a combination of cost recovery as well as market comparability to develop campground rates. Over the last ten years, the average minimum rates provided for all types of sites across state park systems' campgrounds increased at rates higher than the annual inflation rate.

Based upon these campground pricing model conclusions, CHMGS recommends the following for consideration by the NPS.

- The NPS recognizes that while it has NPS DO22A as an overarching policy for recreation fees, it does not have a national campground fee strategy. Resultingly, the NPS should commit to leveraging Tasks 2 and 3 of CHMGS' Scope of Services to test the development of pricing strategies that can inform a NPS campground pricing strategy.

13. CAMPGROUND STRATEGY RECOMMENDATIONS

CHMGS's recommendations are based upon the research conducted and conclusions presented within this report. CHMGS confirms through this study that camping is a growth industry and an important recreational asset class within the overnight accommodations and leisure industry. CHMGS bases this statement upon a review of the research in this report and summarized in 31 indicators presented in Appendix 1 of this report. Therefore, CHMGS concludes that the market opportunity for *enhancing* camping at NPS units is favorable. CHMGS provides fifteen recommendations for the NPS's consideration:

CAMPGROUND FACILITY DEVELOPMENT

1. Camping preferences vary within the population and changing age and ethnicity/race demographics will influence the nature of campground facilities and services desired. The NPS should maintain a portion of its campsites as tent sites, reconfigure RV sites to meet current product offerings, evaluate the opportunities for adding/or replacing existing sites with alternative camping options such as cabins and glamping, and re-evaluate group campsite design. The NPS should make this determination on a case by case basis as supply and demand factors represent themselves in each respective campground market surrounding a national park unit.
2. Population growth rates are increasing to varying degrees in regions of the country. For those regions that are experiencing population growth and have a high propensity of camping, the NPS should evaluate the role that NPS campgrounds can provide in meeting camping demand. This determination should be made on a case by case basis as supply and demand factors represent themselves in each respective campground market surrounding national parks.
3. The NPS provides a critical inventory of campsites to the recreation market. The NPS should not reduce its current campground/campsite supply, since it represents an important component of the overall federal campsite inventory and the nation's campground supply.
4. The NPS should maintain a share of its camping supply as tent sites. There remains a preference for these types of sites among campers.
5. RV and Park Model shipments are increasing at double digit growth rates and indicates a market preference for this type of accommodation as part of a diverse camping experience. As part of the pilot projects as well as future design charrettes, the NPS should evaluate how the current size and configuration (e.g., full NPS and pull thru sites) of RV pads meet the needs of today's and the future RV towable and motorhome market.
6. Private sector campgrounds provide over 53 percent of the campground supply in the U.S. The private sector provides a different camping experience and can expand and diversify its campground supply at a rate faster than the public sector due to access to capital and different planning processes. However, in markets surrounding national park units, situations may exist where the private sector has not capitalized on market trends, and/or the camping demand exceeds the campsite supply available. In these markets, the NPS should consider addressing camper needs through changes in the NPS's campground supply offerings, and/or additions to supply. This should occur on a case by case basis as supply and demand factors represent themselves in each respective campground market surrounding a national park unit.

7. The NPS should ensure that campground restrooms are clean and well maintained since this is the most important factor for campers when staying or returning to a campground. This may mean that restroom improvements are needed at campground locations depending upon their current age and condition.
8. The NPS should not prioritize Wi-Fi improvements at the expense of facility (e.g. restrooms) and site (e.g. tent, RV, other) improvements. Wi-Fi connectivity is a low priority for campground visitors to national parks.

CAMPGROUND PROGRAM MANAGEMENT

9. The NPS should capture annual data related to changes in the NPS campground supply inventory in order to document changes in the campsite supply over the next decade. The ability to illustrate supply changes over time, is important for an NPS campground strategy since it provides the basis for determining if supply growth is necessary to accommodate increases in demand.
10. The NPS's percentage of its campsite supply available on Rec.Gov is not reflective of other federal and public agencies, (e.g., state, and counties) nor best practices in visitor services. The NPS should increase the percentage of its campsite supply on Rec.Gov from the present level of 14 percent to up to 75 percent.
11. The NPS does not have a common data standard for campsites. The NPS should consider working with other federal agencies to create a common data standard for campsites for use in agency internal supply and demand analysis as well as on public facing websites.
12. The NPS should engage in a practice of identifying and collecting camping demand trends nationally and regionally on an annual basis. It should begin to collect and centralize both available and occupied campsite data by type from NPS campgrounds in order to estimate and identify occupancy trends. For NPS campsites that are not on the reservation system, the NPS should consider a strategy for collecting and aggregating this data. For NPS campsites that are on Rec.Gov, the NPS can extract this data from the reservation system. Therefore, the NPS should extract available data annually and centralize it for use in evaluating occupancy trends. Occupancy data is necessary for the development of a national and regional campground strategy. This data provides insight into the number of campgrounds and types of campsites experiencing occupancies that would result in consideration of the need to either reduce or potentially expand supply to meet camping demand occurring within NPS units.
13. The NPS has a viable public/private partnership agreement model for private sector campground investment in its concession authority. The key issue is to ensure that the contract term provided in the concession contract is adequate to address market expected returns on private enterprise invested capital. More significant capital investments may require longer contract terms (i.e., 15 and 20 years).
14. A "partial private sector" development model may be a strategy that would allow for the creation of alternative camping accommodations that add value to the NPS's existing camping portfolio. By offering up sections of campgrounds (e.g., a campground loop) for alternative development and management, the NPS can leverage the private sector's capital, expertise and management capacity to meet the desires of a changing market demographic. This "particle private sector" development strategy should occur in those cases where campground

market analysis (i.e., supply and demand analysis) indicates the need for such changes. The NPS should consider this model in its overall campground strategy.

15. NPS DO22A provides an overarching policy for recreation fees; however, it does not include a specific NPS campground fee strategy. Resultingly, the NPS should commit to leveraging Tasks 2 and Task 3 of CHMGS's Scope of Service to test the development of pricing strategies that can inform an NPS campground pricing strategy.

14. ASSUMPTIONS AND LIMITING CONDITIONS

CHMGS (“we”) was retained by the NPS to conduct the referenced analysis.

The Services do not include the provision of legal advice and we make no representations regarding questions of legal interpretation. Client should consult with its attorneys with respect to any legal matters or items that require legal interpretation, under federal, state or other type of law or regulation, changes in the law or in regulations and/or their interpretation that may have taken place after the date that our engagement commenced or may be retrospective in impact. We accept no responsibility for changes in the law or regulations or their interpretation which may have occurred after the effective date of our engagement.

Client has provided us information relevant to the Services and any reasonable assistance as may be required to properly perform the Services. CHMGS takes no responsibility for inaccurate and incomplete information provided by the Service. The overall definition and scope of the work performed, and its adequacy in addressing Client’s needs, is Client’s responsibility. Client acknowledges that CHMGS did not perform any management functions or make any management decisions in connection with the Services. The Client is also responsible for the implementation of actions identified in the course of this engagement and CHMGS takes no responsibility for such actions using any such Deliverables.

To the best of our knowledge and belief, the statements of fact contained in this report, upon which the analysis and conclusion(s) expressed are based, are true and correct. In the preparation of this analysis and the report, we have relied on information, estimates, and opinions furnished to us by third-party sources (“Source Information”). We make no warranty or representation as to the accuracy of the Source Information or any information set forth in our report that is based, in whole or in part, on the Source Information.

Our analyses are based on estimates and assumptions developed in connection with the contract to provide these services. Some assumptions, however, inevitably will not materialize, and unanticipated events and circumstances will occur; therefore, actual findings and results achieved during the period covered by the accompanying analyses will vary from the estimates contained therein and the variations may be material.

Unless otherwise stated, no effort has been made to determine the possible effect, if any, on the estimates contained herein from future federal, state, or local legislation, including any environmental or ecological matters or interpretations thereof.

The analysis contained herein is based on a point-in-time of the market. We take no responsibility for any events, conditions or circumstances that may affect the subject facilities that take place subsequent to the delivery of this report. The estimates and underlying analyses presented herein are time sensitive, as changing market conditions inevitably will require that this analysis be updated. We believe that the observations and recommendations expressed in this report will remain valid for a period of one year beyond the issue date of this report. Subsequent to that date, the information contained herein is likely not reliable and must be updated to remain valid.

15. APPENDIX

1. Campground Industry Trend Indicators
2. RV Shipment Trend Data
3. Example of State Park System Classification of Services

CAMPGROUND INDUSTRY TREND INDICATORS

The following tables summarize the data behind the conclusions in this report. The table has been set up with four columns. The definition for each column is as follows:

1. **Indicator:** A supply or demand indicator that used to identify characteristics that may impact the campground industry.
2. **Metric for Evaluation:** Metric that is available for review. These metrics are all located within the body of this report.
3. **Impact on Camping Demand:** Discussion of how this factor impacts camping demand decisions.
4. **Favorability Factor:** The color coding is as follows: Green=Favorable supports campground demand growth; Grey=neither favorable nor unfavorable but an indicator of note.



Appendix 1 - Campground Industry Trend Indicators and their Favorability

	Indicators	Metric for Evaluation	Impact on Camping Demand	Favorability Factor
1	Overall Disposable Income Trend	2014-2018 CAGR 2.5%	Historical growth in Per Capita Disposable Income is a positive indicator supporting future growth in leisure time activities such as camping.	
2	Economic Trends	Services vs. Goods	The emergence of the Experience economy where Millennials are spending higher on services than goods is a positive indicator for camping.	
3	Overall Population	2020 to 2040 CAGR 0.6 percent	Population growth is anticipated to continue at a slower pace than historical growth. This will be important to consider regarding the supply of facilities built relative to future camping demand.	
4	Age Cohort Population	2020 Gen Z, Millennials, Gen X =65% of population and Baby Boomers, Traditionalist = 35% 2020 Millennials 90M vs. Baby Boomers 80M	Baby Boomers age and camping participation rates from this cohort declines from past levels. Proceeding generations age into this higher spending age category but at lower growth rates. The Millennial population cohort is larger than that of the current Baby Boomers. This means that there is an opportunity to attract this larger population to camping as a leisure activity.	
5	Origin/Race Population	2020-2040 CAGR Origin: Hispanic 1.7% 2020-2040 CAGR Race: Two or More 2.7%	Hispanic origin continues to grow and the population representing two or more races will grow at a higher rate than all other races. Understanding the camping preferences of the diverse population of the U.S. will be critical in order to ensure that the NPS serves the U.S. population needs.	
6	Population Distribution	North and South West U.S. Highest Historical Regions of Growth	Campground demand will increase in areas that have growth in population and also year-round operating seasons. The campground industry will likely focus on campground supply additions in areas that can draw from this population growth.	
7	Domestic Travel	2014-2018 CAGR 1.9%	Historical growth in domestic leisure travel is a positive indicator supporting growth for overnight accommodations in destination locations.	
8	International Travel	2014-2018 CAGR 1.5%	Historical growth in international leisure travel is a positive indicator supporting growth for overnight accommodations in destination locations.	
9	Campground Industry Revenue	2013-2018 CAGR 1.0% and forecast of 1.0% for 2018 to 2023	Historical and future revenue forecasts for campgrounds and RV Parks are positive indicators for camping.	
10	Private Sector Distribution of Inventory	Pacific, Southwest as well as Northeast U.S.	Campground development involves an evaluation of whether supply is adequate to meet demand. The private campground industry's largest distribution of sites is in these areas due in part to operating seasons and population density.	
11	Camping Site Types	59% Tent, 24% RV, 16% Cabins	Tent camping remains the primary camping accommodation type. However, incidence of alternative accommodations such as RV and Cabins are continuing to increase, and private campgrounds are adapting by either adding or trading out sites.	
12	Camping Equipment Sales Volume	2007 to 2018 CAGR Tents/Shelters: 2.6%	Camping equipment such as Tents/Shelters sale volume has continued to increase demonstrating continued interest in camping and importance of tent camping.	
13	Recreational Vehicles (RV) Units Shipped	2009-2018 CAGR Motorhomes: 17.8% and Towables; 12.9 %	Overall RV units shipped at a CAGR of 12.6 percent. The number of RV units that are in use by the U.S. population and their continued growth, are indicators of the desire/importance of RV camping in the U.S.	



	Indicators	Metrics for Evaluation	Impact on Camping Demand	Favorability Factor
14	RV Rental Revenue	2013 to 2018 CAGR 3.2%	RV Rental Revenue has increased significantly over the last five years, but the industry expects revenue growth to slow, primarily due to the shift in the method of rentals (e.g. from dealer to peer to peer). This shift will impact the number of units that dealers may rent; however, it will likely not shift the need for camping sites to accommodate the demand.	
15	Park Models	2010-2018- CAGR 2.8%	Park models are a type of cabin camping. The growth in the units shipped to primarily private campgrounds is an indicator of the desire for alternative camping accommodations.	
16	Glamping Revenue	2018 to 2024 CAGR 15.0%	Glamping as a type of camping has experienced significant growth in the last five years and industry expects growth to continue at a high rate. This alternative form of camping appeals to the Millennials and Gen X cohorts. The growth in this camping type is a positive indicator of alternative camping accommodations.	
17	Camping Age	Millennials 41.0% and Gen X 36.0%	Overall, the percentage of campers in the Millennial and Gen X age cohort exceeded that of the Baby Boomers and Mature. This indicates the importance of understanding camping preferences of these age cohorts and the ability of these age cohorts to support continued camping demand.	
18	Camper Household Income	Under \$50K 47.0% Over \$50K 53.0%	Camper Household Income is equally distributed among all Household Income categories indicating that an array of products and pricing is important to consider in developing camping strategies.	
19	Active Camper Ethnicity	Active Campers: 71.0% Caucasian/White New Campers: 51% All other Ethnic Groups	Camping remains an activity primarily participated in by Caucasian/White population; however, new campers are composed of a more diverse population. Recognizing camping preferences of a diverse population will be important.	
20	Camping Geographic Distribution	Pacific and South West and North and South East, U.S.	The largest camping participation populations are in California and Texas. The Pacific North and Southwest as well as Florida and the Northeast and Mid-Atlantic also have active camping populations. The campground industry will likely focus on campground supply additions in areas that have both high population growth rates as well as a high percentage of the population that camps.	
21	Accommodations Desired -NPS	Tent 53.0%, RV 17.0% and Cabin 15.0%	Tent camping remains the highest preference for accommodations within national parks, but RV sites and cabins remain a desired overnight accommodation. Preferences in part reflect the supply. As such, these data define preferences within the current supply offerings only.	
22	Travel Time NPS	Under 100 miles: 44.0% Over 100 miles: 56.0%	Surveys indicate potential visitors consider national park sites both close to home as well as destination-based trips. Consideration of development of camping at locations close to camping demand population centers should be considered.	
23	Recreation Participation	2006-2017 CAGR 1.4%	Overall outdoor recreation participation has grown at a relatively slow but steady rate of 1.4 percent. Camping is a component of outdoor recreation participation and a gateway to many recreational activities. This overall growth rate is a positive indicator for camping.	
24	National Camping Participation	2014-2018 CAGR Camping Incidence: 2.5% 2014-2018 CAGR Camping Households: 0.9%	Both the incidence of and number of households camping has increased over the last five years. These are positive indicators for any future camping strategy.	
25	Frequency of Participation - NPS	1-2 Times per Year: 46.0% 3+ per year: 25.0%	Camping at NPS units 1-2 times per year equals the frequency rate at private campgrounds. Infrequent camping (e.g., every other year) at NPS units reflects a higher participation rate than at private campgrounds. Camping at NPS units remains an important part of a camper's experience.	



	Indicators	Metrics for Evaluation	Impact on Camping Demand	Favorability Factor
26	Public Camping Inventory- General	41% of Inventory is Federal 59% is State	Campsites on federal lands represents an important part of the public land camping inventory.	
27	Public Camping Inventory- NPS	17% of Federal Inventory is NPS sites	NPS sites represent less than 20 percent of the federal inventory. 70 percent of the NPS sites are accessible by vehicle and of this inventory, approximately 47 percent are RV sites.	
28	Overnight Camping Visits – Public Land	42 % of Overnight Visits is Federal 58% of Overnight Visits is State	Overnight camping visits on federal land represents an important part of the public camping accommodated demand.	
29	Overnight Camping Visits - NPS	26% of Federal Overnight Visits are NPS	The NPS captures a greater percentage of overnight visits per available campsite than the other Federal Agencies.	
30	Private Campgrounds Supply	Approximately 13,900 or 53% of Campground Supply	Campgrounds with more than one campsite represent approximately 53 percent of the campground inventory in the U.S. Therefore, they represent an important component of supply for future camping demand. The greatest expansion in private campgrounds in the last five years has come on private land. These private landowners are typically adding 1 or 2 units.	
31	Private Campgrounds Demand	N/A	Private sector campground supply has increased within the two major campground franchisors. Additionally, the inventory of private campsites on camping aggregator reservations systems has expanded at high rate in the last five years. If demand growth follows supply, there is growth occurring in the alternative camping sector.	

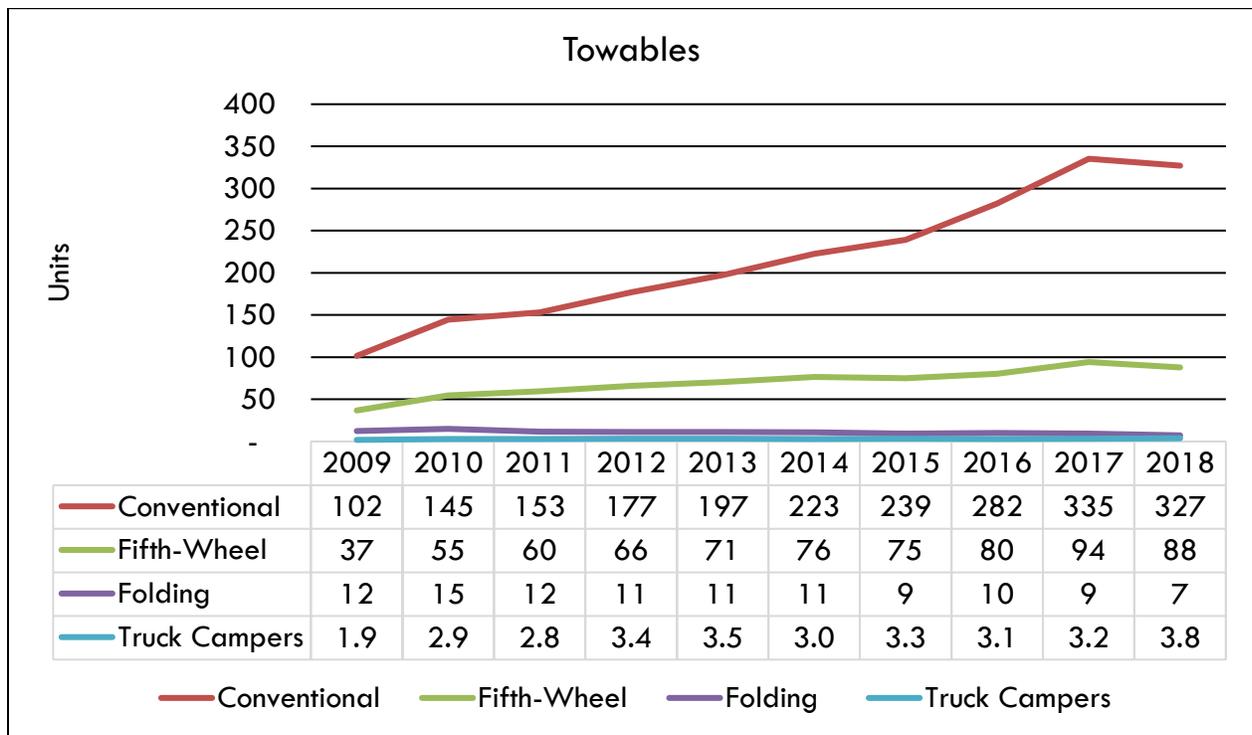
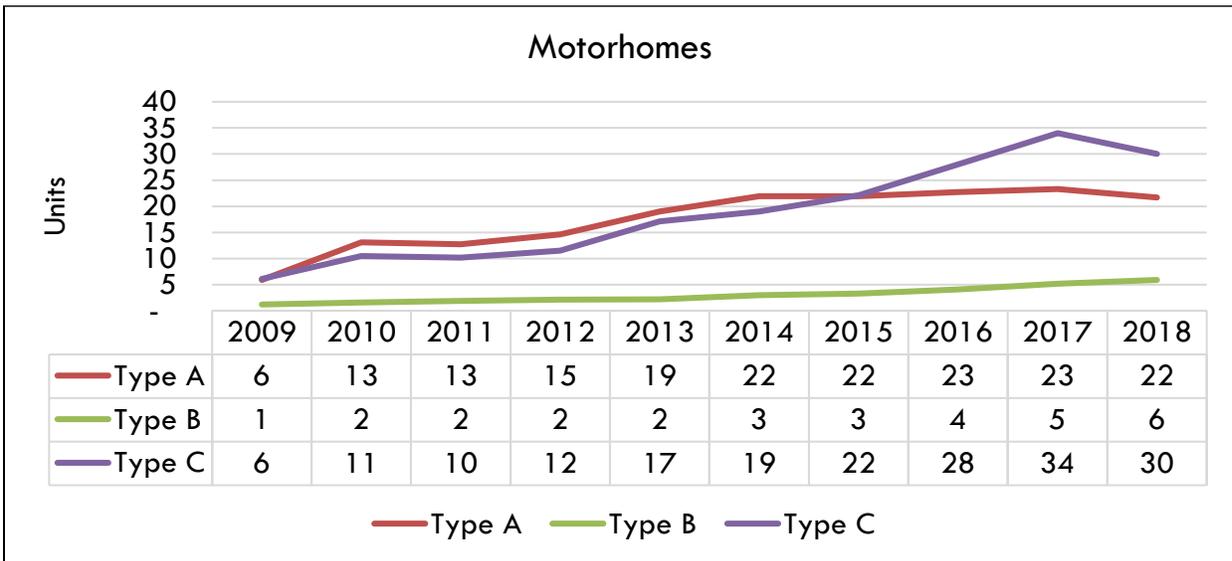
Note: The color code for the Favorability Factor is as follows: Green=Favorable supports campground demand growth Grey=neither favorable nor unfavorable but indicator of note.

Source: CHMGS and data sources identified in body of report



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Appendix 2 - RV Unit Shipments (Thousands) Motorhome vs Towable Trends 2009 to 2018



Source: Recreational Vehicle Industry Association, Industry Profile 2018

Appendix 3 - Classification of Services Spectrum Example from State Park System

	Cost Category	Description
1.	Management of Public Day use Experiences	Maintenance and management of for day use purposes including beaches, rivers, picnic areas, shelters, and trails. Management of entrance gates and kiosks, performing fee collection or entry management at a park. This does not include natural resource management of a day use area.
2.	Management of Overnight Experience	Maintenance and management of primitive and improved campgrounds including full hook up RV campgrounds. Maintenance and management of cabins, yurts, lodges and bungalows. Could include oversight of asset stewardship for concessioners with these facilities.
3.	Protect and Preserve Natural Resources	Management of natural resources in parks including, but not limited to, soil and water management, erosion control, forestry and wildlife management, invasive species management prescribed burns and conservation.
4.	Protect and Preserve Cultural Resources	Management of cultural resources in parks including but not limited to, artifact and collections management, and historic structure/cultural grounds management and maintenance.
5.	Management of Interpretation and Education Services	Delivery of interpretation and education programs including program costs, staffing, materials and supplies and program promotions. This can also include signage and material brochure costs, interpretive exhibits and costs for managing and maintaining visitor and interpretive center.
6.	General Infrastructure Management & Maintenance	Maintenance and management of park infrastructure including roads, sidewalks, parking areas, administrative/support buildings and structure, water and wastewater systems, electric and gas utilities and HVAC.

Source: CHMGS and Pros Consulting

END OF DOCUMENT