

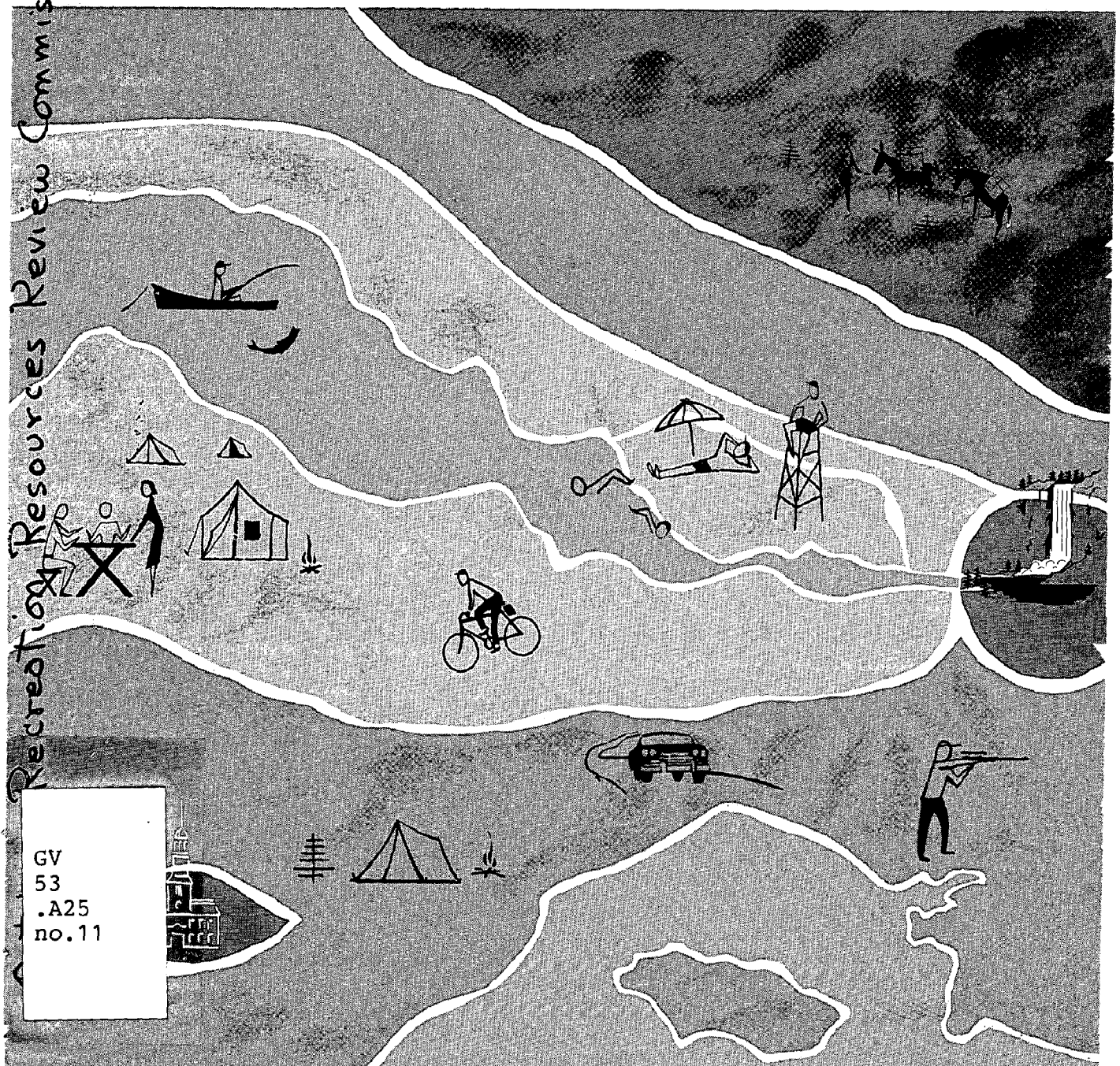
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ORRRC STUDY REPORT 7

# SPORT FISHING— TODAY AND TOMORROW

*A Report to the Outdoor Recreation Resources Review Commission*

Outdoor Recreation Resources Review Commission



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# **OUTDOOR RECREATION FOR AMERICA**

**The Report of the Outdoor Recreation Resources Review Commission  
to the President and the Congress**

This report surveys our country's outdoor recreation resources, measures present and likely demands upon them over the next 40 years, and recommends actions to insure their availability to all Americans of present and future generations.

The first part of the 246-page volume reviews the place of outdoor recreation in American life, drawing largely on the finding of the Commission's expert studies. It describes the supply of recreation resources, the demand for recreation, the economics of recreation, and the problems of relating all three to assure present and future generations of the outdoor recreation opportunities they require. The second part contains recommendations for programs and policies, with chapters concerning the responsibilities of the Federal Government, the States, local government, and private enterprise. There are chapters on special problems of management, financing, water, and research. The report is for sale by the Superintendent of Documents, U.S. Government Printing Office, Washington 25, D.C., for \$2.

04999

ORRRC Study Report 11

**Private**

# **Outdoor Recreation Facilities**

*Report to the Outdoor Recreation Resources Review Commission  
by the Economic Research Service,  
U. S. Department of Agriculture*

U. S. DEPARTMENT OF COMMERCE NOAA  
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## OUTDOOR RECREATION RESOURCES REVIEW COMMISSION

The Outdoor Recreation Resources Review Commission was created by the Act of June 28, 1958 (Public Law 85-470, 72 Stat. 238). The task assigned to the Commission was to seek answers to the following basic questions:

What are the recreation wants and needs of the American people now and what will they be in the years 1976 and 2000?

What are the recreation resources of the Nation available to fill those needs?

What policies and programs should be recommended to insure that the needs of the present and future are adequately and efficiently met?

The Commission's report, *Outdoor Recreation for America*, which was presented to the President and to the Congress on January 31, 1962, contains the findings of the Commission and its recommendations for action required to meet the Nation's outdoor recreation needs in 1976 and 2000.

In the course of its work, the Commission obtained many special reports from its own staff, public agencies, universities, nonprofit research organizations, and individual authorities. It is publishing these reports because of their potential interest to officials at all levels of Government and to others who may wish to pursue the subject further. A descriptive list of the study reports appears at the end of this volume.

In the development of the findings, conclusions, and recommendations presented to the President and to the Congress in January 1962, the Commission considered this report and other study reports, but its conclusions were based on the entire study and on its own judgment. Publication of the study reports does not necessarily imply endorsement of them in whole or in part.

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## PREFACE

This study was made possible by a cooperative agreement between the Outdoor Recreation Resources Review Commission and part of the Economic Research Service (the Farm Economics Division, formerly in the Agricultural Research Service), U. S. Department of Agriculture, under the overall provisions of Public Law 85-470, the Outdoor Recreation Resources Review Act of June 28, 1958 (72 Stat. 238, 240).

The initial contact for this study was made between ORRRC and ERS research personnel in mid-October 1960; verbal agreement about the broad aspects of the study was reached in mid-November; shifts in staff assignments, recruitment of an additional professional person, and conferences to determine the desired content of the study report were accomplished in short order; the new professional employee reported for duty on December 19 and immediately began to develop a questionnaire for mailing to selected recreation interests. Cooperation of individuals in the U. S. Department of Agriculture, the ORRRC, and the Bureau of the Budget made it possible to develop, pretest, revise, and print the questionnaire in record time. The first of the regular questionnaires was mailed out in early March 1961. A follow-up mailing was begun about 3 weeks later. An arbitrary cutoff date was established on May 12 when the analysis of data was begun.

Because of the limited time and resources available, it was necessary to restrict the scope and content of the study. In addition, it was found that the available mailing lists failed to represent adequately all phases of the outdoor recreation industry. Several types of enterprises are easy to enter and highly competitive; the turnover in operators is high. Thus, it is difficult, if not impossible, to keep lists current. We collected the best lists available and determined the approximate number of forms that could be analyzed with the resources available.

The questionnaire was pretested. Analysis of these returns resulted in changes of format and rewording of several questions. Sharp revisions were made in the categories to be included in the study because replies to the pretest mailing indicated that relatively few colleges and universities, railroads, and oil and gas companies provide recreation

resources, and because several other studies underway or recently completed covered certain aspects of the recreation industry better than we could hope to do in so short a time. Still other phases of the overall subject were omitted because of the difficulty of obtaining usable mailing lists.

Responsible personnel representing ORRRC and the researchers conducting the survey recognized the many weaknesses associated with conducting research in so hurried a way. It was essential, however, to do the best job possible under the known circumstances and others that developed as we proceeded. Conferences and discussions of problems during the initial stages of the work resulted in major adjustments from the original plan. Thus, although this report is less inclusive and complete than we would like it to be, we have done the best we could under the existing limitations.

The great interest shown in this study by people across the Nation was apparent throughout. Our reception by the owners and operators of recreation facilities was almost universally cordial. Numerous detailed letters, explanatory notes, and brochures were attached to the mailed questionnaires when they were returned to us. Many respondents offered to provide additional information about their facilities and their operations. Their assistance is gratefully acknowledged.

Mr. Ole Negaard of the Bureau of the Budget and Mr. Richard Grant of the Agricultural Marketing Service assisted in expediting the preparation and approval of our mailed questionnaire. Their courtesy and helpfulness were a significant factor in our ability to conduct the survey in the limited time available. Similarly, Max Tharp, Hugh Davis, Francis Sargent, and others from ORRRC provided valuable advice, consultation, and other services throughout the study period. Our sincere appreciation is acknowledged to all these people.

Hugh A. Johnson  
Jeanne M. Davis  
Washington, D. C.  
September 1961

## SYNOPSIS

This study of privately owned and privately operated outdoor recreation facilities supplements other studies made for the Outdoor Recreation Resources Review Commission. It was designed particularly to help evaluate the contribution that privately operated facilities can make in helping to meet the future recreation needs of the Nation.

A questionnaire was mailed to 4,045 operators of various kinds of outdoor recreation facilities. Fifty-seven percent of the forms were returned. An additional 117 listings of farms offering vacation opportunities were analyzed for certain characteristics. Personal interviews were conducted with operators or managers of 66 individual enterprises that have recreation as either a primary or secondary interest. Finally, the essence of five recent reports about various phases of the outdoor recreation industry was combined with other ideas into a chapter on miscellaneous activities; this chapter supplements the materials developed specifically for this study.

Most of the facilities studied by means of the mailed questionnaire are open to anyone who pays to use them. Exceptions are club-type resorts and most yacht and boat clubs, which are open only to members and their guests, and all of the industrial recreation areas, which are available only to employees and their families.

A majority of the ranch, campground, shooting preserve, and hunting and fishing camp enterprises, as well as national park inholdings, and probably the farms offering vacation facilities, are owned by individuals or families. Companies or corporations own most resorts and resort hotels, beaches, ski area facilities, and industrial employee recreation areas. Yacht and boat clubs and the Izaak Walton League chapters usually own and operate their facilities.

The lands on which these facilities are located are operator-owned at a majority of recreation resorts, campgrounds, beaches, resort hotels, national park inholdings, industrial employee recreation areas, Izaak Walton League chapters, Maine hunting and fishing camps, and probably most of the vacation farms. A majority of the ranch, ski area, and shooting preserve operators lease at least part of their land, while more than half of the boat clubs and nearly half of the yacht clubs are on land wholly leased or similarly controlled.

Generally, the campgrounds, beaches, yacht and boat clubs, national park inholdings, industrial recreation areas, Izaak Walton League facilities, and Maine hunting and fishing camps tend toward small holdings and more intensive land uses. Conversely,

dude ranches, shooting preserves, and ski areas tend toward large holdings and extensive types of land uses. Of the 1,114 replies (excluding vacation farms) to the questionnaire, operators reported 23 percent of the sites are 9.9 acres or less, 18 percent have between 10 and 49 acres, 8 percent have sites of 50 to 99 acres, 10 percent have between 100 and 199 acres, 18 percent have between 200 and 499 acres, and 23 percent have 500 acres or more.

Recreation is the primary land use at most of the recreation facilities inventoried. Where recreation is not the primary use, ranching, farming, or a combination of these two were most frequently mentioned as the primary land use. Of the other primary uses, forestry was the next most frequently mentioned.

Swimming is the facility most frequently offered at these recreation units. Fishing facilities are next, followed closely by boating.

Of more than 20 types of recreation activities listed as first, second, or third in popularity, water sports account for 48 percent of the 2,570 total listings. Activities making extensive use of land, such as hunting, skiing, and picnicking, account for 41 percent of the listings. Intensive sports account for 6 percent, and miscellaneous activities, such as sightseeing and dancing, account for the remaining 5 percent.

Of the individual sports and activities, swimming is most popular, fishing is second, and boating and hunting tie for third most popular. These are followed by skiing, riding, picnicking, camping, and golf. Other activities frequently mentioned are sailing and racing, water skiing, hiking and mountain climbing, and tennis. Miscellaneous winter sports, rifle shooting, sightseeing, photography, parties and entertainment, dancing (including square dancing), and baseball were mentioned less frequently.

Fees of some type are charged by most of the recreation enterprises inventoried. These vary from all-inclusive fees at many resorts and ranches to entrance fees at commercial beaches and tent-site charges at campgrounds.

About 90 percent of the operators replying and many of the vacation farms are near public lands and waters used for recreation. Nearly half of them are also near other privately owned recreation facilities.

No problems were reported by 51 percent of the operators who responded to the question. Of the problems reported by the other 49 percent, 72 percent are guest-created; 19 percent are related to the business operations; 5 percent are related to policy at various levels of government; and human

relations, acts of God, and legal problems account for the remaining 4 percent.

Vandalism, trash, and fires, in that order, are the most frequently mentioned problems. They account for 75 percent of all problems listed.

Many respondents plans to expand their present facilities within the next few years. Extensive sports (riding, hunting, and so forth) account for 54 percent of all new facilities planned, water sports for 34 percent, intensive sports for 4 percent, and miscellaneous sports and activities for the remaining 8 percent.

Of all recreation facilities planned, winter sports are mentioned most frequently; they account for 22 percent of the total. Boating, swimming, camping, picnicking, and fishing are also high on the list of facilities planned. Hunting, hiking, and golf also were mentioned by at least a dozen respondents as on their list of future facilities. Other planned recreation facilities includes those for putting greens and miniature golf; volleyball, softball, baseball, and football; social activities, amusements, and additional lodging.

The 66 individual case studies were selected to illustrate various conditions among the private enterprises providing outdoor recreation opportunities. No averages based on these studies would be meaningful; however, among the wide range of examples, certain central tendencies help to explain the overall situations existing in the private recreation industry.

The operator's personality pretty well sets the tone for his outdoor recreation enterprise. He must know the mechanics of good business management, be able to handle people, and be willing to provide his guests with satisfactory service so they will feel they have received their money's worth.

Apparently, there is no single optimum size of business in any of the various recreation enterprises studied. The optimum size varies with the age and ability of the operators, the labor force's dependability, the location of the business, the seasonal fluctuations, the degree and quality of competition, and other factors. Enterprises catering to spectators rather than participants generally seem to be operating at less than capacity. Their grounds could serve larger numbers of visitors and their staffs could be expanded easily and quickly. Small and relatively inexpensive changes in facilities might be required in some instances to manage larger crowds and to protect facilities from damage related to greater concentrations in use.

High, relatively fixed costs that vary little in relation to number of guests are a burden on some types of recreation enterprises--those involving livestock feeding, advertising, and caretaking expenses are examples. Liability insurance is almost prohibitively expensive for beach and ski enterprises and those involving use of horses or wild animals. In several States, the burden of licenses, permits, fees, taxes, and miscellanea bears little relation to size of business, net returns, or ability to pay.

Private bankers and governmental lending agencies, alike, apparently consider outdoor recreation a risky enterprise for loans. This is especially true of

small operations, new activities, and untried operators. Private sources of capital frequently can be utilized to support needed development programs.

Malicious mischief, vandalism, littering, and carelessness of guests are the major problems mentioned. Small, irritating problems caused by public policies, attitudes, and programs were mentioned. Most of these complaints stem from the absence of adequate understanding and proper communication between the recreation operators and the public officials.

Owners of large holdings recognize the growing demands for multiple-purpose use of their lands. Although many of them make large portions of their lands available for public recreation use, others hesitate to do so because of the danger of fire and other damage to property, risk of liability claims, and the fear that public demand for additional privileges will hamper the business operations. Specific needs mentioned include proper safeguards for private property, standardized rates to be charged for recreational services provided, and physical control of the mass of recreation seekers who are anticipated to descend on the holdings.

Numerous private enterprises are made available for public enjoyment at less than actual cost. These include formal gardens, special collections, and unique resources. In effect, the owners are subsidizing public recreation.

## CONCLUSIONS

A majority of the privately owned recreation enterprises are open to the public, and are operated for profit. Most are owned by individuals or families, although many are owned by companies or corporations. Comparatively few are operated as private clubs, although the number of such club-type operations is increasing and probably will continue to increase. Still fewer recreation facilities are operated by industrial and commercial firms for their employees.

In recreation categories in which the ratio of improvement values to land values is high, the land is usually operator-owned. In those categories in which the ratio of land values to improvement values is high, greater proportions of land are leased. Exceptions to this general rule appear to be yacht and boat clubs, where leasing predominates, yet the ratio of improvement values to land values is high.

The optimum size of business varies with individual conditions. The capacity of some enterprises (shooting preserves, for example), can be expanded more easily and more rapidly than others (resorts, for example.)

Many people trying to manage recreation enterprises are not adapted to the work. Personal attributes are important.

Intensive operations have a greater variety of guest-created problems than extensive ones because a greater number of people must be watched. Conversely, it is often easier to police crowds than it

is to catch the vandals and other troublemakers on extensive holdings, such as shooting preserves and industrial forest lands.

Most of the problems are caused by antisocial actions of the guests--the most frequently being vandalism, trash and littering, and carelessness with fire. Government-created problems of two types also occur-- those caused by conflicting regulations in adjoining jurisdictions and those caused by inadequate understanding.

Too many people neglect proper public manners. Their carelessness and thoughtlessness add to the cost of recreation services and increase private operators' resistance to expanding recreation opportunities.

Expansion of facilities during the next 5 years will be both on land presently owned or leased and on land to be acquired. Most frequently, facilities for extensive sports (such as skiing, riding, and hunting), will be increased; expansion of water sports facilities also is planned by many operators. Comparatively few owners plan to add or increase facilities for sports making intensive use of the land.

Owners of lands already utilized for hunting, fishing, hiking, picnicking, and so forth, anticipate increasing demands for more privileges. Many of the holders of large tracts whose lands and waters are still closed recognize that sooner or later they will be obliged to allow recreation where it can be practiced safely. Many would welcome sound standards, fair treatment relative to the governmental requirements, proper compensation, and a logical balance between publicly owned and developed resources and privately owned recreation facilities.

Owners of a number of facilities open to the public for recreation activities in effect subsidize such recreation by providing outstanding opportunities for public enjoyment at less than actual cost. Such situation should be recognized and further encouraged.

The remnants of our national antipathy toward play need to be overcome, and many problems typical of the growing pains of new types of enterprise need to be alleviated. The variety of mass-produced, economy-packaged recreation demanded today by vacationers was almost unknown a generation ago. Even government--National, State, and local--often looks askance at this rapidly growing business.

Many people want a variety of recreation experiences that are incompatible with the practical limitation of public facilities. Many of the expressed desires for recreation services are outside the traditional realm of public service. For maximum development, public recreation programs should complement rather than compete with private recreation enterprise; should be compatible rather than combatant; and each should operate in its own area of responsibility.

## RECOMMENDATIONS

1. Greater emphasis should be placed by all levels of government on the larger role that private enterprise can and needs to have in providing the facilities and services required for outdoor recreation. Programs for public information about the role of private enterprise in outdoor recreation need to be emphasized and strengthened.

2. Public relations programs need to be developed by private recreation enterprise to explain its position, its functions, and its problems to the public--its potential customers.

3. Both research and technical assistance programs need to be developed to help new recreation enterprises get started and to help established enterprises improve their operations. Research on possible new fields of outdoor recreation is needed. The assistance programs could well foster development of new fields of endeavor by private enterprise. Technical assistance including educational and informational services for owners, operators, and employees in this field is needed also.

4. Financial assistance, through simplified borrowing procedures, guaranteed loans, public loan programs, or other appropriate means, needs to be made available to competent persons developing privately owned recreation facilities of acceptable quality for public use.

5. Research is needed to determine the impact of laws, codes, regulations, policies, taxes, licenses, inspections, required reports, and other regulatory or administrative requirements of the various levels of government to learn where they impose undue hardship or discrimination. The results from this research (both positive and negative) could be translated into necessary reforms to alleviate unsatisfactory situations and to facilitate favorable ones.

6. Agencies at all levels of government might well initiate informational and educational programs to help improve the behavior of persons using recreation facilities. Private recreation, as an industry, could cooperate in this activity.

7. Law-enforcement programs need to be strengthened or extended to help private (and public) recreation-resource managers combat the vandal, the thief, the litterer, and others who carelessly or maliciously cause damage to recreation facilities.

If these guides are followed--if private operators, public agencies, and the people using recreation facilities work together toward the common goal--the total supply of outdoor recreation resources available for use will be increased and the satisfactions the public gain from use of these resources will be multiplied.

The potential supply of opportunities for outdoor recreation is measurable by the area of land and water that might be dedicated to compatible uses and by the facilities that could be placed on them to expedite recreational activities. The actual supply of outdoor recreation opportunities at any point in time is the net product of interactions between the potential supply of resources and the effective demand for recreation.

More than 70 percent of our rural lands are in private ownership.<sup>1</sup> Since a high proportion of them will remain so, the outdoor recreation potential obviously will be affected by the economic, social, and political climate within which private owners dedicate their lands and the facilities on them to various uses. Public lands will provide the rest of the actual supply of resources for outdoor recreation use.

Information as to the extent and use of privately owned and privately operated recreation resources is available only in unrelated pieces. Much of it is out of date, and most of it does not lend itself to the types of analysis required for projections within the framework of the ORRRC assignment.

A study was needed to supplement others underway and to assist in determining the amount, kind, quality, and location of privately owned outdoor recreation resources now available for public use and to indicate what may be available in the benchmark years 1976 and 2000. Specific information was needed concerning selected types of facilities to aid in analysis of the proper place of privately owned outdoor recreation facilities in supplying general recreation demands.

## STUDY OBJECTIVES

Specific objectives of this study were to:

1. Provide a summary or overall inventory of the major acreages of privately owned land (including associated water resources) used by the general public for outdoor recreation activities;
2. Obtain data on the characteristics, financing, and operation of a sample of privately owned commercial types of recreation facilities;
3. Analyze the problems encountered by private landowners in making their lands available to the public for outdoor recreation; and
4. Present recommendations of alternative courses of action that could be expected to lead to increased opportunities for outdoor recreation on private lands.

These objectives were modified during development of the study outline as problems became evident. For example, it was impossible to "provide a summary or overall inventory of the major acreages of privately owned land . . . used . . . for outdoor recreation activities" in the time available or with the funds allotted to the survey. National statistics indicate only roughly the acreage used for recreational purposes. No master mailing lists covering major segments of the industry were available. Mailing lists for many industrial and trade associations were unavailable; the coverage of others was doubtful. Numerous special studies of local areas or specific types of enterprise have been conducted for various purposes, but no known methods exist by which these studies could be melded into a meaningful whole. The universe was, and remains, unknown.

Since the universe was unknown, it was impossible to draw a statistically reliable sample. From necessity, we chose to utilize the best available lists representing specific elements of the recreation industry from which to select the samples for mailed questionnaires and also the examples for individual interviews.

We circularized all names on some lists and samples from others believed to represent most of the universe for their types. Other lists utilized are statistically less likely to represent their types of recreational activities. We believe, however, that many guidelines can be developed from a study of numbers of examples alone, without reference to their statistical significance, and that several significant central tendencies and common situations can be described.

## PROCEDURES

The study was divided into three major parts. One was the analysis of data gathered through use of mailed questionnaires. These questionnaires were sent to people providing various kinds of recreation facilities and services as indicated by the mailing lists acquired for the purpose. To the knowledge gained in this way was added information obtained from several published or unpublished studies relative to aspects of the overall recreation situation. Specifically, this part of the study deals with opportunities provided by the private sector of the American economy for such activities as

<sup>1</sup> H. H. Wooten, and J. R. Anderson, Major Uses of Land in the United States, Summary for 1954, U.S. Dept. Agr., Agr. Inform. Bul. 168, 1957, p. 31.



camping, hiking, boating, swimming, hunting, fishing, horseback riding, winter sports, resting, and other special interests. The areas utilized for recreation purposes by the various types of recreation interests, the ownership pattern, the types of facilities provided, the capacity, the extent of recreation usage, plans for development in the next five years, problems frequently encountered, and other descriptive information are factors in the analysis of this section.

The second part of the study involved an analysis in depth of specific types of situations. Some of the case studies explain more clearly the organization of the types of enterprises represented in the mailed questionnaires, and the problems and plans of the operators. Other case studies represent types of outdoor recreation not included in the questionnaire mailing lists. Some of them involve large areas with relatively small investments in facilities and development; others are at the opposite extreme, with considerable sums in time, money, and effort expended on relatively small areas to produce intensive types of recreational use. Some of the examples have recreation as a byproduct of the major purpose of the organization. Recreation is one of many factors required to provide the desired end-product of a better cultural environment; for this reason, a few case studies of facilities which are informationally,

educationally, or culturally oriented were included.

A third part of the study was devoted to brief summarization of other studies conducted by, for, or about segments of the national outdoor recreation business that could not be covered in the survey and to discussion of still other types of recreation activity of which relatively little is known.

## THE REPORT

The chapters of this report are organized to provide: (1) the background needed to understand the general conditions confronting private recreational developments in the United States, (2) analysis of the information gained by mailed questionnaires, (3) the case studies, (4) miscellaneous recreation resources analyzed in several other studies, and (5) the summary, conclusions, and recommendations.

The summary and conclusions draw together the factors apparently favorable and those apparently unfavorable to expanding outdoor recreational usage of privately owned resources. Based on the types of problems and their indicated solutions, a series of recommended courses of action is suggested to increase the supply of private outdoor recreation resources for the benchmark years of 1976 and 2000.

## CHAPTER TWO

## THE NATIONAL FRAMEWORK FOR OUTDOOR RECREATION

Americans have developed a great industrialized nation. Now, more and more of our energies are directed into consumptive channels. Many of us have made conscious decisions to play hard as well as to work hard. Higher levels of income, increased purchasing power per hour worked, shorter work weeks, a growing recognition of regional differences in opportunities offered for enjoyment, relatively cheap and rapid transportation, and the human propensity to want to enjoy one's self by participation in certain experiences--all are involved in the wave of enthusiasm observed for recreation, and particularly for recreation in the out-of-doors.

Frequently, conflicts of interest are the catalysts for far-reaching steps. Conflicts of interest are rampant in the sphere of outdoor recreation development to meet present and future needs. To mention only a few outstanding examples, these conflicts arise over details of use, use-sharing, payment for costs, and private enterprise versus public enterprise.

Professor Raymond J. Penn, a land economist at the University of Wisconsin, placed the conflict of interests in the following setting:

I would like to draw a sharp distinction between public interest and public authority or government. Governmental authorities often come to believe that their actions are the only ones invested with public interest. This is true everywhere; it is true in the United States all too often. A conservation department considers its decrees synonymous with public interest and accuses its opponents of selfishness or dishonesty or both. A highway department puts its road-building program above any other land use or use of tax money in the public interest. Fortunately there are always groups or agencies to challenge such arrogance, often even within the government itself. In those countries with one-man control of government or with a dictatorship of a few, and with restrictions on freedom of speech and press, it is much more serious to consider government authority and public interest one and the same.

Public interest it seems to me should be the view of the public -- of the people. Actions of individuals are often in the public interest; sometimes even when they conflict with governmental policies. Resolving conflicts between individuals, even on what might be thought of as private matters, may also be in the public interest. And of course projects which cannot be done by

individuals or whose benefits are widely dispersed are the most commonly considered to be in the public interest.

What does it take to define and determine what is in the public interest? Three things, I think. People must have an opportunity to express their desires, the right to get together in groups and arrive at decisions, and some bargaining power to put the group decisions into effect.<sup>1</sup>

The Congress is aware of these crosscurrents of interest in providing outdoor recreation facilities. It has ordered an impartial study and requested recommendations for guidance of future actions to be taken by Federal, State, and local governments. How are we, as a nation, best to match the demand for outdoor recreation opportunities with demands for other opportunities in the uses of our total resources?

### POPULATION AS USERS OF RESOURCES

The population in the 48 States doubled in about the last 50 years. It grew from about 123 million people in 1930 to 179 million in 30 years. This 46 percent increase occurred despite the dampening effects of a prolonged period of economic depression followed by two wartime disturbances in family formation. Demographers anticipate practically another doubling in the next 40 years (1960 to 2000). Using 1950 as a base, the projections are as follows: a 19-percent growth by 1960, a 53-percent increase by 1975, and by 2000 a 126-percent increase.

Population in the western region increased at a ratio 2.5 times that of the rest of the country from 1940 to 1960 and 2.6 times from 1950 to 1960. Demographers visualize an intensification of this regional shift to 3.1 times between 1950 and 2000.

The merits of these demographic projections are not the subject of this analysis. The implications and the consequences, particularly for privately owned outdoor recreation facilities, are of concern. The 37 Eastern States still will contain 80 percent of the population -- the greatest concentration still will be east of the Mississippi and north of the Ohio. However, most of our public domain potentially usable for outdoor recreation is in the Western States, far removed from the densely populated eastern centers.

<sup>1</sup> Raymond J. Penn, "Public Interest in Private Property" (Land), *Land Economics*, 33:2, May 1961, pp. 99-104.

Even the population of the 11 Western States is not, and apparently will never be, distributed in any sort of pattern related to outdoor recreation potentials. California's 60 percent of the western population now is concentrated along the coastal areas. Smaller concentrations occur in other States where individual cities have become meccas for retirees, for certain industries, and for many young families.

Further concentrations of population in arid and semiarid western sections probably will require gigantic public works for the storage, transportation, and purification of water. Opportunities will be present to increase the publicly owned and controlled outdoor recreation resources related to water. Many of these facilities will be placed on lands already in public ownership and in areas used or usable for land-oriented outdoor recreation.

Even these potential increases in western recreation resources, however, probably will be insufficient to meet the growing demand for recreation space there. They cannot hope to meet the potential demand for services. For, added to this demand by westerners for recreation resources and services is that of the more populous East, where recreation resources and services are even fewer. This demand, properly, we believe, will need to depend upon privately owned and privately operated facilities.

The distribution of population within age groups also affects the demand for outdoor recreation. Young couples with children in school ordinarily plan for vacations in summer. Most of them need to budget both time and money. They want safe and suitable facilities and a variety of activities related partly to their age groups and partly to their special interests.

Single persons, childless young couples, and older couples whose families are grown may take vacations any time of the year. Thus, the winter and "off season" have particular attractions to people in these categories.

The future effective demand for outdoor recreation opportunities apparently will be affected very little by changes in age distribution among the population. Change in demand within any age group, however, may be a very real problem.

One indication of our inability to visualize potential changes is to compare the current variety of entertainment outlets and transportation facilities, the amounts of leisure time, and the resources available to a person 20 to 30 years old with those that were available prior to World War II or before the depression of the 1930's. The whole impetus of recreation for the general public has been built up during the lifetime of the last generation or two. The whole horizon of recreation for the elderly has been scanned only superficially.

In a nutshell, the potential demand for opportunities to participate in outdoor recreation will more than double because of population growth alone in the next 40 years. Apparently, other variables will multiply the demand further. Will land and water resources be available?

## LAND RESOURCES

The approximate land area of continental United States (48 States) is a little more than 1,903 million acres. Alaska adds another 365 million acres and Hawaii about 4 million acres.

About a fourth of the 110 million acres classified as in special uses in 1954, about 1.5 percent of all land in the 48 States, is dedicated to recreation or is potentially available for recreation purposes.<sup>2</sup> This includes all land in parks, some of the wildlife areas, and small acreages in national defense lands.

Most outdoor recreation other than that on water bodies and urbanized lands will continue to occur on the forested areas, the extensive grasslands, and the wastelands. The productivity of the forests and grasslands for other purposes does not preclude their use for recreation. More than two-thirds of all land in the United States is useful for outdoor recreation.

Indications are that our future agricultural needs will require more than the acreages expected to be in pasture, forest, and croplands. It is on these lands that so much present outdoor recreation occurs. Thus, not only will we need to develop recreational use of lands more fully, we will need to concentrate our efforts and our plans for recreation on fewer acres than are currently available for recreation use.

Few lands can be managed effectively for "multiple purpose" uses and still get optimum returns from individual types of land uses. Decisions about resource allocations are likely to become more difficult. Benefits and costs for alternative uses will be of greater significance in the decision-making process. Benefits from intangibles probably will be calculated as a matter of course in resource allocation planning programs of public agencies, and the effects of these processes will carry over into programming for private outdoor recreation developments.

## WATER RESOURCES

Continental United States contained 47,661 square miles of water surface as of April 1, 1950.<sup>3</sup>

To this area we add impoundments of various sizes for various purposes each year. Large storage areas for flood control, hydro-electric power, and municipal water supply are most frequently thought of as potential areas for new, water-based recreational developments, even though there are frequently practical limitations to their use for such purposes.

Estimates for the years 1980 and 2000 are based on the assumption that Federal expenditures for watershed protection and flood prevention

<sup>2</sup>H. H. Wooten, and J. R. Anderson, Major Uses of Land in the United States, U.S. Dept. Agr., Agr. Inform. Bul. 168, 1957, Table 30, p. 77.

<sup>3</sup>Statistical Abstract of the United States, 1960, U.S. Bureau of the Census, table 1.

operations will keep abreast of the need for a gradual strengthening and an increase during the next several years in such operations. If this objective is realized, about 80 percent of the watersheds now feasible for treatment under Public Law 566 would be completed by the year 2000.<sup>4</sup>

In addition to these larger structures for impoundment of water, a considerable acreage of land is converted to smaller water-storage areas each year. In its report number 13, the Kerr Committee also provides estimates of the additional acreages that will be involved in these areas by about 1980 and 2000. These water areas are essentially farm and ranch ponds and reservoirs for storage and water control behind structures (dams) currently authorized under the P.L. 566 or Small Watersheds Program conducted by the Soil Conservation Service.

Estimates of total needs were based on a trend line projection from current rates of construction, needs to support a population of 244 million people in 1980 and 329 million in 2000, and the soil and water conservation practice needs of the drainage areas involved.

The average acreages of water surface that might be of some potential recreational use added under these structural programs, under the assumptions made, would represent a threefold increase from 1959 to 1980 and a 4.4 fold increase by 2000. It is recognized that the smaller stock ponds, "tanks," or other designations, have a relatively small recreation potential. However, the potential is larger than is currently realized because pressures for use have not developed. Biologists have programs for fertilizing and managing ponds for fish production that can produce several hundred pounds of fish per acre. Innumerable ponds suitable for swimming, paddling, or fishing are unused or are used at low intensities for these purposes simply because they are not now needed.

Some slight indications of the potential for recreation represented by these ponds is provided by a small study made of selected impoundments in three States.<sup>5</sup> The average surface area of all reservoirs studied varied by States and was affected by the source of information concerning the installations. The average of 154 acres for Arkansas is larger than the usual farm pond size. The average for Kentucky was 3 acres and for Maryland 4 acres.

Recreation was an important use of all reservoirs included in the detailed survey. . . . Operators of 43 of the 117 reservoirs reported recreation to be the sole use of their facilities. In Arkansas, more than half the reservoirs were used for recreational purposes only. Other important uses include the supplying of water for municipalities, livestock, and irrigation. . . .

. . . . The average yearly number of individual visits per reservoir in 1958 was approximately 2,100 in Arkansas, 700 in Kentucky, and 5,000 in Maryland . . . . In general for the three States

as a group, the volume of recreational use per reservoir increases with size of the facility. However, many factors other than size influence the amount of use of an individual reservoir. . . .

In general, reservoirs operated commercially for recreation have a higher average use than the noncommercial ones. This is indicated by the volume of use of reservoirs in Kentucky in the 1- to 10-acre size group. Within this group, the average number of visits to commercial reservoirs from 1956 to 1958 was about 260 percent higher than the average number made to the noncommercial reservoirs.

In Maryland, there is very little commercial use of small reservoirs, but average use of the privately owned noncommercial reservoirs is about twice that of noncommercial reservoirs in Arkansas and Kentucky . . . . If the State facility were omitted, the average number of visits per reservoir in Maryland would be 406. . .<sup>6</sup>

A question is frequently raised as to the minimum size of pond practicable for recreational use. Economic studies are needed to provide guidelines. However, observation indicates that some pleasure can be gained from very small surfaces. The ARS report quoted above showed that half of the Kentucky reservoirs of 1 acre or less studied were used for recreation as were 9 of the 13 Maryland reservoirs studied. Fishing and swimming were both reported as recreation uses on these smallest ponds.

#### OUR GROWING NEED FOR OUTDOOR RECREATION

The consensus is that generally demand for several popular types of recreation already outstrips satisfactory supply in many areas. Accuracy in estimates of the degree of shortage is unnecessary under the circumstances, since agreement is practically unanimous that the new inputs of supply probably will lag behind the growth of demand.

A question of more immediate concern is: Which and how much of the needed outdoor recreation resources can and will private enterprise provide? The corollary question is: Which activities will require public programs of development or assistance?

Data concerning some aspects of private outdoor recreation-resource management that may help to guide future policy are provided in the chapters that follow.

<sup>4</sup>Water Resources Activities in the United States, U.S. Congress, Senate Select Committee on National Water Resources, Comm. Print No. 13, 1960, p. 4.

<sup>5</sup>Fish, Wildlife, and Other Recreational Benefits of Small Reservoirs, Arkansas, Kentucky, Maryland, U.S. Dept. Agr., Agr. Research Service Washington, D.C., October 1959, 20 pp.

<sup>6</sup>Op. cit., pp. 5-6.

## CHAPTER THREE

# THE INVENTORY OF PRIVATELY OWNED RESOURCES

The analysis was designed to draw information from two types of samples. One was a questionnaire to be mailed in quantity to owners and operators of various kinds of outdoor recreation enterprises. This procedure would provide data for detailed overall analysis according to types of recreation enterprises. The second sample was a series of case studies in which we examined certain questions in greater depth than could be accomplished via the mailed questionnaire method.

Questionnaires were mailed to 4,045 owners or operators of resorts, dude ranches, campgrounds, commercial beaches, yacht clubs, ski areas, boat clubs, shooting preserves, a selected number of resort hotels, selected manufacturing firms, a selected list from the National Park Service of owners of inholdings, the Izaak Walton League, and a selected list of hunting and fishing camps in Maine. Various national associations made copies of their directories available for our use.

A follow-up mailing to nonrespondents resulted in total returns from more than 57 percent of the mailing list by May 12, 1960, the date set for final cutoff of returns for analysis.

Information concerning vacation facilities provided by farms was taken directly from the 1960 edition of Farm Vacations and Holidays, given us by the publisher, Farm Vacations and Holidays, Inc., New York. These data were analyzed in two segments--North and South.

### SAMPLING DISTRIBUTION

Regional breakdowns for analysis generally are based on the northeastern, north-central, southern, and western regions. In categories where they appear--resorts and yacht clubs--returns from Puerto Rico and the Virgin Islands also are included. In some instances, fewer groupings were needed. For example, ranches and industrial recreation areas are divided into only two regions--East and West.

States included in the various regional breakdowns are as follows:

<u>East</u>		
<u>Northeast</u>	<u>North-Central</u>	<u>South</u>
Maine	Ohio	Virginia
New Hampshire	Michigan	North Carolina
Vermont	Indiana	South Carolina
Massachusetts	Illinois	Georgia
Rhode Island	Wisconsin	Florida
Connecticut	Minnesota	West Virginia
New York	Iowa	Kentucky
New Jersey	Missouri	Tennessee
Pennsylvania	North Dakota	Alabama
Delaware	South Dakota	Mississippi
Maryland	Nebraska	Arkansas
	Kansas	Louisiana
		Oklahoma
		Texas
<u>West</u>		<u>Other</u>
Montana	Nevada	Puerto Rico
Wyoming	Washington	Virgin Islands
Colorado	Oregon	
New Mexico	California	
Idaho	Alaska	
Utah	Hawaii	
Arizona		

### ANALYSIS OF THE DATA

All usable information from the questionnaire has been tabulated and analyzed. When this information appeared to have been supplied in one way by one respondent and in other ways by other operators, the point is mentioned in the text. Because few respondents answered all questions, and the questions not answered varied from respondent to respondent, it has been necessary to express some numbers and percentages as so many of the number "replying to this question."

Except for Chapter 12, Vacation Farms, Chapters 4 through 17 are based on analyses of the results from the mailed questionnaires. These are followed, in Chapter 18, by the case examples.



Figure 1.--Swimming is the most popular of all activities engaged in at the 1,326 privately operated recreation facilities inventoried. (U.S. Forest Service photograph.)

Recreation resorts are perhaps the most widespread of all privately owned outdoor recreation facilities in the United States. The many resort types range from waterfront hotels, cottages, and motels--usually situated on very small sites and providing only swimming, sunbathing, and perhaps fishing and boating--to huge, sprawling complexes on sites of a thousand or more acres, where even the most difficult-to-please guest can find some interesting activity.

There is no all-inclusive listing of recreation resorts. The American Hotel Association provided the 1960 edition of its guide, Hotel Red Book, and the American Automobile Association gave us copies of its regional tour books. The latter were useful for our purpose because the descriptions were more specific. To be included in our resort mailing list, a facility had to have: (1) rooms for at least 20 persons; and (2) provision for at least two types of recreation activities, excluding lawn games, children's playgrounds, and swimming pools. Thus most motels and other facilities catering primarily to overnight guests were automatically excluded.

Questionnaires were mailed to 801 facilities meeting these criteria and 484 (60 percent) were filled in and returned to us. After excluding questionnaires improperly or inadequately filled in and those from facilities located in towns of 10,000 or more, it was necessary to reduce the size of the sample still further. Therefore, we used the first 10 acceptable questionnaires from any one State, plus 20 percent of any acceptable questionnaires over 10.

#### LOCATION, TYPE OF OPERATION, AND LANDOWNERSHIP

The 184 questionnaires utilized were distributed by regional areas as follows: Northeast, 52; North Central, 46; South, 31; West, 52; and Virgin Islands, 3. Questionnaires from Alaska and Hawaii are included in the western region.

Fifty-five percent of the 155 respondents who indicated type of organization listed it as a company or corporation. Thirty-nine percent are owned by individuals or families, and the remaining 6 percent include private clubs, partnerships, nonprofit groups, and a proprietorship.

Operators of 101 resorts indicated that their resorts are open only to guests; a few wrote that the resorts are primarily for guests but are available to the public for limited use, such as golf. Although 70 respondents indicated that their facilities are open

to the public, it is assumed that they are open only to those members of the public who pay to use the resorts' facilities.

Eighty-one percent of the resort operators own all the land on which their resorts are located. Only 9 percent lease part of their total sites, and 10 percent lease all of their land. One-third of the 36 operators who replied to the question wrote that they lease from the Federal Government--most of these lands are part of National Forests. Another third are on land leased from companies or corporations, one-sixth use land belonging to individuals or families, one-seventh lease State lands, and a resort hotel in the Northeast apparently is owned by a town school system!

#### ACREAGE CONTROLLED AND AREA USED FOR RECREATION

These 184 resorts contain a total of 115,928 acres. Although the sites range from 1 to 33,000 acres, two-thirds are 50 or more acres. Land used for recreation accounts for 73 percent of the total acreage in 181 resorts whose respondents answered this question; the total in recreation use is 84,215 acres.

Recreation is the primary land use of 95 percent of the 182 resorts whose operators replied to this question. Seven others have ranching, farming, forestry, or a combination of these as main pursuits, with recreation use secondary.

#### TERRAIN AND COVER

No particular type of terrain is favored as a resort site. As a whole, the resorts are remarkably evenly distributed among flat, rolling, hilly, and mountainous terrain. However, in the Northeast and North Central States, hilly sites predominate; flat sites are most frequent in the South; and mountainous sites are most common in the West.

Forest is by far the most frequently mentioned type of cover on resort lands (on 39 percent of all the resorts), grass covers 23 percent, grass and forest together cover another 23 percent, and the remaining 15 percent include several types of cover, of which sand predominates.

#### VARIETY OF RECREATION FACILITIES

Facilities for water-related sports are offered by

a majority of resort operators. They were mentioned more frequently than any other type of recreation facility. Swimming facilities are available at 94 percent of the 184 resorts (table 1). Fishing is available at 80 percent and boating at 66 percent of the resorts. Water sports account for 56 percent of the 839 recreation facilities listed as available at these resorts.

(5 percent of the total), is followed closely by tennis (5 percent); riding (4 percent), and hunting (3 percent). Winter sports (including skiing and ice skating, which were listed separately) rank ninth (3 percent), and hiking is tenth in total popularity (2 percent). Miscellaneous water sports account for 1 percent of the 64 percent representing all water sports. The

Table 1. -- Resorts: Available recreation facilities, by region

Type of facility	Northeast	North Central	South	West	Virgin Islands	All
	Number	Number	Number	Number	Number	Number
Swimming-----	51	43	30	46	3	173
Fishing-----	39	40	30	37	2	148
Boating-----	36	38	22	24	2	122
Miscellaneous-----	6	5	3	5	1	20
Water sports-----	132	126	85	112	8	463
Picnicking-----	16	15	13	23	2	69
Hunting-----	20	9	5	24	-	58
Camping-----	8	8	3	12	-	31
Tennis-----	14	4	6	6	1	31
Golf-----	14	5	7	4	1	31
Riding-----	4	4	7	15	-	30
Winter sports-----	12	9	-	8	-	29
Hiking-----	5	2	1	9	1	18
Miscellaneous-----	25	13	16	24	1	79
Other sports-----	118	69	58	125	6	376
Total-----	250	195	143	237	14	839

In addition to water sports, 32 types of facilities for land-related activities were mentioned. They account for 45 percent of the total facilities at the resorts. Picnicking was listed by 38 percent of the resorts; hunting by 32 percent; camping, tennis, golf, each by 17 percent; riding and winter sports each by 16 percent; and hiking by 10 percent. Other facilities provided include those for archery, lawn and court games, dancing and square dancing, mountain climbing, skiing, target shooting, bowling, and even wildlife photography!

#### POPULARITY OF RECREATION ACTIVITIES

Water sports are by far the most popular recreation activities at the 180 resorts whose operators replied to this question (table 2). As a group, they account for 64 percent of the 523 total listings (of the three most popular activities at each of the resorts).

Swimming, the most popular single activity, accounts for 26 percent of the total; fishing, the second most popular, accounts for 19 percent of the total; and boating, third most popular, for 13 percent. Golf is fourth in overall popularity, with 8 percent of the 523 mentioned. Water skiing, fifth most popular

remaining 11 percent is composed of 22 types of land-based recreation activities.

The activities most frequently mentioned as first in popularity at these resorts are swimming (43 percent of 180 first choices), fishing (18 percent), and golf (13 percent). Swimming is also the most popular second choice (21 percent of 180 second choices), followed by boating (19 percent), and fishing (16 percent). Fishing is the most popular third choice (21 percent of 163 third choices), followed by boating (15 percent), and swimming (13 percent).

#### NUMBER OF VISITORS

During 1960, an estimated total of 1,415,802 visitor nights were spent at 103 of the 184 resorts.<sup>1</sup> This number ranged from 600 at one northeastern resort to 141,224 at a southern resort. Sixty-five percent of

<sup>1</sup>For example: 1 visitor for 3 days or nights = 3 visitor days, or nights.



the resorts in this sample had between 1,000 and 9,999 visitor nights in 1960.

Table 2. -- Resorts: Popularity distribution of specified recreation activities

Type of activity	Popularity rating			All
	First	Second	Third	
	Percent	Percent	Percent	Percent
Swimming-----	43	21	13	26
Fishing-----	18	16	21	19
Boating-----	7	19	15	13
Water skiing-----	5	5	4	5
Miscellaneous-----	1	1	2	1
Water sports----	74	62	55	64
Golf-----	13	6	4	8
Tennis-----	2	4	7	5
Riding-----	3	4	6	4
Hunting-----	—	5	6	3
Hiking-----	1	3	4	2
Miscellaneous-----	7	16	18	14
Other sports	26	38	45	36
Total-----	100	100	100	100
	Number	Number	Number	Number
Preference listings--	180	180	163	523

#### TYPE OF ACCOMMODATIONS AND CAPACITY

Hotel or lodge rooms are the principal type of accommodation at these resorts, accounting for 45 percent of the replies to this question. Motel rooms are offered by 13 percent of the resorts. Both hotel or lodge rooms and cabins or cottages are available at 12 percent, and cabins or cottages (and a few housekeeping apartments) are available at 9 percent of the resorts. The remaining 21 percent of these resorts have various combinations of facilities. The selection varies from rooms in either the main lodge or detached buildings, to a choice of rooms in a hotel or motel, a cabin, a trailer site, or a campsite. A total of 26,513 persons can be accommodated at 169 resorts whose capacities were reported.

#### FEES CHARGED

Fees charged for use of recreation facilities were reported by 118 operators of resorts. Most of the charges indicated are for room, board, and use of all or most of the recreation facilities. American plan charges listed ranged from \$10 to \$30 per person per day, and from \$50 to \$126 per person per week.

Charges for housekeeping cabins, cottages, or apartments ranged from \$35 to \$175 per unit per week.

Fees charged for use of specific recreation facilities varied widely. Horses are usually hired by the hour, and charges vary from \$1 to \$6 per hour, with \$2 the most frequently mentioned charge. Boats are usually rented by the day; rentals (for boats without motors) range from \$0.50 to \$7.50, and \$3 was most often mentioned. Golf charges in this survey were most often made on a daily basis and ranged from \$2 to \$5. Ski lift charges at these resorts range from \$2 to \$5.50 a day, although several charge \$1.50 to \$2 per ride. Fishing charges are anything but uniform--\$1 to \$5 per person per day, \$13.50 to \$15 per person per day with guide, \$30 to \$60 per day for 4 or 5 people and a boat, and one resort charges \$0.10 per ounce of fish caught! Only four respondents listed hunting fees; these are \$3 per day per person; \$5 and \$12 per week per person; and \$100 per day per person, including guide. Water skiing rates were indicated by two respondents -- \$1.50 per trip per person, and \$10 per hour per person. Camping is permitted at several resorts, and fees mentioned ranged from \$0.50 per day per car to \$3 per night for up to 4 people.

#### OTHER RECREATION RESOURCES

Ninety-five percent of the 168 respondents replying indicated that public lands or waters used for recreation purposes are near their resorts. Of 112 replying, 80 percent checked that other privately owned recreation facilities are nearby.

Forty-four operators stated that hunting is available on a total of 59,111 acres. In addition to this land (all privately owned), 12 respondents indicated that hunting is permitted on nearby public lands (both Federal and State). Five others wrote that hunting is available "nearby" or on "thousands" of acres, but gave no further information.

One or more lakes, ponds, rivers, or streams; or a bay, sound, lagoon, the Atlantic or Pacific Ocean, or the Gulf of Mexico are available for recreation use at 161 of the resorts in the sample. Three have no such resources, and 17 have only swimming pools. The remaining three operators did not reply to this question.

#### PROBLEMS

Forty-eight percent of the resort respondents indicated that they had no problems, 10 percent did not reply to this question, and 42 percent listed 111 problems. Fire was mentioned most frequently; it accounted for 31 percent of the problems listed (table 3). Trash was second with 24 percent of all problems, and vandalism third, with 15 percent of the total list. Crowded conditions and staff problems were the next most frequently mentioned; they made up 8 and 6 percent, respectively, of the total. The remaining 16 percent of the 111 problems included 15 different types, such as sewage disposal and water

Table 3. -- Resorts: Problems mentioned by 77 operators, by region

Type of problem	Northeast	North Central	South	West	Virgin Islands	All
	Percent	Percent	Percent	Percent	Percent	Percent
Fire -----	26	34	22	35	-	31
Trash -----	26	23	29	22	50	24
Vandalism -----	18	4	21	19	-	15
Crowded -----	4	8	14	9	-	8
Staff -----	9	8	-	4	-	6
Miscellaneous -----	17	23	14	11	50	16
Total -----	100	100	100	100	100	100
	Number	Number	Number	Number	Number	Number
Problem listings -----	23	26	14	46	2	111

Table 4. -- Resorts: Additional recreation facilities planned for 1961-66, by region

Type of facility	Northeast	North Central	South	West	Virgin Islands	All
	Number	Number	Number	Number	Number	Number
Swimming -----	4	5	3	4	1	17
Winter sports -----	6	4	1	4	-	15
Boating -----	4	3	2	3	-	12
Golf -----	3	3	3	1	-	10
Fishing -----	3	2	1	2	-	8
Lodging -----	3	2	-	2	1	8
Picnicking -----	-	2	3	2	-	7
Hunting -----	1	1	-	2	1	5
Camping -----	-	1	1	3	-	5
Miscellaneous -----	1	4	9	4	2	20
Total -----	25	27	23	27	5	107

supply, financing, taxes, poaching, and State and Federal accounting.

#### PLANS FOR EXPANSION

Fewer than a third (32 percent) of the 171 operators who replied to the question plan to expand recreation use of their present acreage. Of these, 15 plan expansion on a total of 716 acres.

Nineteen percent, or 21 of 111 respondents, plan to buy, lease, or otherwise acquire additional acreage within the next 5 years. Of these, 9 plan to acquire a total of 1,943 acres.

Expansion plans of 53 operators include 107 facilities of 25 types (table 4). Swimming facilities are planned by 32 percent of the resort operators, winter sports facilities by 28 percent, boating facilities by 23 percent, and golf facilities by 19 percent. Swimming, boating, and fishing facilities account for 35 percent of the total facilities planned. Also included

are facilities for fishing, picnicking, lodging, hunting, and camping. Those for riding, badminton, miniature golf, lodging and dining facilities, and even lakefront protection are included in the miscellaneous facilities.

#### EXPENSES AND INCOME

The operators of 152 resorts estimated the value of their recreation property--combined, these values totaled \$112,455,933. Obviously, values were derived in different ways by different operators, and no further analysis is possible. The estimated 1960 recreation incomes of 131 resorts totaled \$23,472,963, but apparently this also was determined in several ways, hence is of little value.

More important is the fact that 78 percent of the 156 replies indicated that receipts covered the cash operating expenses of these recreation resorts during 1960.

A number of ranches in the United States provide vacation facilities for guests. Many of them are working ranches where the guests (or dudes) provide additional revenue and their entertainment is based primarily upon the work of the ranch. At others, the fees paid by dudes or guests are the major source of income; here, the care of horses and cattle frequently is of secondary interest.

All addresses on the mailing lists provided by the Dude Ranchers Association and the Colorado Dude and Guest Ranch Association were used. Additional addresses were taken from tour books provided by the American Automobile Association.

Of 140 questionnaires mailed to ranch operators, 120 were returned. After excluding the unusable questionnaires, 77 were analyzed.

#### LOCATION AND TYPE OF ORGANIZATION

Eight of the 77 ranches in the sample are in the East (New York, Michigan, South Dakota, and Texas), and 69 are in the West (Arizona, Colorado, Montana, Wyoming, Utah, Washington, Oregon, and California). Thirty-nine are owned by individuals or families, 20 by corporations, 2 by family corporations, 1 by a partnership, and 1 by a foundation. As to type, 14 respondents merely indicated "guest," "dude," or "cattle" ranch. All are open to paying guests.

#### ACREAGE CONTROLLED AND AREA USED FOR RECREATION

These 77 ranches control a total of 260,473 acres. They range in size from 16 to 85,000 acres; both of these are in the West. Nearly half (47 percent) have 1,000 or more acres. Seventeen percent have 500 to 999 acres, 18 percent have 200 to 499 acres, and 10 percent have 100 to 199 acres. Another 10 percent have fewer than 100 acres and apparently concentrate more on the guest business than on horses and cattle.

Lands of five ranches in the East (15,740 acres) are owned wholly by the ranch operators. Another, of 6,000 acres, is operated by a foundation that owns 350 acres and leases 5,650 from an individual or a family. One of 350 acres is operated by an individual or family that owns 50 acres and leases 300 from a company or corporation. Another, of 640 acres, is operated by a company or corporation and apparently leases all its land from an individual or family.

In the West, 38 ranches (accounting for a total of 35,340 acres) are owned wholly by the operators,

and 26 (52,765 acres owned and 146,513 acres leased) are partly leased. Five others are on 3,125 acres leased from the Federal Government.

Recreation is the principal use of land at 79 percent of these 77 ranches. Ranching and farming are the principal uses on the remaining 21 percent, and recreation is a subsidiary use.

#### TERRAIN AND COVER

Terrain at these 77 ranches varies from flat to mountainous. More than half (53 percent) are on land that is mountainous, and an additional 18 percent have some mountainous land.

Thirty-eight percent have a combination cover of grass and forest or grass and trees. Another 30 percent are forest-covered, and grass covers 13 percent. The remaining 19 percent have a variety of covers. This includes grass, sage, and juniper on one ranch, and grass, cactus, and mesquite on another.

#### VARIETY OF RECREATION FACILITIES

The 77 ranches offer a total of 432 recreation facilities of 27 types (table 5). Fishing is available at 84 percent of the ranches, hunting at 79 percent, swimming at 78 percent, horseback riding at 74 percent, cookouts and picnics at 75 percent, and camping at 65 percent. Boating is available at 32 percent of these ranches; pack trips and trail rides are each available at 14 percent. Rather surprisingly, winter sports facilities are available also at 14 percent of these ranches. Other facilities available include those for hiking, archery, tennis, mountain climbing, square dancing, rifle shooting, rock hunting, dancing, water sports, float trips, jeep and scenic tours, Indian dances, a rodeo, and general dude ranch activities.

All 77 ranch operators listed the first and second most popular recreation activities on their ranches; 68 listed the third most popular activities (table 6). As might be expected, riding is the most frequent first choice--it accounts for 78 percent of all first choices. Fishing and swimming each account for 8 percent of first choices, hunting accounts for 2 percent, and the remaining 4 percent is spread among three activities. Fishing is the most frequently mentioned second-choice recreation activity (47 percent) at these 77 ranches; swimming is second (17 percent), riding is third (12 percent), and hunting is

fourth (5 percent). Ten other activities comprise the remaining 19 percent of second-choice recreation activities on ranches. Of third choices, hunting is most often mentioned (20 percent), followed by swimming (13 percent), fishing (10 percent), and riding (8 percent). Forty-one percent of the third most popular recreation activities are spread among 16 types of activities.

In general, riding is the most popular recreation activity; it accounts for 33 percent of the 222 activities listed. Fishing is second in overall popularity, with 22 percent of the total mentioned. Swimming is third, with 13 percent of the total. It is closely followed by hunting, with 11 percent. The remaining 21 percent comprises 18 of the 22 activities.

Table 5. -- Ranches: Available recreation facilities, by region

Type of facility	East	West	All
	Number	Number	Number
Fishing -----	6	59	65
Hunting -----	5	56	61
Swimming -----	6	54	60
Horseback riding -----	5	52	57
Cookout and picnicking -----	3	55	58
Camping -----	5	45	50
Boating -----	5	20	25
Pack trips and trail rides -----	1	10	11
Winter sports -----	-	11	11
Hiking -----	1	5	6
Miscellaneous -----	7	21	28
Total -----	44	388	432

Table 6. -- Ranches: Popularity distribution of specified recreation activities

Type of activity	Popularity rating			All
	First	Second	Third	
	Percent	Percent	Percent	Percent
Riding -----	78	12	8	33
Fishing -----	8	47	10	22
Swimming -----	8	17	13	13
Hunting -----	2	5	28	11
Miscellaneous -----	4	19	41	21
Total -----	100	100	100	100
	Number	Number	Number	Number
Preference listings--	77	77	68	222

Fifty of the 77 ranch operators provided usable answers to a question about hunting on their property. Of these, nine do not permit it. Twenty-four operators, who included only privately owned land in their total acreage, permitted hunting on a total of 46,844 acres.

Seventeen others, who showed that part of their total acreage was leased public land, reported that 136,957 acres is open to hunters. The total acreage in all of these ranches, except for areas around the buildings, is usually shown as available for hunting.

Ninety-three percent of 70 operators answering had ponds or lakes, streams or rivers, on or adjacent to their property. Eighty-nine percent of 76 replying were near public lands or waters used for recreation. Altogether, 68 percent of the 40 operators who answered the question indicated that private recreation resources were nearby.

## NUMBER OF VISITORS AND FEES CHARGED

Guests spent 112,486 nights at 47 ranches during 1960. The usual visit is for a week or longer. In addition to the overnight guests, 9 operators estimated that they entertained 4,370 day visitors at their ranches last year. Because of several explanatory notes, we assume that most of these were persons who used these ranches as a means of access to the national forests; some ranches rent horses and pack-trip equipment to such visitors.

The principal charge at dude ranches is for room and board. Use of horses and of fishing, swimming, and other facilities is usually included in the rate for room and board. At most guest ranches, and at a few dude ranches, a separate charge is made for horseback riding. Pack trips for hunting, fishing, or just for the trip, are rarely included in the daily or weekly general charge--fees most frequently mentioned ranged from \$25 to \$50 per person per day for such trips. Weekly rates for room and board start at \$56 per person in a room for four at a guest ranch. The least expensive, all-inclusive rate mentioned by a dude ranch operator was \$67 per person. A majority of the all-inclusive fees were approximately \$100 per person per week; riding as often as the guest wishes is included in the fee.

## OVERNIGHT FACILITIES AND MEALS

Although operators of four dude ranches failed to indicate that overnight accommodations and meals were available, it is assumed that they are available at all guest and dude ranches. Forty-one operators indicated type of accommodation. Twenty provide cabins or cottages, 9 have hotels or lodges, 8 provide rooms in a hotel, lodge, or in cabins, 2 house their guests in cabins or in the ranch house itself, 1 provides motel-type accommodations, and 1 has bunkhouses.

## PROBLEMS REPORTED

Nearly half (48 percent) of the 73 ranch operators answering the question have no recreation-connected problems. Fire was most frequently mentioned among the 48 problems listed by 38 operators; it accounted

for 31 percent of the total listings. Trash (23 percent) is the second greatest problem. Vandalism and "help" each accounted for 8 percent, and 11 other types accounted for the remaining 38 percent of the problems listed.

#### **PROPERTY VALUES AND INCOME**

Sixty-four operators estimated the value of their ranches at a total of \$12,975,000. Unfortunately, the basis for their estimates is not known. Fifty-nine operators estimated their 1960 incomes at \$1,972,479. Apparently, some of them included the total income of the ranch, while others included only recreation income (the item requested). Thus, it is not possible to draw any conclusions about the recreation value of the property or the recreation income of these ranches. However, 68 percent of the 69 replies to the question indicated that recreation receipts met cash expenses for recreation in 1960.

#### **PLANS FOR EXPANSION**

Twenty-four percent of the 67 operators who replied plan for expanded use of presently operated property during the next 5 years. Only three indicated the acreage (1,950 acres) this expansion would involve. Twenty-nine percent of 45 operators responding plan to buy or lease additional acreage with the next few years; 5 of these operators expect to acquire an additional 1,740 acres.

Twenty operators wrote of their plans for additional facilities, whether on presently controlled land or land to be acquired. Thirty-five percent plan to add riding and hunting facilities; 30 percent will add fishing facilities. Camping and water sports facilities are planned by 20 and 15 percent, respectively, of these ranch operators. Other facilities to be added are for boating, swimming, picnicking, and pack trips; additional accommodations for guests and a dam for a lake are planned also. Twenty-five percent of these 20 ranch operators plan expansion for grazing, farming, or ranching.



*Figure 2.-- Vandalism, such as the wanton destruction of this picnic table, is the chief problem of recreation places and accounts for 27 percent of the 722 problems mentioned by 512 recreation enterprise operators. (U.S. Forest Service photograph.)*

Camping comes in a variety of types. Perhaps the best-known are the organized camps for children. Ordinarily, these camps use the same grounds year after year and have at least a few permanent buildings. A smaller number of permanent camps are for adults. Day camps for children whose parents cannot, or do not want to, send them to resident camps comprise a third category. Usually these camps are in or near urban areas because travel time must be kept as short as possible.

A fourth category is the publicly owned campground, such as those found in national and State parks and forests or those operated by some local communities. A fifth category--privately owned and operated facilities where families can pitch tents or park trailers--is the subject of this chapter.

Campers who use the privately owned campgrounds usually are middle-income bracket families. Families of very low incomes cannot afford the needed equipment, and families with large incomes tend to use less primitive services. Numerous exceptions to these blanket statements exist, however, because even the very poor can find ways to finance short excursions and can find campgrounds within their financial means, while on the other hand, many well-to-do people utilize campgrounds because they enjoy camping.

The majority of camping families are young to middle-aged couples with or without children--but usually with children and accompanying assorted pets. Elderly couples usually prefer to utilize the more comfortable facilities provided by motels, resorts, hotels, and clubs.

### SAMPLING PROCEDURES

Apparently, there is no single central place in the United States where one can get the names and addresses of all privately owned campgrounds. Our list of campgrounds surveyed, therefore, was taken from three available sources.<sup>1</sup>

The three directories listed a total of 415 campgrounds as privately owned or which appeared, from the name, to be nonpublic.

Questionnaires sent to these addresses elicited responses from 145, and a follow-up mailing brought in 49 additional replies; a number of questionnaires were returned by the local post offices as undeliverable for various reasons. Thus, the 194 questionnaires returned by the campground operators represent 47 percent of the available universe.

From these 194 questionnaires returned, we found that, in fact, many campgrounds were owned and operated by municipal, State, or Federal agencies. These questionnaires were eliminated. Others were eliminated because they were poorly filled out. The analysis in this chapter is based on the 87 usable questionnaires we received.

### LOCATION, ACREAGE CONTROLLED, AND AREA USED FOR RECREATION

The 87 usable questionnaires were distributed by regional areas as follows: Northeast, 31; North Central, 20; South, 9; West, 27.

Most of the campgrounds involve relatively small acreages. Tracts of less than 100 acres are used by 84 percent of the operators. More than a third (37 percent) of the total are on less than 20 acres; 32 percent are on tracts ranging from 20 to 99 acres. Twenty-six percent are on sites of 100 to 999 acres, and the remaining 5 percent have more than 1,000 acres.

These 87 operations represent a total area of 1,672,198 acres. Three of the four large holdings are in Western States; they include an Indian Nation with 1,600,000 acres, a water user's association with 56,000 acres, and a ranch of 5,000 acres. The fourth large holding, 4,000 acres, is in the East. When these four ownerships are excluded, the remaining 83 operators control a total of 7,198 acres.

All except 1,246 acres of the total is owned by the campground operators. The 5,000-acre ranch mentioned above leases 700 of the 1,246 acres. The remaining 546 acres is distributed among eight operators who lease all the land they operate (from 1 to 172 acres) and six others who lease 5 to 40 acres apiece in addition to lands they own.

Of the 87 operators, 80 indicated that recreation is the primary use of their property. The 4,000-acre southern facility is included in this group. Major uses of the remaining seven are ranching, farming, forestry, or a combination of these, a nursery, and a motel.

Recreation was the sole or the principal use on 514,928 acres of the total. This total drops to 6,914 acres when the three large western operations are excluded.

<sup>1</sup>Campground Directory, issued by the American Automobile Association, Washington, D. C.; Campground Atlas, published by the Alpine Press of Champaign, Ill. (both provided to us free of charge); and *Camping Trips U. S. A.*, by Rhodes, Glen, and Dale, Upper Montclair, N. J. (loaned to us by the AAA Library).

Of these 87 campgrounds, 62 percent are operated by individuals or families. Companies or corporations operate 18 percent and partnerships operate 8 percent. The remaining 12 percent include private clubs, service clubs, a nonprofit conservation organization, a water user's association, and an Indian Nation.

More than 90 percent of the 87 campgrounds is open to the public. The remaining 10 percent of the operators indicated that use of their campgrounds is restricted to "guests."

#### TERRAIN AND COVER

These campgrounds are located on a great variety of types of terrain. However, flat terrain and rolling terrain were the most common surface conditions reported; singly, or in combination, these were listed by 55 percent of the operators.

Forest is by far the most frequent land cover; it was listed by nearly half (45 percent) of the operators. A combination of grass and forest cover was listed by 23 percent, and 16 percent included a variety of cover classes such as sagebrush, dune grass, and bushes. Regionally, forest is the principal cover in the Northeast, South, and West, and grass is the principal cover on campgrounds in the North Central States.

#### VARIETY OF RECREATION FACILITIES

Although camping is naturally the principal recreation activity on these properties, many other recreation attractions also are provided. Swimming facilities are provided at 83 percent of the campgrounds (table 7). Picnicking resources are available at 79 percent, fishing at 71 percent, and boating at 69 percent. Hunting is available at a third of the ranches and winter sports at 13 percent. Of the total of 425 recreation facilities available at the 87 campgrounds, camping accounts for 20 percent, swimming for 17 percent, picnicking for 16 percent, boating for 14

percent, and fishing for 15 percent. The remaining 18 percent includes 22 types of facilities.

#### POPULARITY OF RECREATION ACTIVITIES

Eighty-two of the 87 campground operators listed the most popular recreation activity on their campgrounds, 81 listed the second most popular, and 70 listed the third (table 8). Camping was the most frequently mentioned first choice (40 percent of all first choices), followed by swimming (23 percent), and fishing (16 percent). Swimming was the most popular second choice (23 percent), followed by fishing (19 percent) and camping (16 percent). Fishing was the most frequently mentioned third in popularity (24 percent), followed by boating (17 percent), camping (13 percent), and swimming (12 percent). Of the 233 rankings, camping (24 percent) was the most frequently mentioned, followed by swimming (20 percent), fishing (19 percent), boating (11 percent), and picnicking (8 percent). Twenty-one types of activities are included in the remaining 18 percent.

#### OTHER RECREATION RESOURCES

The affinity between water resources and recreation activities has been mentioned frequently in other studies. Sixty of the 64 operators who provided information for this part of the study have for swimming and boating use a pond, lake, stream, or river on their property, or they are adjacent to one or more of these or to a bay or ocean. Fishing waters, specifically, are available at or near 43 of the campgrounds.

On or near these campgrounds, there is a total of 58 lakes or ponds and 49 rivers or streams. Two others abut on bays, 3 front on the ocean, 1 is located on both bays and ocean, and 1 is on a harbor and the ocean. Of this total, 5 lakes and 15 rivers are on Indian tribal lands and 1 lake is on water association property.

Public lands and waters used for recreation obviously attract campgrounds. Of the 84 operators who

Table 7. -- Campgrounds: Available recreation facilities, by region

Type of facility	North-east	North Central	South	West	All
	Number	Number	Number	Number	Number
Camping -----	31	20	9	27	87
Swimming -----	29	20	5	18	72
Picnicking -----	24	17	6	22	69
Fishing -----	25	11	8	18	62
Boating -----	21	19	6	14	60
Hunting -----	14	4	1	10	29
Winter sports -----	3	2	1	5	11
Miscellaneous -----	19	2	6	8	35
Total -----	166	95	42	122	425

<sup>1</sup> Includes 1 with only unimproved trailer sites.



Table 8. -- Campgrounds: Popularity distribution of specified recreation activities

Type of activity	Popularity rating			All
	First	Second	Third	
	Percent	Percent	Percent	Percent
Camping-----	40	16	13	24
Swimming-----	23	23	12	20
Fishing-----	16	19	24	19
Boating-----	5	11	17	11
Picnicking-----	5	14	4	8
Miscellaneous-----	11	17	30	18
Total-----	100	100	100	100
	Number	Number	Number	Number
Preference listings--	82	81	70	233

answered the question, 77 percent indicated their campgrounds are near public lands or waters. Other private lands and waters used for recreation also are an attraction; the camps of 43 percent of the operators answering this question are near such resources.

Oddly enough, 4 (5 percent) of the 87 operators indicated that their camps have no overnight facilities; presumably, they offer only unimproved campsites, because each of them in answer to another question indicated that camping facilities are provided. Another two respondents (2 percent) wrote that they have unimproved campsites. Improved campsites are offered by 76 (87 percent of the total) campgrounds, and 5 (6 percent) have no tent sites but do provide trailer sites. These campgrounds also provide other overnight accommodations--a hotel, a lodge, a motel, and 2 hostels. Fifteen campgrounds have cottages or cabins, and 57 of the campgrounds with tent sites also have trailer sites.

Meals or food are available on the premises of 47 percent of the 87 campgrounds, and are available near another 35 percent. At 18 percent of the campgrounds, food apparently is available neither on the grounds nor nearby, and campers must carry their own supplies.

#### NUMBER OF VISITORS

It is difficult for operators of campgrounds to estimate the number of people they serve because their charges are made on units based on a campsite or family group. However, 54 operators made estimates that seemed to be reasonably reliable; their estimated visitor nights in 1960 totaled 514,875. Apparently, 9 percent of the campgrounds are small or had poor seasons because their estimates of visitor nights were less than 500 for the 1960 season. Twenty-two percent ranged between 500 and 999. Another 35 percent estimated that their guests ranged between 1,000 and 4,999 for the year, 11 percent ranged from 5,000 to 9,999 visitor nights, and

the remaining 23 percent served 10,000 or more guests overnight.

#### FEES CHARGED

Virtually all of the operators charge for use of their campgrounds. One of the 87 campgrounds was new and therefore the operator had not made charges, and operators of another 5 reported that they do not charge fees. Of these, one is a small area in the North Central Region operated by a gas station owner who leases the land from the State road commission and provides free water and electricity. The other four are in the West; one is individually or family-owned, and three are private clubs. Interestingly enough, one of the private clubs had an income in 1960 of \$500--gathered from a donation box at the campground.

Apparently, fees charged at the campgrounds do not vary from region to region, but types of charges vary remarkably from one camp to another. Charges vary from a single fee to a complex system of fee calculation. For example, \$0.50 per person per day, \$1 per site per day, and \$3 per family per day were among the straight fees. Complex charges included \$1 per night per car plus \$0.25 per person, and \$1.50 for four people per night plus \$0.25 per person over four. Frequently, trailer camping is a bit more expensive than tenting. One progression in fees ran from \$0.50 a day per car to \$1 per tent per day, to \$1.50 per trailer per day. Another operator charges \$1 per day per tent, and \$1.50 per day for trailers.

#### PROBLEMS REPORTED

Forty-one operators reported that they had no problems related to the campgrounds. Three others did not list any problems and are assumed to have none. Thus, slightly more than half of all operators appear to have no particular problems with their campground operations. The remaining 43 operators listed a total of 67 problems (table 9).

Trash was the problem mentioned most frequently, accounting for 37 percent of all complaints. Vandalism, the second most frequent complaint, accounted for 25 percent of the total, followed by fire (18 percent) in third place. No other problem was mentioned more than three times.

#### PROPERTY VALUES AND INCOME

Property values are listed as totaling \$4,460,842 for 70 campgrounds. Excluded from these estimates are the three very large campgrounds in the West, one of 4,000 acres in the South, and another in the South that is an adjunct to a multimillion-dollar enterprise. Unfortunately, we have no way of knowing which of the operators included the value of

Table 9. -- Campgrounds: Distribution of problems mentioned by 43 operators, by region

Type of problem	North-east	North Central	South	West	All
	Percent	Percent	Percent	Percent	Percent
Trash -----	31	47	37	36	37
Vandalism -----	15	27	27	29	25
Fire -----	23	6	18	21	18
Miscellaneous-----	31	20	18	14	20
	100	100	100	100	100
	Number	Number	Number	Number	Number
Problem listings -----	13	15	11	28	67

non-recreation property nor how many used their "asking prices."

Pitfalls similar to those mentioned relative to valuation estimates prohibit confidence in many answers relative to gross estimates of business income for the year. However, after excluding the three large western and two southern campgrounds and culling the obviously unrealistic answers, the remaining 67 campgrounds reported cash incomes totaling \$746,406 in 1960.

Receipts covered cash operating expenses for 66 percent of the campgrounds. The regional distribution of poor financial returns seems significant. Southern operators were evenly divided between those whose receipts covered expenses and those whose receipts did not cover them. In the Northeast and the North Central States, and in the West, approximately twice as many operators' recreation receipts covered their cash operating cost as those whose receipts did not meet such costs.

#### PLANS FOR EXPANSION

Expansion of recreation facilities is planned on land presently owned or leased by 51 of 77 operators who replied to this question. Sixteen of these operators plan to expand their activities on a total of 640 acres,

which excludes 100,000 acres of expanded recreation activity planned for the lands owned by the Indian Nation.

Forty-one (68 percent) of the 60 operators replying do not expect to buy or lease additional lands for recreation use. Of the 19 (32 percent) planning to add lands through lease or purchase, 11 provided estimates that totaled 3,274 acres. Of this, the major part, 3,040 acres, is in the West.

#### FACILITIES TO BE ADDED

Fifty-eight operators indicated the facilities for which additional recreation acreage, whether now in their control or to be bought or leased later, will be used. Twenty-five different types of facilities for recreation activity are to be added (table 10). Ninety-three percent of the 58 operators will add camping. Picnicking facilities will be added by 45 percent, and 43 percent of these respondents will add swimming facilities. Boating facilities are planned by 29 percent, and fishing facilities by 24 percent.

Camping alone accounts for 31 percent of the 175 planned facilities. Picnicking accounts for 15 percent and swimming, boating, and fishing together account for 32 percent of the total plans. The remaining

Table 10. -- Campgrounds: Additional recreation facilities planned for 1961-66, by region

Type of facility	North-east	North Central	South	West	All
	Number	Number	Number	Number	Number
Camping -----	25	11	8	10	54
Picnicking -----	7	4	7	8	26
Swimming -----	13	3	3	6	25
Boating -----	10	2	—	5	17
Fishing -----	8	3	1	2	14
Hunting -----	5	1	—	2	8
Winter sports -----	2	2	—	2	6
Miscellaneous -----	5	6	4	10	25
Total -----	75	32	23	45	175

22 percent include hunting, winter sports, and trailer site facilities, amenities such as hot showers and a laundromat, and a summer theatre, nature walks, and a seaplane base.



*Figure 3.-- Fishing is the second most popular activity at the 1,326 privately operated recreation facilities inventoried. (U.S. Forest Service photograph.)*

With the increase in leisure time, the higher discretionary income per family, and the increased ease of transportation, the demand for waterfront recreation opportunities has increased greatly. But in many sections of the United States, most of the shoreline has been developed with vacation-time or year-round homes and thus is not available for public recreation. In others, hotels and motels have acquired relatively long stretches of private waterfront. State, national, and, in some instances, county or municipal, parks provide the general public with its major chance to enjoy the unique qualities of our many miles of shoreline. Unfortunately, these facilities are limited in number. Competition for the little shoreline not already highly developed is keen, and the price of a lot and cottage is beyond the means of many people.

In many areas, commercial beaches provide the only opportunity for persons of limited means to enjoy, for a small fee, swimming, sunbathing, and, in some places, boating and fishing. Commercial beaches are to be found along the shores of many rivers, lakes, and bays. Still others are located along the shores of the Atlantic and Pacific Oceans and the Gulf of Mexico.

#### SAMPLING PROCEDURES

So far as we were able to discover, there is no association of commercial beach operators as such. Thus, we were unable to obtain any idea of the total number of commercial beaches in this country. However, there is a National Association of Parks, Pools, and Beaches, and from the 1961 Manual & Guide, given us by the association, we selected the names and addresses of all firms listed which included the word "beach" in the description. Of necessity, then, these beaches include many which offer a variety of amusements, rides, and games.

Questionnaires were mailed to 203 such firms. Operators of 82 of them returned questionnaires from the original mailing, and an additional 42 returned questionnaires from the follow-up mailing. Thus, the total returned was 61 percent of the number on our mailing list.

A number of the questionnaires returned reported only on swimming pools; these questionnaires were excluded from our analysis. Questionnaires returned by operators of publicly owned beaches and from operators of those obviously within the boundaries of cities with populations of 10,000 or more were excluded also. Still others were eliminated because of insufficient data.

#### LOCATION, TYPE OF OPERATOR, ACREAGE CONTROLLED, AND AREA USED FOR RECREATION

The 62 usable questionnaires were distributed by regional areas as follows: Northeast, 33; North Central, 18; South, 10; and West, 1.

The majority (61 percent) of the commercial beaches discussed in this chapter are operated by companies or corporations. Thirty-six percent are operated by individuals or families, and the remaining 3 percent are private clubs.

Ninety-four percent of the 62 beaches are open to the general public. The four open only to guests are in the Northern States. They include the two beaches operated as private clubs.

The beaches vary greatly in size--from a half-acre beach in the Northeast to a 1,600-acre holding in the South. Twenty-three percent of the 62 beaches have 100 or more acres. However, 18 percent of them are on sites of less than 10 acres (all of these are in the Northern States), 48 percent are between 10 and 49 acres, and 11 percent are between 50 and 99 acres.

The total acreage in these 62 beaches is 5,978. All except 111 acres are owned by the beach operators. The site of a 4-acre beach operated by a company or corporation in a northeastern State is wholly leased from an individual or family. Another company or corporation operated beach in the Northeast has a total of 33 acres, 7 of which are leased from a company or corporation. A company or corporation in another northern State owns 7 acres and leases an additional 20 acres from an individual or family. A southern company or corporation leases its entire 80 acres from an individual or family.

Of the 62 beaches, only 3--2 in the Northeast (rental apartments, restaurant-bar) and 1 in the South (forestry)--have a primary use other than recreation. All are open to the public.

#### TERRAIN AND COVER

Forty-five percent of the beaches are on flat land; 31 percent are on rolling land. The remaining 24 percent include beaches on hilly sites and those on combinations of terrain types.

Grass is the cover on 40 percent of the 61 beach properties; 23 percent have a combination of grass and trees, or grass and forest cover. Seventeen percent of the beaches have forest cover, 15 percent are sand, and the remaining 5 percent include grass and sand, and, surprisingly, macadam and slag.

## VARIETY OF RECREATION FACILITIES

These 62 beaches provide a great variety of recreation facilities. Altogether, they provide 302 facilities of 25 different types of outdoor recreation (table 11). It was expected that all of the 62 would provide swimming facilities, and that many would have picnicking areas (89 percent of the beaches have picnic areas), but it is surprising that so many provide boating (77 percent), fishing (74 percent), and camping (35 percent).

Swimming, boating, and fishing amount to 52 percent of all recreation facilities at these beaches. Picnicking accounts for 18 percent and camping for 7 percent. Amusement facilities make up only 6 percent of the total. The remaining 17 percent includes 19 types of facilities ranging from winter sports, childrens' playgrounds, and volleyball, horseshoes, and other field sports facilities, to a marina, a drive-in theatre, and a flying school.

Table 12. -- Commercial beaches: Popularity distribution of specified recreation activities

Type of activity	Popularity rating			All
	First	Second	Third	
	Percent	Percent	Percent	Percent
Swimming-----	66	15	9	31
Boating-----	3	22	21	15
Fishing-----	3	12	11	9
Picnicking-----	11	33	19	21
Amusements-----	10	5	23	12
Miscellaneous----	7	13	17	12
Total-----	100	100	100	100
	Number	Number	Number	Number
Preference listings--	62	60	58	175

Table 11. -- Commercial beaches: Available recreation facilities, by region

Type of facility	North-east	North Central	South	West	All
	Number	Number	Number	Number	Number
Swimming-----	33	18	10	1	62
Picnicking-----	27	18	10	-	55
Boating-----	26	16	6	-	48
Fishing-----	25	17	4	-	46
Camping-----	13	5	4	-	22
Amusements-----	8	5	3	1	17
Miscellaneous-----	23	16	13	-	52
Total-----	155	95	50	2	302

The several types of recreation at these beaches vary in popularity from swimming and boating, for example, to sunbathing and flying (table 12). Swimming is the most popular of all recreation activities, accounting for 31 percent of the 175 choices listed. Picnicking is second in overall popularity, with 21 percent. Boating (15 percent) and amusements (12 percent) are third and fourth in the overall popularity listing. All others amount to 21 percent.

Swimming is by far the most popular first choice, accounting for 66 percent of all first choices. Picnicking is most frequently mentioned as second in popularity (33 percent of second choices), and amusements (23 percent) lead boating (21 percent) and picnicking (19 percent) for third place in popularity by a narrow margin.

Hunting is permitted on a total of 1,948 acres in seven beach properties. The smallest hunting acreage is 23 acres; the largest is 1,200.

All of the 61 beach operators who replied to the question concerning waters available for swimming and boating indicated that one or more bodies of water

are available on or adjacent to their properties. A majority of the 61 beaches are on lakes (62 percent). Thirteen percent are on a lake and a river, 8 percent are on rivers, and 7 percent (all in the Northeast) are on the Atlantic Ocean. In addition, other beaches (8 percent) are on bays or sounds; and one (2 percent) said his facility is on a "half-mile sand beach."

## FEES CHARGED

Fees are charged by 56 of the 60 beach operators responding to this question. The fees vary.

Several operators make no charge for parking, entrance, swimming, or picnicking, but rely entirely on income from amusement rides and food sales. One operator charges only for boat rental (\$2 per day), or for use of his boat ramp (\$1) if the visitor brings his own boat.

Most of the operators in this sample who answered the question charge only a single fee for use of the property and, when applicable, an additional charge for boat rental. Frequently, the single fee is for

parking (ranging from \$0.25 to \$1 per car per day) or to enter the grounds (ranging from \$0.35 per adult to \$0.20 per child to \$0.75 per adult and \$0.50 per child). Still other operators charge only for swimming; one charges \$0.50 per person and another charges \$0.52 for adults and \$0.26 for children. One beach operator bases the charge on the use of picnic tables; he charges \$0.75 per day per table.

Several combinations of charges mentioned were for parking and picnicking (parking \$0.50 per car and picnicking \$0.50 per car, parking \$1 per car and picnicking \$1 per car), and parking and swimming \$0.25 per car to park plus \$0.25 to \$0.50 per person to swim; \$0.50 per car for parking plus \$0.60 per person for swimming).

When applicable, boating fees charged range from \$0.50 to \$1 per hour and from \$1 to \$2.50 per day, presumably for rowboats. One operator rents sailboats at \$3 per hour. At two beaches, separate charges of \$1 and \$1.50 per day are made for fishing.

#### NUMBER OF RECREATION VISITS

The beaches of 26 operators were visited during the 1960 season by a total of 7,437,830 persons. Twelve of the beaches in the Northeast drew a total of 1,159,992 persons; the smallest number at one beach was 500 persons and the largest number was 500,000. Although only nine of the replies from North Central States were usable, the total number of visitors at these nine beaches was much larger--5,578,200. The range was also higher, from 3,200 to 2,500,000 persons. Four southern operators reported a range from 10,000 to 111,638 visitors, and their total was 199,638. The one western beach was visited by 500,000 persons.

#### AVAILABILITY OF OVERNIGHT ACCOMMODATIONS AND MEALS

Rather surprisingly, 32 percent of the beaches provide overnight facilities--ranging in type from camping and trailer sites to cabins, cottages, motels, and hotels. Although only seven estimates concerning the number of visitor nights were usable, the replies

show that overnight accommodations at several of the beaches are "big business." The range among these seven is from 1,000 to 200,000 visitor nights (the latter is the northern beach that attracted 2,500,000 visitors during the daytime). In no instance was the number of visitor nights more than one-fifth of the number of visitor days.

Food or meals were available on the beach premises of 83 percent of the 60 operators who answered. Five of the beach operators (8 percent of the 60) who replied that food is not available on their grounds indicated that it is available nearby.

#### PROBLEMS

Forty-three percent of the 61 operators who answered the question had no problems; fifty-seven percent had problems. Trash accounted for 37 percent of the 57 problems listed. Vandalism accounted for 32 percent, crowded conditions for 10 percent, and fire for 9 percent. The remaining 12 percent included parking, financing, beach erosion, taxes, and the need for cleaning up a lake.

#### PROPERTY VALUES AND INCOME

Only 44 of the 62 operators showed the value of their recreation facilities. The total value of the 44 reported was \$23,473,000, but again there is no way of knowing precisely what the operators included in their "value of recreation facilities."

Forty-four also reported receipts from recreation. Unfortunately, they were not always the same operators who had answered the previous question. Receipts for these 44 totaled \$7,953,875. Interestingly enough, those operators with enterprises other than recreation as the primary use of the land were not among those having the highest receipts.

Seventy-six percent of the 55 who replied to the question indicated that the recreation receipts covered their cash operating expenses during 1960.

Thirty-seven percent of the 59 operators answering indicated that they planned to expand opportunities for recreation on property they now own or lease. Only 19 percent of the 36 replying planned to acquire

Table 13. -- Commercial beaches: Additional recreation facilities planned for 1961-66, by region

Type of facility	North-east	North Central	South	West	All
	Number	Number	Number	Number	Number
Picnicking-----	8	1	4	-	13
Swimming-----	5	2	3	-	10
Camping-----	2	3	2	-	7
Boating-----	2	1	3	-	6
Amusements-----	4	1	1	-	6
Miscellaneous-----	4	2	5	1	12
Total-----	25	10	18	1	54

additional acreage for recreation use; four of these plan to acquire a total of 70 acres.

#### **PLANS FOR EXPANSION**

Expansion plans, whether on present acreage or acreage to be acquired, were indicated by 24 respondents (table 13). The importance of picnicking at commercial beaches is indicated by the fact that

more than half of the 24 operators plan to add picnic facilities. Additional swimming facilities are planned for 42 percent of these beaches. Picnicking and swimming account for 24 and 19 percent, respectively, of all facilities planned. Other facilities are planned for camping (13 percent of all facilities) and for boating and amusement (each 11 percent). Six other types of facilities account for the remaining 22 percent of planned facilities.



## CHAPTER EIGHT

## YACHT CLUBS

Pleasure boats are no longer solely the playthings of the well-to-do. Almost anyone who is interested can buy a boat--an 8-foot sailing dinghy, and ocean racing yacht, a folding-boat with outboard motor, or a luxurious cruiser--on the installment plan.

The burgeoning interest in boats of all kinds is reflected in the increasing number of yacht clubs and in their growing memberships. These clubs vary from the long-established ones to those so new they are still seeking sites on which to build docks and clubhouses. Yacht clubs also vary in type of membership and in the types of boats owned by members.

Questionnaires were mailed to 980 yacht clubs listed in either Lloyds Register of American Yachts (1959) or the 1961 listing of yacht clubs provided by the National Association of Engine & Boat Manufacturers, Inc. Eliminated from these lists were Coast Guard Auxiliary groups, U. S. Power squadrons, sailing and cruising associations known to be merely groups of racing and cruising enthusiasts meeting only a few times each year, and other known or believed not to be yacht clubs. Of the 980 questionnaires mailed, 48 percent were returned--343 from the original mailing and 131 from the follow-up mailing.

Several of the questionnaires turned out to be from facilities other than yacht clubs; these questionnaires were eliminated. Also excluded from analysis were those giving insufficient data. Of the remainder, when there were more than 10 usable questionnaires from any one State, the total number to be analyzed was reduced to workable limits by further sampling. In this way, the number of questionnaires analyzed for each region reflects the number of usable questionnaires received from that region.

### LOCATION, ACREAGE CONTROLLED, AND AREA USED FOR RECREATION

The 152 questionnaires utilized were distributed by regional areas as follows: Northeast, 79; North Central, 19; South, 33; West, 19; and Puerto Rico-Virgin Islands, 2.

The majority (66 percent) of the yacht clubs are on sites of less than 5 acres. Seventeen percent are on sites of less than 1 acre, 49 percent are on sites of 1 to 4.9 acres, 17 percent are on 5 to 9.9 acre sites, and only 17 percent are on sites of 10 acres or more. In the Northeastern, North Central, and Southern Regions, more of the clubs are on sites of 1 to 4.9 acres than on lots of any other size, while in the West the acreage spread is rather even. Sites of yacht clubs in this sample range from 0.1 to 135 acres; the total is 1,247 acres.

Leasing is important among the 152 clubs operating on the smaller sites; 6 percent of the clubs surveyed both own and lease land; 41 percent are entirely on leased land. Of the 63 clubs on wholly leased land, 38 clubs (60 percent) occupy between 1 and 4.9 acres. Two-thirds of the north-central and western clubs are located on leased land, as is one of the two Puerto Rico-Virgin Island clubs. Less than half of those in the Northeast (43 percent) and in the South (36 percent) are on lands partly or wholly leased.

Valid replies were received from 58 of the 72 leasing clubs concerning ownership of leased land. Thirty-one percent indicated that the lease is with a city, town, or village. Twenty-four percent lease from companies or corporations, 10 percent from States, 10 percent from individuals or families, 9

Table 14. -- Yacht Clubs: Available recreation facilities, by region

Type of facility	North-east	North Central	South	West	Puerto Rico & Virgin Islands	All
	Number	Number	Number	Number	Number	Number
Boating -----	78	20	33	19	2	152
Swimming -----	52	8	24	15	1	100
Fishing -----	43	6	22	11	2	84
Picnicking -----	24	9	10	8	1	52
Miscellaneous -----	33	6	18	6	1	64
Total -----	230	49	107	59	7	452

percent from the Federal Government, 7 percent from county governments, and the remaining 9 percent (5 respondents) lease from "harbor board," a railroad, a township, an orphanage, or from both the State and Federal Governments.

#### VARIETY OF RECREATION FACILITIES

The 152 yacht clubs in the sample provide facilities for 18 different types of outdoor recreation (table 14). All, of course, provide boating facilities; 66 percent provide for swimming, 55 percent have fishing, 34 percent provide picnicking, and 10 percent have tennis courts. Although only 7 percent have clubhouses, according to the replies to the questionnaire, it is obvious that most persons answering this question have simply failed to state that there is a

clubhouse or other building for social functions. Boating accounts for 34 percent of the 452 total listings of facilities. Swimming and fishing account for 22 and 19 percent, respectively, and picnicking for another 11 percent. The remaining 14 percent of the total listings includes such facilities as tennis courts, golf courses, and even winter sports and a bowling alley.

Of the respondents who reported their club's facilities for mooring and docking boats, some indicated facilities solely for mooring or for docking, while others reported several types of such facilities. Facilities for 1,706 boats in slips, in berths, or at docks are provided at 28 clubs; five clubs provide floats to which 111 boats can be tied, 3 provide moorings for 166 boats, and 1 provides an anchorage for 100 boats. In addition, one club reported that it has space in its harbor for 166 boats. Two clubs have outhaul space for 255 boats.

The popularity of specified recreation activities varies widely. The general category of boating is, of course, the most popular. It includes sailing, races, and sailing instruction, and accounts for half of all the 348 listings (table 15). Swimming is next most popular, accounting for 20 percent of the total. Fishing (9 percent), social activities (6 percent), picnicking (4 percent), and tennis (4 percent) are popular also. Twelve types of activities are included in the remaining 7 percent of the listings of the three most popular activities at each yacht club.

All of the 152 respondents indicated the most popular activity at the yacht clubs, 123 listed the second most popular activity, and 73 indicated the third most popular activity. Boating heads the list of first choices, with 88 percent of all first-choice activities. Swimming is the most frequent second choice, with 37 percent of all second choices, and swimming (19 percent), social activities (17 percent), and fishing (14 percent) are the most popular third choices.

Table 15. -- Yacht clubs: Popularity distribution of specified recreation activities

Type of facility	Popularity rating			All
	First	Second	Third	
	Percent	Percent	Percent	Percent
Boating -----	82	25	7	46
Racing -----	6	2	—	43
Sailing instruction --	—	2	1	1
Boating category-	88	29	8	50
Swimming -----	6	37	19	20
Fishing -----	1	15	14	9
Social activities --	1	5	17	6
Picnicking -----	1	5	12	4
Tennis -----	1	2	12	4
Miscellaneous -----	2	7	18	7
Other sports ---	12	71	92	50
Total -----	100	100	100	100
	Number	Number	Number	Number
Preference listings--	152	123	73	348

#### NUMBER OF RECREATION VISITS

During 1960, 293,900 persons visited 26 of the yacht clubs. Of these, 8 had attendance in the range of 1,000 to 4,999 guests, 8 had an attendance of between 5,000 and 9,999, another 8 were in the 10,000 to

Table 16. -- Yacht clubs: Additional recreation facilities planned for 1961-66, by region

Type of facility	North-east	North Central	South	West	Puerto Rico & Virgin Islands	All
	Number	Number	Number	Number	Number	Number
Boating -----	19	5	11	8	1	44
Swimming -----	7	—	3	2	1	13
Picnicking -----	3	—	2	1	—	6
Fishing -----	2	—	—	2	1	5
Miscellaneous -----	6	—	3	1	—	10
Total -----	37	5	19	14	3	78

24,999 range, 1 was in the 25,000 to 49,999 group, and 1 in the 50,000 to 99,999 bracket. The second largest attendance was for a club in the Northeast and the largest was for a club in the West.

#### **AVAILABILITY OF MEALS**

Fifty-two percent of the 145 respondents who answered the question indicated that meals are available on the yacht club's premises. Forty-two percent of the 69 who indicated that meals are not available on the club grounds checked that food is available nearby.

#### **PROBLEMS**

Forty-eight percent of 141 respondents indicated that their clubs have no problems. The 73 respondents reported 102 problems. Thirty-eight percent were problems with vandalism, and 27 percent concerned

crowded conditions. Trash accounted for 19 percent of the problems, fire for 10 percent, and the remaining 6 percent included 5 types of problems.

#### **PLANS FOR EXPANSION**

Facilities at yacht clubs are to be expanded during the next 5 years, according to the 56 replies to a question concerning plans for the future. Nine different kinds of facilities were mentioned among additional recreation facilities planned for 1961-66. Seventy-nine percent of the respondents indicated that boating would be added; this accounts for 56 percent of the 78 facilities listed (table 16). Swimming facilities will be added by 23 percent of these yacht clubs, 11 percent will add picnicking facilities, and 9 percent plan additional facilities for fishing. Among the miscellaneous facilities planned are those for court games and golf.

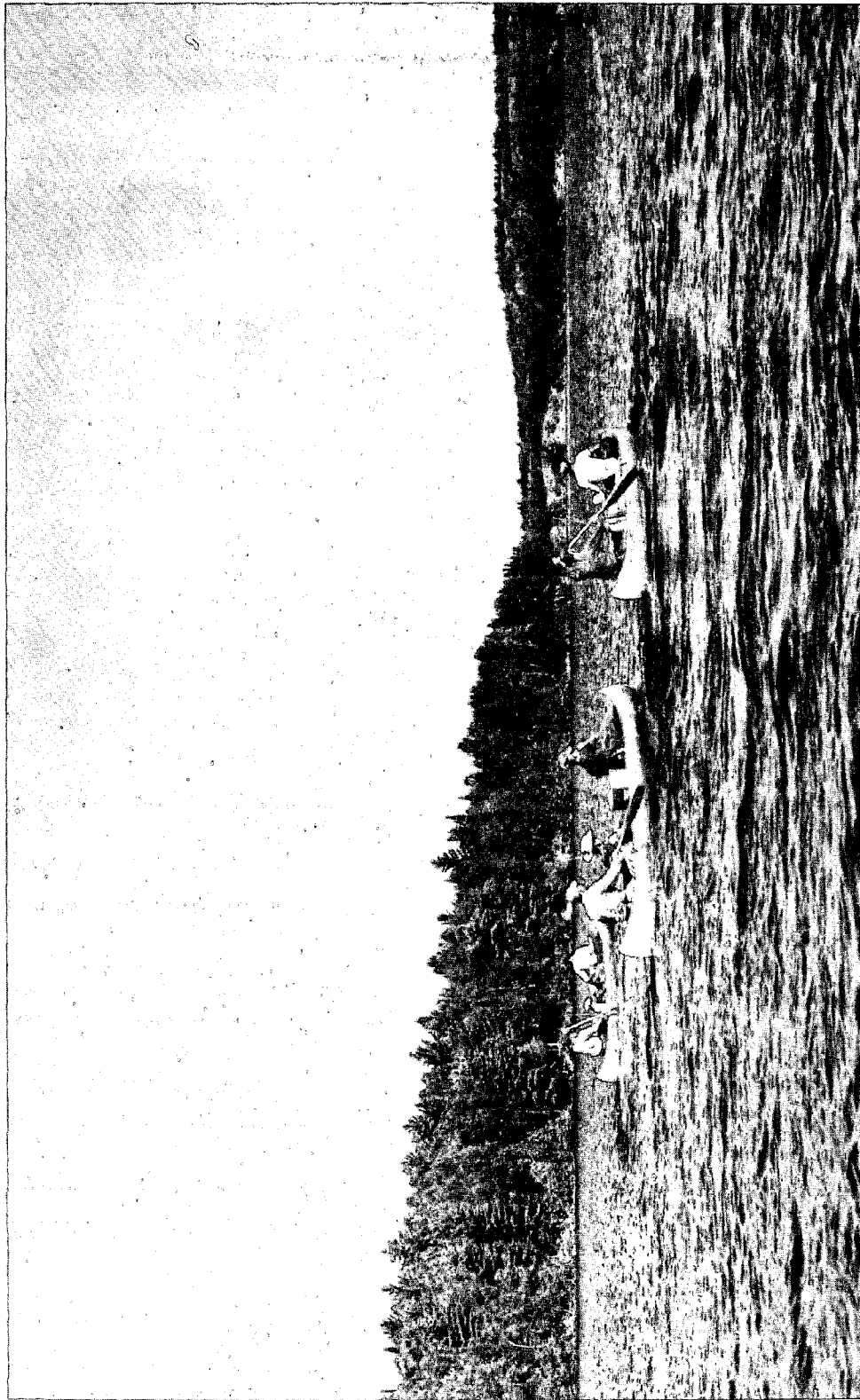


Figure 4.-- Boating (which includes canoeing, rowing, sailing, and motorboating) is tied with hunting as the third most popular activity at the 1,326 privately operated recreation facilities inventoried. (U.S. Forest Service photograph.)

## CHAPTER NINE

## BOAT CLUBS

Boat clubs differ from yacht clubs chiefly in the types of boats owned by members. Outboard motor boats of various sizes and the smaller inboard boats probably are the principal types found at boat clubs, while sailboats and inboard motor cruisers, as well as some outboard boats, are found at yacht clubs.

The Outboard Boating Club of America provided us with a mailing list of boat clubs. After eliminating those also on the yacht club mailing list, we sent questionnaires to 357 clubs throughout the United States; 133 (37 percent) were returned. After excluding forms containing insufficient information, the questionnaires returned by 46 clubs were analyzed.

### LOCATION, ACREAGE CONTROLLED, OWNERSHIP, AND AREA USED FOR RECREATION

Thirteen of the boat clubs are in the Northeast, 18 are in the North Central States, 11 are in the South, and 4 are in the West. These 46 boat clubs have a total of 266 acres. The smallest site is one-fourth of an acre and the largest is 33 acres; both of these are in the South. Eight percent of the clubs are on sites of less than 1 acre. More than half (52 percent) are in the 1 to 4.9 acre range. Twenty percent have between 5 and 9.9 acres, and 20 percent have more than 10 acres.

Twenty-six clubs (57 percent of all in this sample) are on land that is wholly leased or similarly controlled. Two other clubs are on sites partly leased.

Forty-three percent of the 28 sites partly or wholly leased is owned by companies or corporations. Individuals or families own 18 percent, State-owned property accounts for 11 percent, 7 percent is on Federal land, 7 percent is city owned, and the remaining 14 percent includes land owned by a partnership,

a township, county-controlled Federal land (BLM), and one of which half is owned by an individual or family and the other half by the Veterans of Foreign Wars.

Recreation is the principal land use of all 46 boat-club properties. Excluding the 9 acres of a club not replying to the question, 77 percent of the 257 acres in the sites of the 45 clubs is used for recreation. By region, recreation use varies from 41 percent of total boat-club acreage in the Northeast and 60 percent in the West to 87 percent in the South and 97 percent in the North Central States.

### TERRAIN AND COVER

The majority of the boat clubs (64 percent) are on flat lands and are, of course, adjacent to large streams, rivers, lakes, or bays. Altogether, these 46 clubs have access to 32 lakes, 39 rivers, a bay, and a bayou.

Grass is the predominant cover. More than half of the 44 club reporters checked this answer, and still others indicated the cover as a combination of grass and sand, grass and marsh, or grass and trees or forest.

### RECREATION FACILITIES AND ACTIVITIES

All of the boat clubs provide boating facilities (table 17). In addition, picnicking facilities are provided by 89 percent of the clubs, fishing by 76 percent, swimming by 72 percent, and camping by 44 percent. Boating and picnicking together account for nearly half of the total listing of 182 facilities. Four types of facilities, chief of which are those for

Table 17. -- Boat clubs: Available recreation facilities, by region

Type of facility	North-east	North Central	South	West	All
	Number	Number	Number	Number	Number
Boating-----	13	18	11	4	46
Picnicking-----	12	16	10	3	41
Fishing-----	7	15	9	4	35
Swimming-----	9	11	9	4	33
Camping-----	2	9	6	3	20
Miscellaneous-----	2	2	2	1	7
Total -----	45	71	47	19	182

winter sports, are included in the miscellaneous category.

As might be expected, boating is the most popular of the 10 types of activity at these clubs. It accounts for 87 percent of the 46 first choices and for 35 percent of the total 128 mentioned (table 18). Picnicking was most often mentioned as the second most popular activity, accounting for 25 percent of a total of 43, and water skiing led as the third most popular activity, with 26 percent of the 39.

Table 18. -- Boat Clubs: Popularity distribution of specified recreation activities

Type of activity	Popularity rating			All
	First	Second	Third	
	Percent	Percent	Percent	Percent
Boating -----	87	7	5	35
Fishing -----	5	21	21	15
Picnicking -----	2	25	15	14
Swimming -----	2	21	18	13
Water skiing -----	2	14	26	13
Miscellaneous -----	2	12	15	10
Total -----	100	100	100	100
	Number	Number	Number	Number
Preference listings--	46	43	39	128

Overall, boating (with 35 percent of all choices mentioned) was the most popular activity, followed by fishing (15 percent), picnicking (14 percent), swimming (13 percent), and water skiing (also 13 percent). Five types of activities were included in the remaining 10 percent.

#### NUMBER OF VISITORS

Only 12 usable answers were received to the question concerning the number of visitor days during 1960; their estimated total was 67,465. Half of the clubs had between 1,000 and 4,999 visitors, a fourth had between 5,000 and 9,999, and of the remaining fourth, 1 had fewer than 500, 1 had between 500 and 999, and 1 had more than 25,000 visitors.

Twelve clubs have overnight facilities for visitors. Eight of these clubs had improved camp sites at the time the questionnaires were returned--but one respondent wrote that spring floods might destroy his club's camp facilities. At six of these improved campsite areas a maximum of 475 persons can camp. Three clubs have both trailer sites and improved camp sites (400 maximum trailer-tent campers per night) and one club has rooms for 9 guests and has also 2 trailer sites.

The number of visitor nights for 6 clubs was

estimated as 3,050 for 1960. Half had fewer than 500 persons, 1 had 500 persons, and 2 had 1,000 visitor nights each.

#### FEES CHARGED

Forty-nine percent of the 45 respondents checked that fees of somekind are charged for use of the clubs' recreation facilities. Most of them are collected as members' dues. (Presumably, the other 51 percent of the clubs also levy dues.) Three clubs charge a dock rent--varying from \$2 per year per boat to \$1.50 per month per boat and \$10 per month per boat. Several clubs permit nonmembers to use their launching facilities and charge only \$1 for this service. One respondent for a 20-acre facility wrote that "all members may build docks their (sic) is no charge--16 docks at this time."

#### RECREATION AND FOOD FACILITIES

All boat clubs are adjacent to public waters. Seventy percent of the 27 respondents checked that their facilities are near other privately operated recreation resources.

Food or meals are available on the premises of only 9 percent of the 43 clubs whose respondents answered this question. Fifty-one percent of the 35 checked that food is available nearby.

#### PROBLEMS

Of 43 clubs whose respondents answered a question concerning problems, 44 percent (19) had none. Twenty-four listed a total of 32 problems. Trash, with 44 percent of the 32 listings, is the greatest problem. Vandalism is next greatest (31 percent), followed by crowded conditions (19 percent). Floods and financial problems, each mentioned once, account for the remaining 6 percent of the problems.

#### PLANNED EXPANSION

Only a fourth of the 42 respondents indicated that their clubs plan to expand on present acreage within the next 5 years. Three of these clubs plan expansion on a total of 10 acres. Twenty-seven percent of 33 clubs responding expect to buy or lease additional acreage by 1966; four will acquire a total of 8 acres. One club is moving to a new site.

The type of expansion, whether on new or present acreage, was indicated by 14 respondents whose clubs plan 48 facilities of 9 different types (table 19). Eighty-six percent of the 14 will increase boating facilities, 79 percent are adding picnic facilities, 64 percent have plans for swimming facilities, and 50 percent are planning fishing facilities. Camping and three other types of facilities are planned also.

Table 19. -- Boat clubs: Additional recreation facilities planned for 1961-66, by region

Type of facility	North- east	North Central	South	West	All
	Number	Number	Number	Number	Number
Boating-----	4	5	3	-	12
Picnicking-----	5	3	3	-	11
Swimming-----	3	3	3	-	9
Fishing-----	2	3	2	-	7
Miscellaneous-----	4	2	2	1	9
Total -----	18	16	13	1	48

#### VALUE AND RECEIPTS

Thirty-three of the 46 respondents estimated the values of their clubs, which totaled to \$597,100. The range was from \$500 for a club in the Northeast to \$250,000 for one in the South.

Four clubs are new and for this reason their last year's income was unreported. Eight respondents indicated that their clubs had no income. Total income for 14 clubs was \$29,799 in 1960. Income in 1960 met cash operating expenses at only 37 percent of the 27 clubs whose respondents answered this question.



*Figure 5.--Skiing is fifth in the list of most popular activities at the 1,326 privately operated recreation facilities inventoried. (U.S. Forest Service photograph.)*



Skiing, one of the most fascinating of outdoor sports, has grown tremendously in popularity during the last 10 to 15 years. Formerly considered to be a sport for only the young and the daring, it is now enjoyed increasingly by mature adults and many older folk. An estimated 4 or 5 million people ski in the United States, according to the National Ski Association of America.

New equipment has made the sport safer and the increasing number of ski areas has brought reasonably good slopes within access of more people. Together, these developments have encouraged growth in the number of skiing families. Mountainous areas in the Northeast and West, and hilly areas in the northern part of the North Central States, still are the main ski areas. Snow-making machines extended the season, made it more dependable on many of these slopes, and brought the sport to such previously unlikely regions as Virginia, West Virginia, and North Carolina. Interest in skiing also has increased in the Middle West.

It is still primarily a sport for young people, especially in the snowbelt where skiable slopes are readily available. In metropolitan areas, where considerable travel and expense are involved to reach slopes, the sport is limited primarily to people in the middle to upper-middle income brackets.

Ski-faring, a skier's guidebook published annually, lists more than 500 ski facilities in the United States and Canada. From this book, purchased at a ski shop, we selected the names and addresses of 337 facilities that had not been included in our recreation resort list. Two hundred sixty-one questionnaires were filled in and returned to us. After excluding those providing incomplete information, 178 were included in our analysis. Fifty-eight of them are in the Northeast, 60 in the North Central States, and 60 in the Western States.

#### ACREAGE CONTROLLED AND AREA USED FOR RECREATION

A total of 81,752 acres are in the 178 ski facilities in this sample. Twenty-five percent of the sites have less than 50 acres. These are either relatively small operations with small slopes or runs, or represent only ski tows and/or lifts, possibly with accessory facilities such as warming huts and parking lots. Fourteen percent of the properties are of 50 to 99 acres. The largest number of ski areas in this sample (41 percent) have between 100 and 499 acres, and another 20 percent are even larger--11

percent have between 500 and 999 acres, and 9 percent have 1,000 or more acres. Two-thirds of the total acreage in all ski areas is in recreation use.

Recreation is the primary activity at all except 7 of the 178 ski areas. The principal activities at these seven include forestry (2), mining (2), ranching and farming (1), forestry and farming (1), and ranching (1).

#### OWNERSHIP AND OPERATION

Companies or corporations own 74 percent of the 178 ski area facilities; 18 percent are owned by individuals or families. The remaining 8 percent are owned by private clubs (5 percent), partnerships (2 percent), and colleges (1 percent).

A total of 175 of the 178 facilities are open to the general public. Two private clubs and a company or corporation-owned facility in the Northeast are open only to guests.

Sixty-four percent of all land in these 178 ski facilities is operator-owned. The remaining 36 percent is leased or similarly held from individuals or families, companies or corporations, or a university, or from town, city, township, State, and Federal agencies. Although only 36 percent of the total acreage involved is leased, operators of 105 ski areas (59 percent of the 178) lease or similarly control some of the land they use. More than a third of all western operators lease at least part of the land they use from the U. S. Forest Service. In the Northeast and North Central States, most leased land is privately owned, and town, township, city, and State ownership is next most frequent.

#### TERRAIN AND COVER

As one would expect, virtually all ski areas (97 percent) are on terrain that is either hilly or mountainous, or a combination of these. Only 3 percent are on rolling terrain, principally in the North Central State.

Forest is the principal cover on 50 percent of the properties. A combination of grass and forest covers another 35 percent, and grass alone is the principal cover of 11 percent. Rock, brush, sand, moss, and shrubs are included with grass and trees in the cover of the remaining 4 percent of the properties for which answers to this question were received.

## RECREATION FACILITIES AND POPULARITY OF ACTIVITIES

Because virtually all of the recreation facilities mentioned by respondents were included in the three most popular activities at each ski area, answers to the question concerning facilities available were not analyzed.

Winter sports, of course, are the most popular recreation activities at these ski areas. They account for 63 percent of the 326 listings for the three most popular activities (table 20). Skiing alone accounts for 53 percent of the total. Quite naturally, skiing is the first choice in popularity of 173 of the 178 respondents. The remaining five listed the more general "miscellaneous winter sports" as first in popularity. At 93 ski areas, skiing is apparently the only activity, for no second or third choice was listed, and a number of correspondents wrote "skiing" for second and third as well as for first choice.

Hunting is the second most popular activity, with 8 percent of the total listings. No one activity stands out as third. Other popular activities, primarily summertime ones, are hiking, fishing, sightseeing, swimming, and picnicking; together, these activities account for 20 percent of the total. The remaining 9 percent includes 15 types of activities of a wide variety, such as camping, mountain climbing, sport car racing and karting, various water sports, scenic photography, and even skiing on straw!

## OTHER RECREATION RESOURCES

Eighty-nine of the 178 ski area operators (50 percent) permit hunting on their property. At 17 of these areas, with all land privately owned (whether by the operator or lessor), hunting is permitted on a total of 40,947 acres. All except 6 percent of this land is in the Northeast or the North Central States. Twenty-five respondents, all except 6 of whom are in the West, indicated that hunting is available on their property--but more than 86 percent of these 12,748 acres is publicly owned (most of it is in national forests).

Twenty-five respondents indicated that a pond, lake, stream, river, or other body of water suitable for fishing or water sports is on or near their property.

Sixty-seven percent of the 145 responding to the question checked that public lands or waters used for recreation purposes are nearby. Of the 103 answering, 63 percent checked that other privately owned recreation facilities are nearby.

## NUMBER OF VISITOR DAYS

During the 1960-61 season, 3,966,136 visitor days were recorded by 109 ski areas. The number of visitor days ranged from 500 at an area in the Northeast to one million at a western ski area. Nearly half of the ski areas reporting had between 1,000 and 9,999 visitor days.

Table 20. -- Ski areas: Popularity distribution of specified recreation activities

Type of activity	Popularity rating			All
	First	Second	Third	
	Percent	Percent	Percent	Percent
Skiing -----	97	-	-	53
Other-----	3	22	14	10
Winter sports---	100	22	14	63
Hunting -----	-	20	14	8
Hiking -----	-	11	11	5
Fishing -----	-	7	13	5
Sightseeing-----	-	8	8	4
Swimming-----	-	7	8	3
Picnicking -----	-	6	10	3
Miscellaneous-----	-	19	22	9
Other-----	-	78	86	37
Total-----	100	100	100	100
	Number	Number	Number	Number
Preference listings--	178	85	63	326

## OVERNIGHT ACCOMMODATIONS AND MEALS

Overnight accommodations are available at 34 (19 percent) of the 178 ski areas. Twenty operators provide hotels or lodges, 4 have motel units, 2 have dormitories, 1 has a guest house, 1 provides both hotel rooms and improved campsites, 1 provides motel rooms and trailer sites, and 4 others provide improved campsites. Unfortunately, no indication was made as to which of these facilities are used year around. Thirty-one operators indicated the capacity of their accommodations as a total of 3,115 persons per night.

Skiers use so much energy so quickly that the availability of food on the premises of a ski area is important. All except 9 of the 168 operators answering this question indicated that food is available at their ski areas.

## FEEES CHARGED

All except 2 of the 178 respondents indicated that fees are charged, and it is assumed that a charge of some kind is made for the use of the other two. The lowest ski lift and ski tow fees are charged members by the clubs. In this sample, these fees range from \$0.50 to \$1 per day. At one club-owned facility, the rope tow is \$0.50 a day and use of the lift (type unspecified) is \$0.75 a day.

At all other ski areas whose operators reported charges for use of lifts and/or tows, the lowest

charge for adults during the 1960-61 season was \$1 and the highest was \$6. The most frequently mentioned charge in the Northeast is \$4; in the North Central States, \$2.50, with \$3 a close second; and in the West, \$3 and \$4 were most often mentioned. Charges for children range from \$0.50 to \$2.75 a day.

Although no operators indicated charges based solely on a single-ride basis, several indicated that they offer day, half-day, or single-ride rates. Several indicated that fees charged during the week are \$0.50 to \$1.50 lower than those for Saturdays, Sundays, and holidays. At several ski areas, chairlifts are run for tourists during the nonskiing season. Charges for these trips are per ride; some operators charge a flat rate of \$0.50 per adult and \$0.25 per child to ride up and the same to ride down; another charges only for the round trip—\$1.50.

Other charges indicated are for ski school lessons, for ski equipment rental, and for out-of-season uses. One operator mentioned that group picnicking is permitted, and the charge for this is \$15 per day for the group. Another permits picnicking, at \$0.25 a day per adult. One charges \$10 a day for fishing. Still another offers golf, at \$3 a day per person.

#### PROBLEMS REPORTED

Forty-seven percent of the 167 operators answering the question reported no problems concerning their ski facilities. Eighty-nine operators checked or noted a total of 135 problems. Vandalism was cited most often; it accounts for 26 percent of all problems listed (table 21). Crowded conditions (24 percent) and trash disposal (23 percent) are mentioned next most frequently. Fire (11 percent) is the fourth greatest problem at ski areas. Dominant among the remaining 16 percent of the problems are lack of snow, condition of roads, and finances.

#### PROPERTY VALUES AND INCOME

The total value of 157 ski areas and facilities is an estimated \$38,980,367. Receipts for 1960-61 at 146 ski areas were estimated at slightly more than \$8 million. Unfortunately, there is no way of knowing what is included in these estimates of value. However 70 percent of 165 operators noted that last year's receipts met cash operating expenses.

Table 21. -- Ski areas: Distribution of problems mentioned by 90 operators, by region

Type of problem	North-east	North Central	West	All
	Percent	Percent	Percent	Percent
Vandalism -----	19	46	19	26
Crowded -----	30	20	25	24
Trash -----	22	11	29	23
Fire -----	7	11	12	11
Miscellaneous ----	22	12	15	16
Total -----	100	100	100	100
	Number	Number	Number	Number
Problem listings --	27	35	73	135

#### PLANNED EXPANSION

One hundred twenty-five operators wrote that they plan to expand recreation use on a total of 2,756 acres they presently own or lease. Sixty-four plan to acquire 7,818 acres for recreation use. The plans of 141 operators indicate that a total of 219 recreation facilities of 16 different types are planned (table 22). Winter sports facilities account for a majority of the listings--61 percent. Ninety-three percent of these 141 operators plan such facilities. Other important additions are to be for camping (planned by 14 percent of these operators) and for picnicking, swimming, and fishing (planned by 11, 10, and 7 percent, respectively). Also planned are facilities for boating, hunting, "summer recreation," and lodging.

Table 22. -- Ski areas: Additional recreation facilities planned for 1961-66, by region

Type of facility	North-east	North Central	West	All
	Number	Number	Number	Number
Winter sports -----	43	46	44	133
Camping -----	6	7	7	20
Picnicking -----	8	4	4	16
Swimming -----	5	5	4	14
Fishing -----	4	5	1	10
Miscellaneous -----	6	15	5	26
Total -----	72	82	65	219



Figure 6.--Hunting is tied for boating as third most popular activity at the 1,326 privately operated recreation facilities inventoried. (U.S. Forest Service photograph.)

This chapter is longer, contains more detail, and its format differs considerably from those of chapters 4 through 10. Shooting preserves were the first of the major types of recreation enterprises analyzed. The procedures followed were found to be too time-consuming; they would have resulted in a report too bulky for current needs. Since most of the detail is relevant to a better understanding of the shooting preserve enterprise, it is included here, even though this inclusion causes an imbalance among the several chapters.

The mailing list used was the National Directory of Shooting Preserves, Season 1960-1961, provided by the Sportsmen's Service Bureau of New York City.

Of this directory, an officer of the Bureau wrote the following explanation in personal correspondence:

The Shooting Preserve Directory which we issue annually is based upon questionnaire returns that we receive following a mailing made each summer to nearly 1,500 shooting preserve operators. We have names and addresses supplied us by game commissions for approximately this number. When we started our directory operations some years back there were only 1,100 to 1,200 listed shooting preserves throughout the United States. We have an actual record of names at the present time totaling nearly 1,500.

Not all shooting preserves operate on a commercial public basis. Many of them are private club operations. Others function solely for the personal pleasure of a single landowner and his invited guests. The shooting preserves listed in our directory are those which seek additional business.

The Directory states that it "does not include listings for every state in which shooting preserves may function, nor does it list all existing shooting preserves. . . ." As of 1960, shooting preserves were permitted in 40 States. The directory includes nearly 350 preserves located in 36 States and Ontario, Canada.

The preserves, their facilities, and their fees are described as follows:

A shooting preserve is privately owned or leased acreage on which artificially propagated game is released for the purpose of hunting, usually for a fee, over an extended season. Good game cover is specially planned and cultivated; game birds are carefully bred, reared, and conditioned. At

maturity the pheasants, quail, chukars, or mallards are released in accordance with state and federal regulations, to provide hunting under natural conditions. A shooting preserve is a place of convenience for sportsmen unable or unwilling to spend long and perhaps fruitless hours searching for unposted coverts in which legal game may—or, just as often, may not—be flushed.

No two shooting preserves are alike. This variety works to the hunter's advantage. Some preserves operate as full-fledged resorts with many attractive features and comforts for all members of a sportsman's family. Other shooting preserves simply provide daily-fee hunting with no frills. The advertising literature of each preserve will describe its facilities and services. . .

Charges vary depending upon services and facilities offered. Some preserves charge by the number of birds bagged, others by the number released. Some preserves offer attractive membership rates. In all instances, the sportsman and shooting preserve operator agree on cost before entering the hunting fields. There are shooting preserves to fit every purse and taste; many cater to hourly wage earners and sportsmen of average income. The advertising literature of most shooting preserves will specify costs. . .

#### SAMPLING DISTRIBUTION

Questionnaires were mailed to 346 shooting preserves and replies were received from 254 or 73 percent, of them. After the unusable forms were removed, 232 questionnaires remained for analysis. Of these, 66 percent are in the North, 25 percent in the South, and 9 percent in the West.

Within regions, the questionnaires were subsorted by the number and kinds of "recreation activities which are available on this recreation area." Thus, the "A" group are those whose operators checked only hunting in response to this question. The "B" group checked hunting and one or more other land-related recreation activities. The "C" group checked hunting, other land-based and water-based recreation (usually a wide selection and an active, family-type program). The "D" group checked hunting and fishing only. The "E" group checked hunting, fishing and other water-related activities.

## MANAGEMENT CONTROL CHARACTERISTICS

Fifty-eight percent of the shooting preserves were owned by individuals or families, 19 percent were private clubs, 18 percent were owned by companies or corporations, 4 percent were partnerships, and the remaining 1 percent were not classified.

More than half of the preserves were used solely for hunting (52 percent of 232). Next most numerous (24 percent) were the operations offering a wide variety of both land-and water-based recreation activities. Hunting and fishing combinations were third most popular (15 percent), followed by places (6 percent) where, in addition to hunting, other land-related activities, such as picnicking, hiking, riding, camping, and so on, were offered. Places offering only one of the land-based recreation activities, hunting, combined with fishing and other water-based activities, were relatively scarce, as might be expected. They account for the remaining 3 percent.

Preserves open to the public predominated in a ratio of 3 to 1 among the reporting operators. Western preserves reporting differ from the overall national picture; they reported a greater concentration in private clubs with services limited to members and their guests. The same general pattern occurs in the National Directory. This situation exists because of the relatively large number of private clubs in California, nearly all of which limit shooting privileges to members and their guests.

The literature about one facility included the following truism that helps to explain some of the drive for good shooting facilities:

Sportsmen of all degrees of earnestness... from the casual to the fanatic... are realizing that so-called 'free' hunting, fishing, swimming, and so forth are rapidly becoming too expensive in hours. Very few can afford the time and the chance of drawing a complete blank because of weather or lack of game or new 'No Trespassing' signs.

In general, the membership preserves open to the public have member pleasure as their first objective, and one practical way to reduce costs per member is to operate the facilities commercially. Some private clubs allegedly open to the public have rules or practices that select desired types of hunters.

A New York State operator attached an explanatory note, as follows:

We intended to make a shooting preserve for the public. But it does not pay. They do not respect owner's wishes. So now we have it only for friends and businessmen, that we do business with.

Others carefully indicate "open to selected public."

Numerous shooting preserves have membership arrangements whereby a person makes an annual lump-sum arrangement for a basic number of birds.

Other club privileges may or may not be included. For example, a \$100 annual membership may assure the member that 25 quail, 20 pheasants or chukar, or some combination of species will be available for his shooting pleasure during the year. In this way, the operator has a solid backlog of prepaid orders for planning purposes. If he raises shooting stock, he sets eggs accordingly. If he buys from a wholesale producer, he can place his order early and assure his supply in this way.

Seventy percent of the 178 preserves open to the public were owned by individuals or families, 18 percent were company or corporation owned, 6 percent were private clubs, 4 percent were partnerships, and 2 percent failed to report the type of ownership organization.

Of the remaining 54 preserves with facilities reported as limited to members, employees, or guests, 3 in 5 are private clubs. This is almost equally true of preserves in individual or family ownership and those owned by companies or corporations.

## AREA CONTROLLED AND AREA USED FOR RECREATION

There is no direct correlation between acreage controlled and recreation use intensity. The degree of control for hunting and other purposes is a factor, as are the regional location and the kinds of activities provided. Most of the single-purpose shooting preserves (78 of 122) are in the North (table 23). They range in size from a 60-acre holding used only for public bird shooting, at about \$5 per bird, to one of more than 1,200 acres used for farming, forestry, and bird and deer hunting. Obviously, in the last instance, hunting is a supplementary enterprise.

The hunting only category (A) tends toward larger areas controlled in the South and West than are customary in the North. This is partly because the ownership units are larger in these regions and also because the relatively few preserves tend toward club or corporate management.

Those preserves offering a variety of land and water-related recreation activities in addition to hunting (category C), tended to control larger areas in the North than did the other groups and paralleled the pattern for the other groups in the South and West.

Much of the water-related recreation on these preserves relates to fishing opportunities (category D) in addition to hunting. Small lakes, small ponds, and streams predominate. Boating and swimming (category E) are less likely to occur with hunting and fishing unless other land-related recreation also is present. Land-related recreation (category B), largely picnicking, is somewhat more likely to be provided around the headquarters areas of shooting preserves.

Whereas 52 percent of the preserve operators controlled the land use on 500 acres or more (table 23), only 21 percent of the recreation activities were on

Table 23. -- Shooting preserves: Distribution of acreage, by recreational activity and region

NORTHERN						
Size of tract controlled (acres)	Recreational activity group <sup>1</sup>					All
	A	B	C	D	E	
	Number	Number	Number	Number	Number	Number
60 to 249 -----	24	1	7	5	1	38
250 to 499 -----	29	7	10	7	1	54
500 to 999 -----	19	2	10	3	1	35
1,000 or more -----	6	2	13	4	2	27
Total reporting -----	78	12	40	19	5	154
SOUTHERN						
60 to 249 -----	2	-	-	1	-	3
250 to 499 -----	6	-	4	2	-	12
500 to 999 -----	9	-	3	4	-	16
1,000 or more -----	16	1	7	3	-	27
Total reporting -----	33	1	14	10	-	58
WESTERN						
60 to 249 -----	-	-	-	-	-	-
250 to 499 -----	4	-	-	1	-	5
500 to 999 -----	3	-	1	-	-	4
1,000 or more -----	4	1	1	4	1	11
Total reporting -----	11	1	2	5	1	20
ALL REGIONS						
60 to 249 -----	26	1	7	6	1	41
250 to 499 -----	39	7	14	10	1	71
500 to 999 -----	31	2	14	7	1	55
1,000 or more -----	26	4	21	11	3	65
Total reporting -----	122	14	56	34	6	232

<sup>1</sup> Category A preserves offer only hunting; Category B preserves offer hunting and one or more other land-related recreational activities (such as picnicking, hiking, riding, and so on); Category C preserves offer hunting and other land-related and water-related recreation; Category D preserves offer only hunting and fishing; and Category E preserves offer hunting, fishing, and other water-related activities.

owner-operated tracts containing 500 acres or more. The concentration in smaller tracts is particularly true for the northern and western regions and somewhat less evident in the South. Operators who offer a wide variety of recreational facilities tend to control relatively large holdings. Operations in the South and West tend to be larger than the general run of shooting preserves in the North, and the water-related secondary recreation opportunities are likely to be specialized operations scattered throughout the country where unique conditions occur.

The acreage actually used for hunting tends to be smaller than the acreage used for recreation. Most private owners and others with occupied buildings on the premises prohibit gunning on areas nearby. In a few instances, the owned tract is small and all hunting is conducted on leased lands. The proportions of areas controlled that are actually used for hunting appear to be somewhat smaller in the North, larger in the South, and largest in the West. No doubt this is because the demand for lands in communities where these shooting preserves are located is greatest east

of the Mississippi River and North of the Ohio River

Two-thirds of the shooting preserves depend on leased land to some extent. These proportions apply regardless of the recreation categories. About two-thirds of the preserves in the North and South also depend on leases. About 80 percent of the larger and more intensive western operations are based partly on leased land.

Most of the leased lands in the North and South are owned by individuals or families. Leased land in the West is almost evenly divided between individual and corporate lessors.

Of the 79 fully owner-operated shooting preserves reported, 40 percent were of less than 250 acres, 32 percent were of 250 to 499 acres, and the remaining 28 percent were of 500 acres or more. The smaller holdings are concentrated in the North. The South apparently tends toward concentrations of less than 500 or more than 1,000 acres. The few examples in the West are equally divided among the four acreage classes.

#### PRIMARY USE OF LAND

The point has been made repeatedly in land use planning and recreation literature that many kinds of outdoor recreation are complementary or supplementary uses of land. Recreation and nonrecreation, or several recreation enterprises, can abide agreeably side-by-side or overlap in use of land area. Thus, although 117 of 252 answers (46 percent) related to use of the land were for tracts with recreation as the primary enterprise, hunting alone accounted for only half of them (22 percent of all tracts). Category C, with the greatest variety of recreation enterprises, accounted for 28 percent of the tracts used only for recreation and the remaining 26 percent were scattered among the other three categories.

After recreation, farming was easily the second most frequent primary use of land in all five categories and in the North. Forestry was more common in the South, and ranching was more common in the West.

#### TERRAIN AND COVER

Since hunting can be conducted almost anywhere that game can find adequate food and protection, the answers we received relative to terrain characteristics included all variations from flat through rolling and hilly to mountainous. The cover also varied from broomsedge or weeds, marsh, brush, and other waste types through grass and crops to forest.

Cover crops for improved habitat conditions were mentioned several times. The specific crops grown, of course, vary by regions and by the species of birds propagated. Corn, wheat, buckwheat, soybeans, chickpeas, millet, sorghum, rape, and other grains are examples of feed crops planted. Several of these are dual-purpose crops; they provide feed and remain standing to provide shelter.

#### VARIETY OF RECREATION INTERESTS ON SHOOTING PRESERVES

Strangely, shooting was not always reported as the most popular recreation interest on all shooting preserves (table 24). Even though 90 percent of the operators answering this question listed hunting as most popular, the other 10 percent listed fishing, dog training, or target, skeet, or trapshooting in first place.

Fishing ranked particularly high (48 percent) as second choice among the operators offering the greatest variety of recreation activities (category C). Types of hunting other than birds also ranked quite high in this group, as well as in category B, the preserves with other land-related recreation.

Target shooting is mentioned frequently as a supplemental activity. Some clubs and preserves have facilities available for out-of-practice hunters to warm up on before entering the field. Others have a continuing program of trap, skeet, or target practice throughout the year.

Miscellaneous other recreational activities reported include picnicking, swimming, horseback riding (and horse shows), camping, winter sports--and "bragging."

Table 24. -- Shooting preserves: Popularity distribution of specified recreation activities

Type of activity	Popularity rating			All
	First	Second	Third	
	Percent	Percent	Percent	Percent
Hunting -----	90	21	2	60
Fishing -----	7	48	21	20
Target, skeet, trap shooting -----	1	12	13	5
Dog training -----	2	10	13	5
Miscellaneous -----	-	9	51	10
Total -----	100	100	100	100
	Number	Number	Number	Number
Preference listings--	218	102	47	367

#### WATER-RELATED RECREATION ON SHOOTING PRESERVES

By definition, the 122 reports included under category A (hunting only) would not be expected to have available ponds, lakes, or streams for fishing, swimming, or boating. None reported water sports as available. However, 10 operators listed ponds of from 1 1/2 to 10 acres in extent on lands they controlled. Four of them mentioned that fishing was permitted, that it was only for friends, or in other terms indicated that the water resource was considered to be of small value. Six operators also



reported rivers or streams on or bordering their holdings. Only one reported "limited" amounts of fishing.

Category C (56 reports), on the other hand, reported 163 lakes or ponds with a total of 1,276 acres and 33 rivers with 52 1/2 miles available for water sports. Similarly, category E reported eight ponds or lakes totaling 427 acres and seven rivers with a total of 2 1/2 miles of length available for water sports.

In category D (34 reports), in which hunting and fishing were the recreation activities reported as available on the holdings, 150 acres of lakes and 35 miles of river were listed. Group B, with only land-related recreation, fared least well. Only one 1-acre pond and 1 1/2 miles of river were reported, and only the pond provided fishing.

#### NUMBER OF RECREATION VISITS

The North and the South contain concentrations of poorly patronized shooting preserves. Many of these are private operations with little effort or expense put forth to attract hunters or other visitors. The western preserves, which are larger and more frequently are membership clubs or corporations, tend to attract greater numbers of visitors. These situations are reflected in the reports of visitor days.

Seventeen percent of the 173 operators answering reported 100 or fewer visitor days during the year. These were predominantly in the A category and apparently are small, relatively unstocked, shooting preserves. Thirty-four percent reported from 100 to 249 visitor days, another 17 percent reported 250 to 499 visitor days, 21 percent reported 500 to 999 visitor days, and the remaining 11 percent had 1,000 or more visitor days of recreation use during the year.

#### FEES CHARGED

Nine of the 232 operators reported definitely that no fees were charged for any services. Several of these were private clubs charging an annual membership rate which apparently included costs for the services provided. Sixteen other operators failed to report whether or not any charges were made. The remaining 207 respondents provided answers subject to a variety of interpretations.

In many instances, the only fees shown were for hunting. Some operators charged for use of certain other recreation facilities as well as for hunting, but allowed picnicking or other land uses free of charge.

Some clubs develop financial arrangements that fit their own special needs and capabilities. One "company or corporation" attached an explanatory note about its operations, as follows:

We have a closed membership of (about 200) members who pay \$10 per year dues and each

member puts in 10 hours per year work detail to post signs, paint and repair club house and grounds. We are a non-profit corporation. Members are also allowed to bring in their wives, family, and guests.

For winter hunting we lease about thirty farms with approximately eighty acres each.

We also have a controlled shooting area of approximately 600 acres. For this we raise our own pheasants, about 1,200 per year, which is paid for by the membership.

Shooting privileges were reported in many ways. Apparently, most shooting preserves open to the public charge a flat fee for a day or a half day of shooting and provide a guaranteed minimum of birds. Daily rates ranged from two reports of \$3 per day with no birds released to \$60 per day for a party of not more than four hunters. Modal groupings of answers occurred at \$10, \$20, and \$25 per hunter per day. Fifteen operators reported their rates as for "4 hours" or "half a day."

Both methods of assessing daily fees frequently involved a mixture of hunting based on rates charged for each kind of game. These rates usually averaged slightly higher per bird than the charges made for shooting beyond the guaranteed or base number of birds. Fees for birds shot in excess of the base number varied by species on most preserves.

Rates for quail ranged from \$1.50 to \$3 per bird shot with the modal charge \$2 or \$2.50. On pheasant, the range was from \$3 to \$9 per bird. The most frequent charge was \$5, followed closely by \$4 and \$6 per bird shot. Mallard duck rates ran from \$2.50 to \$8 apiece, with \$5 being the most frequent charge. One operator rented blinds at \$250 per year. Another charged deer hunters by the "stand" per day.

Chukar rates reported separately were \$3, \$4, and \$5 apiece. Frequently, the rates listed pheasant and chukar at the same price.

A partial measure of the variety of prices and an indication of the difficulties involved in trying to formulate averages is illustrated by the conditions of one preserve operator who attached printed literature to the questionnaire. (These rates are less involved than some, and more detailed than others.)

Charges are as follows: Quail - \$20.00 per day--limit 8, plus \$2.00 per quail shot over the 8 limit. Pheasant and Chukar--\$3.50 each. Boys shooting with fathers are charged a \$5.00 shooting fee and birds killed are charged for at the above rate . . . Trap available to sharpen up your eye or try that new gun. Targets 5¢ each.

Hunters Package Plan or Company Shooting Plan of \$100 down entitles hunter to \$1.00 credit per bird shot on 110 birds at the rate of \$2.00 each for quail, \$3.50 each for chukar or pheasant until hunter or company has used up annual fee

and \$5.00 shooting fee per guest. Then birds are charged for as follows: quail \$2.00 each, chukar \$3.50 each, pheasant \$3.50 each. Company may telephone Shooting Preserve for a reservation and send customer down for an afternoon's shoot. Company pays a \$5.00 guest fee for each guest, plus birds killed on Preserve by said guest. Shooting preserve will furnish guide and dog at no extra charge and will bill company for guest and birds killed. (Under-scoring added by authors.)

Guides and dogs usually are included in the rates charged. However, a few places charge extra for their use. These rates were shown as \$5 per guide per hunt and \$2.50 per dog per hunt. The number of these reports was too small to warrant conclusions about the frequency with which these charges were made.

Trap shooting was usually listed at 5 or 6 cents per target, although one rate reported was \$3.50 for 25 targets.

Fishing was the second most popular sport reported by shooting preserve operators. Twenty-one provided rates ranging from \$0.50 to \$25 per day. More than half charged \$1 per person per day. One charged \$5 per week, one \$29 per year, and several charged by pounds of fish caught.

Horseback riding rates were third in frequency of reporting. These ranged from \$1 to \$3 per hour, \$5 per half day, and \$8 per day per person.

Boat rental rates reported by seven operators ranged from \$0.50 to \$2 per day per boat with one exception, who reported charges of \$2.50 per hour.

Two operators charged for picnics. One catered to organized groups, for which he charged \$75 per day. The other charged a flat \$1 per person. One other operator charged a \$1 per person entrance fee.

One large shooting preserve with a variety of enterprises charged \$2 per person per day for the use of its ski lift.

#### **FACILITIES PROVIDED OR NEARBY**

Twenty-five percent of the 232 shooting-preserve operators reported that overnight facilities are available. These ranged from a campsite through rooms in the owner's home, cabins, cottages, motels, hotels, lodges, and clubhouses. No particular pattern was evident from the information available. Neither was a pattern discernible in the overnight housing capacity reported. Most of them were prepared to accommodate only an infrequent overnight guest.

Thirty-five percent of the operators reported that they either provide meals or that meals are available on the operating unit. Forty-four percent said that meals are not available on the property but are available nearby. A few said that they provide meals and also that other facilities are nearby. Fifteen percent reported that no food facilities are nearby. The rest failed to answer this question.

Another measure of the possible services available, or perhaps one reason for providing room and board, is whether the shooting preserve is near other lands used for recreation. Nearly half (45 percent) of the operators who replied said their shooting preserves were near public recreation lands and waters. Privately owned recreation lands and waters are near 35 percent of the preserves whose operators replied to this question.

#### **PROBLEMS REPORTED**

More than half of the shooting preserve operators checked that they had no problems related to use of their recreation facilities. Assuming that no answer meant no problems of consequence, 2 in 3 operators were satisfied.<sup>1</sup> Problems of the remaining third varied widely. Operators frequently reported several problems.

Vandalism accounted for 37 percent of the total of 109 problems listed. Fire was the next greatest problem (24 percent of the listings). Trash disposal, poachers, and predators were 14, 9, and 6 percent, respectively, of the problems reported. The remaining 10 percent included 6 types of problems.

Preserves operating on small acreages, especially with pen-reared birds but also when feed and cover conditions are improved for wild game, are frequently victimized by hunters who haunt the boundary lines to harvest wandering game. Less scrupulous gunmen actually trespass on the preserves and shoot the game they find. Even though State laws provide for liberal posted land signs and penalize convicted offending hunters, the legal machinery for apprehension and trial is often slow, unwieldy, and hard to enforce.

Predators are a serious problem to the preserve using pen-raised birds. Several operators mentioned that predator control was a continuous chore and that the odds were very strong that no pen-raised bird would live long enough to starve before a predator caught it. This is one of the strong arguments set forth for extending or shifting the season for stocked shooting preserves.

#### **PLANS FOR EXPANSION**

Plans to increase their recreation acreage by expanded operations on land now owned or leased were reported by 36 percent (83) of the operators. An average would be distorted by a few individuals whose estimates involved more than 1,000 acres each. The 20 operators who listed acreage estimated that 9,525 acres already controlled would receive expanded operations.

Almost the same number (65) of operators plans to purchase or lease additional land during the next 5

<sup>1</sup> It is recognized that the sample could include neither enterprises that had failed because of problems nor those potential shooting preserves that did not begin operations because of insurmountable problems.

years. Two operators in the southern region reported plans involving acquisition of more than 15,000 acres between them. The rest ranged from about 50 to 600 acres with an average of 190 acres apiece.

Three in five operators (64 percent) either planned no changes or failed to list the facilities they would add during the next 5 years. Although the greatest number of expansions are planned to improve hunting conditions, almost as many are planned to improve water-related recreation. The 214 total facilities planned are as follows: hunting (39 percent), fishing (21 percent), picnicking (10 percent), camping (9 percent), swimming (8 percent), and boating (5 percent). Winter sports and trap shooting head the list of 7 miscellaneous facilities, which comprise the remaining 8 percent of the planned facilities.

Category C preserves led the list with the largest total of facilities to be initiated or expanded. Apparently, these operators are in position to feel the growing demand for facilities and are expanding the services offered to meet it.

Category A (the straight shooting preserves), however, showed an active interest in fishing, camping, and picnic activities. Apparently, several of them also think that the demand for these types of services warrants a broadening of their enterprise base. In addition to this popular list, several trapshooting facilities, boating and swimming, and dog training are to be expanded on northern shooting preserves.

## COSTS AND RETURNS

The last question on the form asked: "Did the receipts cover the cash operating expenses of this recreation unit last year?" We have no way to gauge the accuracy of the answer except by assumption. We know that many people hesitate to provide accurate income and expense statistics and others prefer that competitors be misled, if possible, about their business methods. Consequently, the 54 percent of the 232 operators reporting losses on their shooting preserve operations seems a bit high. However, from the case studies reported later in this volume, we know that the economic recession, unemployment, uncertainty about future business, and the Internal Revenue Service's rulings relative to deductible business entertainment expenses hit some shooting preserves hard. Disease in the birds, vandalism, labor problems, family illness, poor management, and many other problems may have taken their toll. Several operators had added notes that "this is our first year" or "we are just getting started" to explain their poor returns.

On the brighter side of the report, at least 36 percent of the operators reported that returns were satisfactory, and it is to be hoped that the remaining 10 percent who ignored this question had profitable operations also.



Figure 7.--Disposal of trash left by litterbugs is the second greatest problem facing recreation facility operators. It comprises 25 percent of the problems mentioned. (U.S. Forest Service photograph.)

Many city dwellers are sampling another, very different way of life, through farm vacations. A number of farm families are making their homes and their meadows, woods, streams, and ponds available to paying guests. These guests often bring with them new interests and new ideas welcomed by the farm family. The cash income provided is important, too, but often it is of secondary value to the farm families involved.

Guests gain, too. They benefit from the clean fresh air, from the country scenery, from being free to walk virtually wherever they choose with no admonitory signs to "keep off the grass," from lazing in the sun and shade, or from helping with farm chores. Guests are usually well-fed at these farms. For many of them, their first experience of eating truly fresh vegetables and their first taste of home-baked breads or homemade ice cream coincides with their first farm vacation. Visiting children, however, probably benefit most of all from a farm vacation for, in addition to the above "firsts," they may experience for the first time the opportunity to run over wide lawns and meadows, to climb trees, to see and touch farm animals, to walk in the woods, or to wade in a stream.

Several States provide lists of farms offering vacation opportunities, but the most comprehensive list we found was provided free of charge by Farm Vacation and Holidays, Inc., a subsidiary of William P. Wolfe, Associates, a firm of hotel representatives in New York City. For 12 years, it has published Farm Vacations and Holidays. This illustrated brochure lists and describes farms, ranches, and rural inns in the United States and Canada whose standards meet those set by the firm. Because the descriptions contained much of the information we sought, this information was taken directly from the brochure.

Of the total of 203 listings in the 1960-61 edition, 117 United States working farms were selected for this sample. Nine of these are in the South, and 108 are in the North. Eighty percent of the farms in this sample are in the 100 to 499 acre range. Ten percent have less than 100 acres, and 10 percent have more than 499 acres.

Nearly half (48) of the 100 listing their products are dairy farms. The second largest group is made up of general or diversified farms (30). Farms that grow both livestock and grain (6), farms specializing in livestock (8), and miscellaneous enterprises (8) account for the other 22 farms. The miscellaneous types include orchards, berry farms, game farms, and poultry farms.

Sixty-one of the descriptions included information about terrain. Of these vacation farms, 39 percent are in mountainous areas and 36 percent are in hilly areas. Thirteen percent are on rolling land, and the remaining 12 percent of the farms are on various kinds of terrain.

### RECREATION RESOURCES

The 117 sample farms offer a remarkably wide variety of recreation facilities, both on their own lands and nearby. Facilities for a total of 22 types of recreation activities are available on the farm premises. Facilities for water-related activities account for more than a third (35 percent) of the 317 total facilities (table 25).

Fishing facilities are available at 40 percent of these farms, swimming at 29 percent, and boating at 20 percent. One may hunt, hike, or ride on 26 percent of the farms. Lawn games (at 21 percent), picnicking or cookouts (at 22 percent), and hayrides (20 percent) also are offered. Animals for children to ride, facilities for skiing and other winter sports, and badminton lead the list of 11 types of facilities included in the miscellaneous category.

Facilities for a total of 204 recreation activities in 17 different categories are available near these farms (table 26). Golf is near 37 percent of the farms; swimming and fishing are near 33 and 28 percent of them, respectively. Square dancing is available near 20 percent, boating is near 14 percent, and skiing and other winter sports are near 10 percent of these farms. Also nearby are facilities for bowling, riding, hunting, hiking, picnicking, hayrides, tennis, lawn games, amusement park rides, and even mountain climbing.

One hundred and one other nearby attractions were listed. These include summer theaters and music festivals, auctions and fairs, parks and forests, museums, caverns, areas of special scenic interest, and important historic sites.

Eight percent of the sample farms have water resources for recreation, both on their own premises and nearby. Forty-five percent have streams, ponds, and so forth on their own property, and an additional 20 percent have rivers, lakes, or other waters nearby but have none on or adjacent to their own land. Altogether, 72 percent of these 117 farms have water resources used for recreation either on the premises, adjacent, or nearby.

Table 25. -- Vacation farms: Available recreation facilities on farms, by region

Type of facility	Region		All
	North	South	
	Number	Number	Number
Fishing -----	41	6	47
Swimming -----	30	4	34
Boating -----	21	2	23
Miscellaneous -----	6	-	6
Water sports -----	98	12	110
Riding -----	28	2	30
Hunting -----	27	4	31
Hiking -----	27	4	31
Picnicking, barbecues, cookouts -----	23	3	26
Lawn games -----	24	1	25
Hayrides -----	21	2	23
Miscellaneous -----	39	2	41
Other sports -----	189	18	207
Total -----	287	30	317

#### AVAILABILITY OF OVERNIGHT ACCOMMODATIONS AND MEALS

A total of 801 persons can be housed in single, double, or triple rooms which apparently are in the farmhouses. Also, five farms provide one or more cots, and 6 provide cribs. In addition to these accommodations, two guest houses, five cottages, three cabins, and five apartments are available for guests. Meals are provided at virtually all these vacation farms, and the one or two others are among those offering cottages or other housing accommodations which have equipped kitchens. In several instances where such accommodations are available, the guests renting them may choose between cooking their own meals or eating with the farm family and other guests who stay in the farmhouse.

Table 26. -- Vacation farms: Recreation facilities available near farms, by region

Type of facility	Region		All
	North	South	
	Number	Number	Number
Golf -----	40	3	43
Swimming -----	35	4	39
Fishing -----	31	2	33
Square dancing -----	24	-	24
Boating -----	15	1	16
Skiing and other winter sports -----	12	-	12
Bowling -----	10	-	10
Riding -----	8	1	9
Miscellaneous -----	12	6	18
Total -----	187	17	204

#### FEES CHARGED

The room and board charges for adults range from \$15 to \$50 per person per week in the North and from \$35 to \$50 in the South. The most frequently mentioned charge in the North was \$40 (charged by 27 operators) and \$35 in the South (the charge at five farms). For children accompanied by adults, the room and board charges varied between \$8 and \$36 in the North and \$20 to \$30 in the South. Forty-six farm families in the North charged \$25 per child per week, and 5 in the South also charged \$25. In a number of instances, the higher charges per child were for children over 10 to 12 years old. The eight farms that accept children without their parents usually add an extra \$5 per week for this service.

As the majority (103, or 88 percent of these 117 farms) listed fees for both adults and children, obviously children are accepted. Three farms accept only adults, and 11 others listed charges only on a "per person" basis and did not indicate fees for children.

Three farm families will take convalescents, and another will accept convalescents if they are not bedridden. From November to May, only guests needing special diets are accepted at one northern farm. Older folks are welcomed at one northern farm, and honeymoon couples are particularly welcomed at one farm in the South.

## CHAPTER THIRTEEN

## RESORT HOTELS

In our attempts to obtain a reasonably representative list of resorts in the United States, we contacted the American Hotel Association for a list of resort hotels. The Association had no such list, but provided us with the 1960 edition of their Hotel Red Book, which includes thousands of hotels throughout the Nation, and with a copy of a list of the members of their Resort Hotel Committee. Using the latter, questionnaires were mailed to 40 resort hotels believed to be in the countryside or in towns of less than 10,000 population.

Twenty-four questionnaires were returned. Of these, 19 were used in this analysis. The others were excluded because of insufficient data or because they were found to be in towns of 10,000 population or more. The 19 resort hotels are scattered around the United States. Eight are in the Northeast, 2 are in the North Central States, 7 are in the South, and 2 are in the West.

More than half (10 of the 19) of these resort hotels are owned by companies or corporations, 3 are private clubs, 1 is an incorporated private club, 1 is a partnership, and 4 respondents indicated simply that they operate resorts.

Fifteen resorts are open only to guests. Although an additional two respondents indicated that their resorts are open to guests and the public, and two others indicated that the recreation facilities are open to the public, it is probable that only those persons are admitted who stay at the resort hotels or who live nearby and pay for golf or other privileges.

### ACREAGE AND OWNERSHIP

The 19 resorts have a total of 38,206 acres. The site size varies greatly--from 2 to 17,000 acres. Ten of the 19 (53 percent) are on sites of 200 or more acres; 4 of the sites (21 percent of the total) are between 200 and 1,000 acres, and 6 (or 32 percent of the total) are on sites of 1,000 or more. Three (16 percent) are on sites of less than 10 acres, 4 (21 percent) are on sites of 10 to 49 acres, and 2 (10 percent) are between 100 and 199 acres.

Altogether, 3,228 acres, or about a tenth of the 38,206 acres in these 19 properties, are not owned by the resort operator. One resort in the South owns 500 acres and uses an additional 1,800 acres, part of which is owned by an individual or family and part by a company or corporation. Only two of the resort hotels are on land owned in entirety by a different firm. Of these, one is a resort of 1,426 acres in the Northeast, the ownership of which is

unknown, and the other is an oceanfront hotel in the West on a 2-acre site owned by an individual or family.

The primary use of land in all 19 resorts is recreation. However, only 18 percent of the 19,740 acres controlled by 16 resorts whose recreation acreage was estimated, is actually used for recreation. In only two instances--a 2-acre and a 5-acre site-- is the entire acreage used for recreation purposes. In the resorts ranging from 7 to 550 acres, no more than two-thirds of the sites are used for recreation. Of the four resorts with 1,000 or more acres, whose recreation acreage was given, the latter was always less than a third of the total acreage.

### TERRAIN AND COVER

The general terrain of these 19 resorts ranges from flat to mountainous. Six are on flat land, five are on rolling land, two are hilly, and three are mountainous. One is on terrain both rolling and mountainous, and another on land both hilly and mountainous. One respondent on the west coast merely stated that the site is on the seashore.

Most of the land used by these 19 resort hotels is in grass (6), forest (6), or a combination of the two (5). One Florida respondent indicated that his resort's cover is tropical foliage, and one of the west coast indicated merely "seashore."

### VARIETY OF FACILITIES

Three of the 19 respondents indicated that they had only two recreation facilities available. These were not on the three smallest sites: A northeastern resort of more than 1,000 acres provides only for fishing and golf, a southern resort on 28 acres provides for swimming and picnicking, and a western resort of 200 acres provides swimming and golf facilities.

Four resorts provide three types of recreation facilities, and 12 provide for at least four types of recreation.

Fourteen different types of recreation facilities are among those provided by this sample (table 27). The great variety of facilities in the Northeast and in the South is due to the fact that 15 of the 19 resorts in the sample are in these two regions.

Swimming is available at 84 percent of the 19 resorts, fishing at 79 percent, and boating and golf

Table 27. -- Resort hotels: Available recreation facilities, by region

Type of facility	Region				All
	Northeast	North Central	South	West	
	Number	Number	Number	Number	Number
Swimming-----	7	2	7	-	16
Fishing-----	8	2	5	-	15
Boating-----	5	2	4	-	11
Golf-----	3	2	4	2	11
Miscellaneous-----	11	1	11	1	24
Total-----	34	9	31	3	77

at 58 percent each. Swimming, fishing, and boating account for more than half (55 percent) of the 77 recreation facilities listed. Golf is the leading land-related facility, and accounts for 14 percent of all the recreation facilities. Picnicking, tennis, riding, and winter sports are foremost among the 10 types of facilities comprising the remaining 31 percent of the total listing.

Golf is the most popular first-choice activity, accounting for 79 percent of the 19 first choices; swimming was the most frequent second choice (44 percent of second choices); and tennis was the most often mentioned third choice, accounting for 27 percent of third-choice activities (table 28).

Table 28. -- Resort hotels: Percentage distribution of activities by popularity of specified recreation

Type of activity	Popularity rating			All
	First	Second	Third	
	Percent	Percent	Percent	Percent
Golf-----	79	6	6	32
Swimming-----	21	44	6	24
Tennis-----	-	6	29	11
Fishing-----	-	6	18	7
Miscellaneous-----	-	38	41	26
Total-----	100	100	100	100
	Number	Number	Number	Number
Popularity listings--	19	18	17	54

Of the total of 54 listings of first, second, and third most popular among 14 types of activities, golf was mentioned by 31 percent. Swimming was second in overall popularity (24 percent), and tennis was third (11 percent of the 54).

The majority (14 of the 19) respondents did not indicate whether hunting is permitted. Four stated that none of their acreage is available for hunting. On one northern resort of more than 200 acres, 30 acres can be used for hunting.

Five respondents did not reply to a question concerning the number of lakes and streams or rivers on or adjacent to their property that can be used for water sports. For two--one in the Northeast and one in the other Northern States--both a lake and a river or stream are available. In the South, a bay and two rivers or streams are on or near one resort's premises, and another has several lakes. One resort is adjacent to the Atlantic Ocean and another to the Pacific Ocean. Three resorts are adjacent to lakes, and two have rivers or streams on or adjacent to their land. The other 3 of the 14 respondents indicated that there are no lakes or rivers on or adjacent to their property that are used for water sports, but one of these had 3 miles of river or stream for fishing. Another who had not responded to the water-sports question indicated that a 1 1/2-acre pond is available for fishing. One of the resorts having only a lake for water sports also has "plenty" of miles of rivers or streams available for fishing. The resort with several lakes available for water sports has a river available for fishing.

#### NEARBY RECREATION LANDS AND WATERS

Public lands or waters for recreation use are near all except three of the resorts; one of these is in the West and two are in the South. Eight of the 10 replying to the question indicated that they are near other privately owned recreation resources.

#### NUMBER OF VISITORS

Of four replies to the question concerning the number of visitor days at each resort during the previous year (1960), the two usable replies were 1,852 visitor days for a northeastern resort (having 8,079 visitor nights), and 25,000 visitor days for a resort in the North Central States (which had 14,000 visitor nights). Use of its winter sports facilities probably accounts for a large proportion of the latter's visitor days.

Twelve resorts had a total of 722,045 visitor nights during 1960. The smallest number was the 8,079 previously mentioned, and by far the largest



number of visitor nights was the 370,460 at one southern resort.

#### FEES AND OVERNIGHT FACILITIES

Fees, of course, are charged by all 19 resorts. In addition to the charges for room and meals, a number also indicated charges for recreation facilities.

One resort in the Northeast makes its golf, fishing and bowling facilities available at a seasonal rate per person; otherwise, its charges for golf are \$4 daily per person, fishing \$5 per day per person, and bowling \$1.25 per game per person. Swimming and tennis are available to families at season rates; otherwise, tennis is \$1.25 per hour per person, and swimming is \$1.25 per day per person. In addition, charges for horses are a flat \$2.50 per hour, and use of its ski lift is \$2.50 per day per person.

Two hotels charge \$3 and \$3.50 per person per day for use of their golf courses, one charges \$4 per round during the week and \$5 on weekends and holidays, and one charges \$10 per round. For horses, one charges \$2 per hour and three charge \$3 per hour. One resort charges \$5 per person per day for fishing; another charges \$1 per person per day for swimming. One hotel makes a charge of \$1 per hour for use of a canoe or a rowboat, and another charges \$4 per hour for use of a boat (type unspecified); still another charges only for using its boats, but the fee charged was not shown.

Eighteen of the 19 resorts provide rooms in hotels; the other provides rooms in a lodge and in cottages.

#### PROBLEMS

More than half (10 of the 19) of the respondents indicated that their resorts have no problems. Ten problems were noted by the other nine respondents. Fire was the problem mentioned by three respondents,

vandalism by two, crowded conditions by one, and one mentioned both vandalism and fire. Another wrote that minimum wage laws and other increasing costs are his chief concern, and one respondent simply wrote "more business."

#### FUTURE PLANS

One resort operator plans to buy or lease an additional 30 acres, but plans no increase in recreation facilities. These other plans include golf at one resort, golf and extra rooms at another, golf and winter sports at a third (all these are in the South). At one resort in the Northern States, plans are for much more intensive development of the presently owned 40 acres. In addition to an increase in present facilities for swimming, boating, fishing, and golf, plans also include construction of retirement homes.

#### INCOME

Thirteen respondents estimated the value of their resorts at a total of more than \$21,750,000. The lowest individual estimate was \$300,000 and the highest, \$4 million. Five of the 13 are valued at \$1 million or more.

Receipts for 10 resorts last year totaled \$10,522,405. In this total, the individual receipts ranged from \$145,000 to \$4,585,000 and 4 of the 10 were for more than \$1 million.

Thirteen of the 15 responding indicated that their receipts last year (1960) met their cash expenditures. For one resort, receipts did not meet expenses, and for another (with a \$1 million income) the receipts "barely" met the cash expenditures.



*Figure 8.-- Fire, much of it caused by thoughtless recreationists, is the third greatest problem of the private recreation industry. It accounts for 18 percent of the problems mentioned. (U.S. Forest Service photograph.)*

The National Park Service provided us with a list of commercial recreation enterprises operating wholly or partly on land leased from the Government or as privately owned inholdings within Park Service lands. Questionnaires were sent to this list of 115 names. Returns were received from 59. Of these, 19 were incomplete and unusable or were not actually recreation facilities. Twenty-nine were of a general class closely comparable to resorts (chapters 4 and 13) and 4 others were classified as miscellaneous. The resort class was analyzed as a group and the others are discussed individually.

## RESORTS

### LOCATION AND TYPE OF ORGANIZATION

Two of these resorts are in the East; 27 are in the West. All are in or adjoin National Parks or National Monuments managed by the National Park Service. Twenty are owned by individuals or families, 6 by companies or corporations, 1 by a partnership, and the ownership of one resort and one motel was not shown. Seven were open to guests and 22 were open to the general public, although, in several instances, the terms appear to be synonymous.

### ACREAGE CONTROLLED AND AREA USED FOR RECREATION

The 29 operations cover a total of 4,576 acres and range in size from 1 acre to 2,670 acres. Eleven are of less than 10 acres, 8 are of 10 to 49 acres, 9 are of 50 to 999 acres, and 1 has more than 1,000 acres. Sixteen of the businesses own all of their land (1,320 acres), 11 lease all (334 acres), and 2 own part and lease part-- one owns 750 and leases 1,920 acres and the other owns 48 and leases 200 acres.

Two operators failed to report the acreage used for recreation. Seventy-five percent of the 1,896 acres held by the other 27 operators is used for recreation. Twenty-four reported that recreation was their primary business, 2 others listed ranching, 1 each listed mining and mineral baths, and 1 did not reply to the question.

## TERRAIN AND COVER

The land controlled by 14 (48 percent) of the 29 operators is in mountainous terrain. The lands of four range from rolling to mountainous country. Rolling and hilly lands were each mentioned by three operators, and the lands of the remaining five operators are flat. Forest and grass predominate as cover, followed by sagebrush, pinyon, and juniper.

## VARIETY OF RECREATION FACILITIES

Twenty-eight operators listed 18 types of recreation facilities that are available at their resorts. Fishing facilities are available at 75 percent of these resorts and swimming is available at 68 percent. Picnicking (at 50 percent), camping (at 43 percent), and boating facilities (at 30 percent) also are among the facilities most frequently available. Hunting, hiking, riding, winter sports, and sightseeing facilities are among the 13 other types of facilities at these resorts. Together, fishing, swimming, and boating facilities account for 45 percent of the total 112 listings.

In the listing of first, second, and third most popular recreation activities, 24 of the 29 operators listed first choices, 22 listed second choices, and 18 listed third choices (table 29). Swimming and fishing tied with each having 25 percent of the first choices, fishing was the most frequent second choice (27 percent of all second choices), and riding was the most frequent third choice (16 percent of all third choices). When the three choices are totaled, fishing is most popular with 20 percent of the 64 total listings, followed by swimming and riding each with 14 percent, hiking (13 percent), sightseeing (9 percent), and boating (8 percent). Fourteen other activities account for the remaining 22 percent.

Thus, fishing, swimming, and riding account for about half of the first three recreation choices listed by these operators. The special opportunities usually attributed to large public landholdings, such as scenery, mountain climbing, exploring, and nature study, rank low on the list of interests mentioned.

Few opportunities exist for hunting, because most of these enterprises are located within Park Service administrative boundaries. Only two operators reported that hunting is allowed--one of these mentioned a nearby National Forest and the other is in a recreational area where hunting is permitted.

Table 29. -- National Park Service: Popularity distribution of specified recreation activities, by region

Type of activity	Popularity rating			All
	First	Second	Third	
	Percent	Percent	Percent	Percent
Fishing -----	25	27	6	20
Swimming -----	25	5	11	14
Riding -----	13	14	16	14
Hiking -----	8	18	11	13
Sightseeing -----	13	9	6	9
Boating -----	8	9	6	8
Miscellaneous ----	8	18	44	22
Total -----	100	100	100	100
	Number	Number	Number	Number
Preference listings--	24	22	18	64

The answers relative to numbers of lakes and streams available for fishing seemed to be highly unreliable and were not analyzed.

Twenty-seven of these 29 resort-type facilities have overnight accommodations. Twelve have cabins or cottages, 4 are hotels, 4 are motels, and 6 have combinations of hotels or motels with additional cabins, trailer parks, campsites, or rooms. Only 20 operators reported their capacity for overnight guests. These range from a group of cabins able to house 10 people and two motels each able to house 12 people to a hotel-cabin-trailer site combination that could accommodate 400 people. Twelve of the 20 could house fewer than 50 overnight guests and 9 of the 20 could accommodate only 25 or fewer.

All of these operations are near other outdoor recreation resources. Twenty of the 29 provide food on the premises, 8 provide no food, and 1 did not reply to the question. Of the nine who replied as to availability of food nearby, seven indicated that it is available and two that it is not available. One of these two provides food on his premises; the other does not.

#### NUMBER OF VISITORS

Three operators estimated the number of visitor days during 1960 as a total of 800,000. Estimated visitor nights at eight of these recreation units was 19,794.

#### PROBLEMS REPORTED

Thirteen (48 percent) of the 27 answering the question had no problems. Six complained about trash, fire is a hazard for three, vandalism, staffing problems and difficulties with Park Service personnel each were mentioned by two operators, and bad roads concern one respondent.

#### PLANS FOR EXPANSION

Eight of the 27 operators who replied to this question have plans for expansion on present holdings during the next 5 years. One of the eight plans improvements on 80 acres.

Only 2 of 19 respondents plan to increase their recreational lands in the next 5 years. No acreage data were given.

Seven operators listed the kinds of improvements they plan to install. Four plan picnic facilities and three plan camping facilities. Two each plan additional overnight facilities, swimming, boating, fishing, horseback riding, hunting, and winter sports facilities. One operator's plans include facilities for desert trips; another plans pack trip facilities.

#### PROPERTY VALUES AND INCOME

Eighteen operators listed the value of their property. These range from \$24,000 to \$1,500,000 and total more than \$5.6 million for the 18 holdings.

Twenty-one reported on income during 1960. Two said they had none. Of the 19 others, incomes ranged from \$1,100 to more than \$260,000, and totaled \$898,617.

Of the 24 operators who answered whether income had equaled recreation expenses in 1960, 16 reported yes, 7 said it had not, and 1 said he "just about broke even."

#### MISCELLANEOUS OPERATIONS

Four operations on lands that are inholdings in National Parks are discussed briefly below. Their activities are so varied and so scattered that combinations would be meaningless.

#### A CAMPSITE AND TRAILER PARK

A privately owned 5-acre tract within a Park Service area is available for parking 52 trailers at \$2 per night per trailer. The number of campsites was not reported. Meals are available also. This business was new in 1960 and no estimate of volume of business was made.

Disposal of trash and crowded conditions were the problems mentioned. Facilities for boating will be added in the next five years. Present facilities were estimated as worth in excess of \$130,000.

#### "RANCH" SUMMER CAMPS

Two western inholdings operate as children's camps. One site includes 680 acres of privately owned land and 400 acres of leased land. The other site, of 160 acres, is privately owned. Recreation is the primary

use of both ranches. Both are in mountainous terrain and the cover is forest or sagebrush.

Riding, swimming, fishing, pack trips, and other camp activities are popular. Both camps are located on rivers or streams.

One reported that it has 120 boys as campers for 5 weeks, then 120 girls for another 5 weeks during the season. The second, and smaller one, takes 12 boys and 24 girls, ages 12 to 14, for a 7-week period. Meals and lodging are provided for the campers at both ranches.

No problems were listed nor were income or plans for future expansion. One reported that receipts covered cash operating expenses.

#### **A CHURCH CAMP**

A church-owned, 31-acre inholding in California is used primarily for recreation. Its mountainous,

forested terrain is used for camping, swimming, and winter sports. No hunting is allowed.

About 8,500 visitor nights were spent on this facility in 1960, in addition to an estimated 500 visitor days. A charge of \$1.50 per person per day is made for camping. Cabins and rooms are available for about 250 persons per night. Meals are furnished at the camp.

The major problem is danger from fire. There are no plans for future expansion. Estimated value of the facility is \$200,000, and in 1960, receipts did not cover cash operating expenses.

Many industrial firms provide recreation areas for their employees' use. Sometimes these areas are on the plant sites, but many are on other sites in areas less desirable for industrial use.

The National Industrial Recreation Association provided its 1961 Membership Directory for our use. From this, we selected the addresses of 87 member companies having 5,000 or more employees; smaller companies were excluded because they are less likely to have recreation areas. Sixty-two questionnaires were returned to us. After excluding those that had no recreation areas, gave inadequate information, or were in places of 10,000 or more population, 24 questionnaires remained for analysis. Seventeen of these areas are in the East, and 7 are in the West.

#### ACREAGE CONTROLLED AND AREA USED FOR RECREATION

A total of 2,512 acres is in these 24 industrial recreation areas. Companies own all of the land on which 16 of the 24 industrial recreation areas are located, 5 recreation areas are on land part owned and part leased, and 3 are on leased land. Lessors include companies or corporations, individuals or families, a county, the U. S. Navy, and other Federal departments.

Site sizes range from 3 to 760 acres. Forty-two percent of the sites have 24 acres or less. Seventeen percent have between 25 and 49 acres, 8 percent have between 50 and 99 acres, and 33 percent have more than 100 acres. A total of 2,317 acres (92 percent of the total) is used principally for recreation purposes. Recreation is the primary use of the acreage of 20 of the 24 companies. Watershed protection for industrial water supply is the principal use of another, and one indicated the land is used mainly for manufacturing; two did not reply.

#### TERRAIN AND COVER

The terrain of more than half (13) of these properties is generally flat. Eight are on rolling land, one is flat to rolling, one is rolling and hilly, and one is flat and mountainous.

Half of the 24 sites are grass-covered; 11 have both grass and trees. One reply was simply "general landscape."

#### RECREATION ACTIVITIES

Nineteen types of recreation activities were listed as the three most popular activities at 22 of the industrial recreation areas. Picnicking was mentioned 15 times (23 percent) among the 64 total listings. Next most popular is softball (11 percent of the total listings), followed by swimming (8 percent), fishing and "outdoor activities" (6 percent each), and hunting, camping, golf, baseball, trap shooting, and club meetings (5 percent each). Tennis, horse-shoes, social activities, volleyball, boating, football, basketball, and outdoor movies account for the remaining 16 percent of the 64 listings.

#### OTHER RECREATION RESOURCES

The respondents for six company facilities in the East indicate that lakes, ponds, rivers, or streams are on or border their property. Of the six, one borders a 2,200-acre lake; one has a 20-acre lake; one has five ponds totaling 20 acres; one has a 1-acre pond; one has a stream or river; and one has a stream and two small lakes totaling 20 acres.

One western employee recreation facility has no water resources for recreation.

#### NUMBER OF VISITORS

During 1960, reporters from 11 of the industrial recreation facilities estimated they had 1,022,653 day visits by employees and their families.

One of these recreation areas has a fishing lodge with a total capacity of 30 persons; this lodge had a total use of 125 visitor nights in 1960. Another industrial recreation area provides trailer sites and improved campsites, but no attendance figure for overnight visits was shown.

#### PROBLEMS

Companies apparently have few problems with their recreation facilities. Nine of the 17 eastern companies reported no problems. Vandalism plagues three others, two are crowded, fire is a problem at one recreation area, and trash disposal at another.

Four of the seven western units have no problems, but six problems were mentioned by the other three respondents. One unit is concerned about vandalism, and one has problems with crowded conditions and with

trash disposal. The third has three problems--vandalism, fire, and trash.

Altogether, of 13 problems listed, vandalism accounts for 39 percent, crowded conditions and trash for 23 percent each, and fire for the remaining 15 percent.

#### PLANS FOR EXPANSION

Plans for the future, as shown on the questionnaires, indicate no great changes. Of the 22 replying to the question concerning use of present land, 13 companies have no plans for expansion. Eight plan to expand--three will expand on a total of 246 acres, 239 acres of which are on one site.

Only 4 of 10 respondents indicated that their firms expect to acquire land for recreation use. Three plan acquisition of a total of 125 acres. Of this total, 80 acres are to be added to a recreation site now having 319 acres, the second largest in this survey of industrial recreation facilities.

The additional recreation acreage, whether it is gained by expansion on the present site, by acquisition, or by both, is to be utilized for picnicking (7 of 21 facilities listed), golf (2), tennis (2), and the following, mentioned once each: swimming, fishing, camping, winter sports, baseball, archery, basketball, football, softball, and social and athletic facilities.

#### VALUE

Sixteen of the 24 respondents estimated the value of the recreation unit. After excluding one unit having manufacturing as its primary use and another obviously including the value of its plant, the total value of 14 units was \$3,255,000. The range is from \$10,000 for one site to \$600,000 for another.

The recreation facilities are, of course, company-subsidized. Thus, it is not surprising that only two recreation areas had receipts last year that met their cash operating expenses.

## CHAPTER SIXTEEN

## IZAAK WALTON LEAGUE

Among the many private chapters and other organizations throughout the United States that have facilities for outdoor recreation, the Izaak Walton League was selected for inclusion in this study because its 20 affiliated chapters are scattered from coast to coast, and because, as a conservation-minded organization, the lands and facilities provided by them probably will remain long after those of more ephemeral organizations have vanished. The Washington office of the Izaak Walton League of America provided us with the addresses of its 20 chapters.

Thirteen questionnaires were returned, and the 10 usable ones were analyzed. Five chapters are in the North, two are in the South, and three are in the West.

### ACREAGE, TERRAIN, AND LANDOWNERSHIP

Nine questionnaires contained usable information concerning acreage. Of these, the smallest site is 18 acres and the largest is 365 acres. A third of the sites are less than 50 acres, a third are in the 50-to 99-acre range and a third are on sites of 100 or more acres. The total is 921 acres.

Lands of 3 of the 10 chapters are on flat land and 3 are on rolling land; 2 are on hilly sites; 1 is mountainous, and 1 is on land both flat and rolling. Three of the chapters' holdings are forest-covered, three are covered by a combination of grass and trees or forest, three are grass-covered, and one is covered with brush.

The lands of all except one of the nine chapters whose respondents answered the question are fully owned by the chapters. The remaining chapter, which is in the North, is on a 37-acre site owned by a village.

Respondents for 5 of the 10 chapters indicated that recreation is the primary use of their land. Recreation is the principal use on three other holdings but the land is also used for forestry, for forestry conservation demonstrations, or for soil conservation practices. Two others wrote that conservation is the principal use of their land.

The pretest questionnaires did not request information as to whether the recreation area is open to guests or to the public. Answers on the other five questionnaires show that lands of three chapters are open to the public, those of one are open to members and guests, and those of another are open only to members.

### RECREATION FACILITIES AND POPULARITY

Camping, picnicking, and fishing are equally important in the North; facilities for them are provided at each of the five holdings (table 30). The two chapters in the South also provide camping, picnicking, and fishing, but both also provide boating. In the West, trap and skeet ranges are provided by each of the three chapters in the sample, while camping is provided by only two of the three, and none provide for picnicking or fishing. Camping is available at 9 of these 10 Izaak Walton League sites, and picnicking and fishing are provided at 7 of the 10. Camping accounts for 20 percent of the total of 45 facilities listed. Picnicking and fishing each account for 16 percent of the total, trap and skeet shooting facilities for 11 percent, and rifle ranges for 9 percent. Six types of facilities are included in the remaining 28 percent of the listings.

Table 30. -- Izaak Walton League: Available recreation facilities, by region

Type of facility	Region			All
	North	South	West	
	Number	Number	Number	Number
Camping-----	5	2	2	9
Picnicking-----	5	2	—	7
Fishing-----	5	2	—	7
Trap, skeet-----	1	1	3	5
Rifle range-----	1	1	2	4
Miscellaneous-----	6	5	2	13
Total-----	23	13	9	45

Fishing is most often mentioned (24 percent of 25 activities listed on nine questionnaires) as among the three most popular activities. Picnicking (20 percent) and camping (16 percent) are second and third in overall popularity. Fishing leads the list of activities, first in popularity, camping is the most frequently mentioned second choice, and camping and picnicking are most often listed as third in popularity.

Two northern chapters permit hunting on their 172 acres and another northern one permits only dove and squirrel hunting on its 365 acres. The remaining two northern chapters and one in the South apparently do not permit hunting. The other southern chapter and the three in the West did not reply to this question.



There are streams, small lakes, or ponds on the lands of each of the eight chapters whose questionnaires had answers concerning the availability of such waters.

#### NUMBER OF VISITORS

The number of visitor days at the recreation facilities last year was reported by only 4 of the 10 respondents. The total for the four was 6,500 visitors; 1,000 was the smallest attendance (at each of two sites) and the largest was 3,000.

Six of the 10 chapters provide some type of overnight facility. Two of these are trailer and improved camp sites, three provide improved campsites, and one has unimproved sites used by the local Boy Scouts. Total capacity for the five with improved sites is 610 persons, and the range is from 50 to 300 persons.

Respondents for two of the chapters having improved campsites indicated the number of visitor nights last year—one was visited by 50 people, the other by 500.

#### FEES CHARGED

Only three of the chapters charge for the use of their facilities. These charges are for boats (\$0.25 per hour) and for camping (\$15 per year per party at one site and \$1.50 per night per party at another). The latter charge is assessed by a chapter that provides campsites for tourists as a service to the public because there is no other campground in the area.

#### OTHER FACILITIES

Public lands or waters available for recreation use are near the properties of 6 of the 10 chapters. Of seven replying to the question, only two respondents indicated that their chapters' lands are near other private recreation lands or waters.

Food is available on the grounds of the two southern chapters and meals are available for special occasions at a northern one. Food is not available on the premises of the other seven chapters.

#### PROBLEMS

Three chapters have no problems connected with recreation and one did not answer the question. The other six cited eight problems. Vandalism was cited by three respondents, trash by three, and crowded conditions by two.

#### FUTURE PLANS

One respondent indicated that his chapter's conservation and recreation area is new and that all 80 acres will be worked on during the next 5 years. On another site, of 18 acres, a chapter will improve existing recreation facilities. One chapter plans to acquire an additional 10 acres for recreation use; another expects to add 20 acres. Of the four chapters planning to add recreation facilities, one (in the South) has plans for swimming, camping, picnicking, and ice skating facilities; one (in the North) plans facilities for hunting, camping, and an animal zoo; and one in the West expects to add facilities for picnicking, while the other plans to add facilities for both fishing and picnicking.

#### FINANCIAL MATTERS

All 10 respondents indicated property value, which ranged from \$2,000 to \$150,000. Estimates for the 10 totaled \$649,000.

Five chapters received no income from use of their recreation facilities. Another respondent reported that 1960 was the first year the property was used; presumably, there was no income. One respondent indicated that the chapter had an income of \$100, a second stated that income from both membership fees and parties was \$1,200, and the third showed an income of \$21,500 from membership fees and \$1,000 from other, unidentified, sources.

Receipts of two chapters equaled expenditures. Receipts (presumably membership fees) equaled expenditures of two chapters that made no recreation charges. Respondents for five chapters checked "no" in reply to this question, and one wrote that the property is maintained by both the chapter and the city recreation department.

## CHAPTER SEVENTEEN

# MAINE HUNTING AND FISHING CAMPS

In addition to the recreation resorts and resort hotels, many lodges and cabin or cottage resorts scattered throughout the United States are operated by people who cater principally to hunting and fishing enthusiasts. These are often called "camps."

Apparently, there is no inclusive listing of such places. In order to obtain some information concerning this type of recreation enterprise, questionnaires were mailed to camps in Maine listed in a brochure supplied to us by the Maine publicity bureau. Thirty-three questionnaires were mailed to hunting and fishing camps not on our recreation resort mailing list (chapter 4). Eighteen were returned to us and 15 were used in the analysis.

### TYPE OF OPERATOR, ACREAGE CONTROLLED, AND AREA USED FOR RECREATION

Twelve of the 15 hunting and fishing camps are owned by individuals or families. Two are owned by corporations, and one is owned by a partnership.

Nine are open only to guests and, although six operators stated that their camps are open to the public, probably only persons who pay to use the recreation facilities are welcome.

A total of 1,656 acres is represented by these 15 camps. They range in size from 1 to 500 acres. The median size is 50 acres. The sites of 14 camps are owned by the operators; that of one 8-acre camp operated by a corporation is owned by an individual or a family.

An estimated 721 acres, or 44 percent of the total, is in recreation use. Judging by the replies to this question, some respondents used a loose definition for "recreation;" others were more precise.

Recreation is the primary use of land at 13 of the 15 camps; a motel is the principal use of a 1-acre site--it is included in this sample because it is on a lake front and is a base for fishing, hunting, and skiing. Forestry is the principal land use at an 80-acre camp and also at a 500-acre camp.

### TERRAIN AND COVER

The site of one camp is on flat land, five sites are rolling, six are hilly, one is in the mountains, one is partly flat and partly hilly, and one ranges from rolling to mountainous.

One site is grass covered, 11 are forested, and 2 are covered by a combination of grass and forest.

### RECREATION FACILITIES AND ACTIVITIES

Altogether, 66 recreation facilities of 10 types are available at these 15 hunting and fishing camps. All of the camps provide fishing facilities. Swimming and boating are provided at 14, and hunting at 11. Other facilities include camping (at 3), picnicking (3), winter sports (2), water skiing (2), tennis (1), and softball (1).

Fishing is the most popular activity, having 34 percent of the 41 listings of the three most popular activities. Hunting and boating are the second most popular (each 20 percent of the total), followed closely by swimming (16 percent). Skiing (5 percent) and "vacations" (3 percent) were mentioned also.

### OTHER RECREATION FACILITIES

Hunting is permitted on 940 acres owned by 4 operators. Operators of three other hunting and fishing camps indicated that hunting is permitted in the area.

All 15 operators reported that there are ponds, lakes, streams, or rivers on or adjacent to their property which may be used for either water sports or fishing, or for both.

### NUMBER OF VISITORS

Eight operators estimated that a total of 31,605 visitor nights were spent at their camps in 1960. One small fishing resort had 350 and the largest camp had 10,000 visitor nights.

### FEES CHARGED

Although one operator indicated that no fees are charged for use of his camp's recreation facilities and two others failed to answer this question, it is probable that fees are charged by all. Rates for room or cabin and meals are \$6 per person per day at one camp and \$10 at another. Another camp charges \$50 per person weekly for cabin and meals. One operator rents housekeeping cabins at a flat rate of \$70 per week. Another charges \$75 per week for cottages.

Boat rental fees are usually on a daily basis; they range from \$2 to \$6. One operator rents boats only by the week, charging \$8 per boat.

Several operators indicated fishing and hunting charges on a per person per day basis ranging from

\$3 to \$10. Some of these rates include room rent, as well as fishing and hunting. One operator charges \$45 per person per week for fishing, \$40 for sking, and \$83 for hunting.

#### **OVERNIGHT FACILITIES PROVIDED**

The 15 camps provide overnight accommodations for a total of 685 persons. Twelve have cabins or cottages; in addition, 3 of these provide rooms in hotels or lodges and 1 provides tent camping sites. One operator provides only motel-type accommodations; another answered simply "small fishing resort;" and a third indicated merely "adult camp."

All except four provide meals or food on the camp premises and, of these four, only one appears to have no kitchen facilities.

#### **NEARBY RECREATION RESOURCES**

Public water resources for recreation use are near each of the 15 camps. All except 1 of the 10 operators answering the question indicated that other privately owned lands or waters for recreation purposes are nearby.

#### **PROBLEMS**

Seven of the 15 operators did not indicate any problems connected with recreation use of their properties. Five indicated that fire is a problem. Trash

disposal and the short season were mentioned once each. One operator wrote that "public camping areas decrease private income; rowdyism is increased."

#### **PLANS FOR EXPANSION**

Six of the 15 operators plan to increase recreation use of their present acreage within the next few years. Three of the six also plan to acquire additional acreage for recreation use.

Twenty-seven facilities of eight different types are planned by these six operators. Five of the six expect to expand fishing facilities, three will extend their swimming facilities, two plan additional boating facilities, two are making plans for winter sports facilities, and two plan additional cottages. Facilities for hunting, picnicking, and golf are planned by one operator each.

#### **VALUE AND RECEIPTS**

The total estimated value of 14 of the 15 hunting and fishing camps is \$980,000. The 1960 estimated income for the 14 is \$355,000. Thirteen of the 14 replying indicated that receipts from recreation met cash operating expenses in 1960.

During the planning phase of the study, it was recognized that feasible forms of inventory studies could not examine types of recreation enterprises in depth. Also, data about significant types of activities are not readily available. A case-study approach was used to obtain detailed information on a limited number of examples. These case examples provided an opportunity for personal contact with people conducting recreation businesses and allowed deeper probing into specific relationships than was possible in mailed questionnaires or in review of data gathered by other organizations.

Ideally, and according to the work outline, this phase of our study should have followed the inventory of resources and bolstered areas of sparse information. Practically, because of the limited time available for the whole study and the problems of work scheduling, the tasks were conducted concurrently. Case studies were made of several categories known to be sampled by the mailed questionnaires. This provided for analysis in depth. Other, often unique, enterprises were also selected for study because they were not represented in the mailing process. This provided for analysis in breadth.

Case examples were gathered from 20 States, scattered in the Northeast, East, Southeast, South, Southwest, West, Intermountain Region, and Midwest. Limited time and seasonal weather conditions precluded a balancing of cases against the importance of particular geographic areas in the recreation trade or of selecting cases that might represent the distribution of types of recreation facilities within an area. The coverage was begun from a list of suggested situations; it increased as others came to light. Special problems, business failures, unique developments that might suggest ideas for other recreation enterprises, unusually successful operations, large corporations, special interest groups, shoestring operators, and others were grist for the case studies.

The 66 case studies that follow are grouped into two major categories: those in which recreation is the major focus, or major business, of the firm and those in which recreation is a by-product and another enterprise is the major reason for being in business. Examples of the former are a resort and a riding stable. An example of the latter is a pulp and paper company owning timberlands made available for various types of outdoor recreation.

Within the categories, the case studies were grouped according to centralizing interests as follows:

#### A. Recreation as a Major Focus

##### Residential vacation places

- Year-round resort
- Summer resort
- Farms and ranches
- Summer camp for girls

##### Hunting and fishing enterprises

- Shooting preserves
- Fishing camps
- Packing and guiding services

##### Beaches and boating facilities

- Commercial beaches
- Yacht clubs
- River running wilderness trips

##### Scenery, plants, and animals

- Scenic wonders
- Botanical gardens
- Wild animal exhibits

##### Horseback activities

- Dude ranches
- Wilderness pack trips
- Riding stable
- Rodeo

##### Winter sports

- Ski areas
- Ski lodges

##### Recreation on an Indian reservation

#### B. Recreation as a Secondary Interest

##### Programs of industry

- Forest-based recreation
- Water-based recreation

##### Programs of foundations

##### Programs of associations

Each case example is based on an actual business undertaking. Most of the examples, however, are considered to represent a larger segment of the recreation industry and thus to reflect general

conditions affecting a group as well as the individual firm. In most cases, names and specific locations of these firms were deleted from the report. In some instances, the resource utilized was unique or the operation itself was such that the story would lose its significance if the operation were not identified. This is the only reason for the naming of some firms and not others in the case examples that follow.

## EXAMPLES WITH RECREATION AS A MAJOR FOCUS

### RESIDENTIAL VACATION PLACES

The category of resorts and camps can cover a wide range of sizes and activities as was demonstrated in chapters 4, 6, 13, and 17. Twelve residential vacation places were selected for case study.

#### EXAMPLE 1: A SMALL YEAR-ROUND RESORT

This public resort is ideally situated on a 10-acre peninsula formed by a power company impoundment about 35 years ago. It was formerly occupied by a Boy Scout camp and its main buildings were originally designed and built by the Scouts for camping purposes. This resort has access to a long narrow lake with a 4,800-acre water surface, and a 72-mile shoreline dotted with cabins and motels.

Since the resort was purchased about 3 years ago by two industrialists, the facilities have been improved and expanded to include cabin, motel, and house-trailer sections, and dormitories in the main lodge with capacity for 80 guests. A tenting area in one corner of the property is available for guests who prefer to "rough it." The dining room seats 75 persons. A bar adjoining the dining room, 11 dock spaces to service visiting boats or for use of tenants, and 2 beaches on the property complete the facilities. Probably, the investment in this resort is considerably in excess of \$100,000, represented largely by the value of facilities.

Fees charged for accommodations start at \$3 per person per night in the cabins or dormitories. Motel units for two people are \$8 in winter and \$12 in summer. Trailer space is rented at \$200 per year and dock rental is \$50 for the season, or \$15 per month for people not guests at the resort. Meals, bait, boats and incidentals are extra.

People from private cottages drop in during the summer for a meal or refreshments. Several groups and associations regularly plan annual outings and meetings here because they can rent sufficient facilities for their needs. During the winter, groups from a nearby metropolitan area charter the facilities for weekends of skiing in the area. A nearby ski slope has had more than 1,000 enthusiasts per day using its facilities. This volume of visitors taxes the housing capacity for miles around during the several weekends in January and February when snow is ideal for winter sports.

Resorts, motels, and other businesses in the community work together to sponsor boat shows and water pageants during the summer. They are also working up additional entertainment to expand winter sports activities. Skating, ice boating, ice fishing, and additional ski slopes, as well as novelties such as snow buggies and sport car races on ice are under consideration.

In this atmosphere, it is not surprising that the lodge owners plan further expansions of their motel facilities, an entertainment park to attract young children (and thus the parents), improvements in the main lodge and the kitchen, extension of the trailer area, and other attractions and services as these become justified.

So far, the clientele seems to be primarily of two separate and distinct age groups. Most of the summer tenants are older couples ranging in age from 50 to 70 years. Interspersed among these are weekending groups of young people who usually utilize the less expensive dormitory space. Most of the winter trade is with younger people, those from 20 to 30 years old, who are winter sports enthusiasts.

In 1960, the motel and cabin clientele was derived as follows: 65 percent from Baltimore, 25 percent from Pittsburgh, and 10 percent from Washington D. C., and other places.

The summer guests are generally managerial and professional people. Probably 75 percent of them return two or three times during the summer vacation period. Some rent quarters for the season.

One of the major problems of resort operation lies in the unpredictability of weather and people. Profit for the year depends largely upon what happens in about 10 weeks between Decoration Day and Labor Day. The winter season, as it has developed so far, supports its own related costs and helps pay the annual maintenance costs.

Staffing is difficult under these situations. Fortunately for the lodge, several competent married women in the neighborhood are available for part-time work on fairly short notice. The manager's children, ranging in age from 10 to 16 years, pitch in to help cook and serve meals, clean rooms, mow lawns, rent boat space, run errands, and do the innumerable other small tasks. A family community of interests helps keep everything underway. The growing children and their increasing capabilities are woven into the fabric of plans for expanding the business in the years immediately ahead.

The managers spoke highly of the recreationists they serve. Most are good mixers. Sometimes several couples from the same area arrange vacations together, although, more often, friendships sprout among strangers after their arrival at the resort. A relaxed atmosphere prevails and most people are on their good behavior. Even the groups of young people are well-behaved. Youthful spirits get a bit rough and boisterous occasionally, but no rowdiness or problems of discipline have arisen. Younger people tend to create more litter and require more cleanup than do the older couples who visit this resort.

A management problem affecting returns is caused

by State law prohibiting sale of whiskey at the bar, according to the manager.

The very congeniality of their guests creates hardships for the managers. Not uncommonly, some groups remain in the lobby until late at night, while others want service in the early morning. Long days on duty are exhausting to a small staff. Yet, the business is too small to support a larger staff adequately. If the owners carry out current plans for expansion, the additional volume of business probably will warrant full-time seasonal employment of one or more persons to share part of the long days of duty.

#### EXAMPLE 2: A SMALL INLAND RESORT

A small inn within a few minutes' drive of the sea concentrates on providing nationally known cuisine. It is operated on the European Plan and can house 46 persons in comfortable rooms in the inn, a cottage, and motel-type suites.

Three distinctively decorated dining rooms and a bar-lounge can seat 375 guests. As many as 1,300 people a day can be served lunch and dinner.

A small lake or pond adjacent to the property is used for canoeing. Fishing is permitted, although a catch is rare. A putting green is the only other outdoor recreation attraction on these 4 1/2 acres. Public beaches are about a mile away. Deep sea fishing for dolphin, marlin, bass, swordfish, and tuna is available nearby.

"Any people who are ladies and gentlemen" are welcome here, but the majority of the resort guests are middle aged and older people of the upper-middle and upper income brackets. They are from all sections of the country, although perhaps more come from the New York City and Boston areas than from anywhere else. People of all ages come here to eat.

As a rule, guests cause very little trouble. Occasional thefts of relatively small items such as books and pictures occur, but there has been no deliberate damage to the property.

The inn is open year-round. Its only advertising is by the guests. The dining room is always filled during mealtime, and rooms usually are filled during the season.

The average length of stay in summer is 1 to 2 weeks, although some people stay for 3 weeks or more, and one person stays virtually the entire year.

The inn, which is owned by a corporation, opened in November 1953. An extra dining room and a night-room and bar have just been built. The manager pointed out that the largest dining room, although decorated just 4 years ago, is due for refurnishing this winter because "you have to keep changing things." The land, buildings, and furniture are worth an estimated \$500,000, before depreciation. The corporation is well-situated financially.

The permanent year-round staff of 50 to 60 is increased in the summer to 140, many of them "green"

help. Of the 80 temporary employees, 30 to 40 are college students who work as waiters and waitresses. Nearly all of them are housed in the neighborhood. In 1961 more than 700 students from all over the country applied for these summer jobs. Enlisted men from a nearby military base work at the inn as dishwashers and busboys during their off-duty hours.

There are no problems with local government authorities; the only problems with the staff are an occasional display of temperament because of stress and strain. The inn has to have a liquor license, and, of course, workmen's compensation and liability insurance. It must also pay an entertainment tax. A single town tax takes care of everything else--roads, schools, fire, and police protection. However, the inn disposes of its own garbage and trash--in season, a truck makes three or four trips each day from the inn to the public dump.

As the president of the corporation said, they have only two problems--paying bills and meeting the payroll. During January, February, and March they just try to lose as little money as possible. It isn't realistic to shut down because they would need to keep a skeleton crew anyway--the key help and maintenance people.

When asked if he had any comment to make about this type of business, the president stated that "poultry farms, restaurants, and resorts have among the highest bankruptcy rates--if you don't have the experience, keep out of it."

#### EXAMPLE 3: A SEASHORE RESORT

A small seashore resort in New England draws guests from all over the country, with no particular concentration from any area. These guests are "a night-clubbing crowd" and their families. In addition, the dining room is open to the public.

The management, which started here in 1947, is a proprietorship; land and buildings are leased from a corporation. The corporation owns 4 miles of private beach used solely by guests of the hotel and its cottages, people who own or rent cottages in a small summer cottage development, and a few permanent residents from nearby.

Roughly 7 acres of land ideally located between a sound and a small inlet provide ample space for 21 duplex cottages and the hotel.

In addition to swimming and sunbathing, tennis is available on the property. Open air dancing is available every night except Sunday. Arrangements for renting sailboats or going deep sea fishing can be made through the staff.

The hotel is open only for the summer season, from May 30 through the third weekend of September. Guests stay an average of 2 weeks, and the majority come back year after year.

There are no staff problems. The same cooks and maids are there year after year. A staff of 68 to 70 works from July 1 to Labor Day, and 10 or 12 of these

are employed for the full season. Many college students are employed during the peak season. They often work each summer for 4 years and then send their relatives for jobs. Guests also send their children here to work, an indication of their high regard for the management!

Because the property is leased, the staff had no idea of the capital investment, but said that the corporation's asking price is now \$500,000, and that just 10 years ago it was \$200,000.

The management plans no changes. The buildings are 20 years old. The corporation makes necessary repairs on the parking lot and does the outside painting. The lessee maintains the interior decorations and upkeep of the furniture, much of which has been replaced.

A liquor, common victualers, and innholders license costs \$350 per year. An entertainment (cabaret) tax, which applies on Sundays only, covers TV, a juke box, and a pianist and costs \$2.25 per Sunday or \$22.50 to \$24.75 per season. The management pays no tax for the orchestra and dancing during the week; the guests pay a 10-percent Federal cabaret tax.

State laws require inspection of kitchens, bars, and drinking glasses once a season.

Although lifeguards are not required by law, beach-boys are available for that purpose.

The hotel is operated on the European Plan. A one-room suite, consisting of bed-sitting room, dressing room, and bath is \$15 per day for single occupancy, and \$25 per day for two. Other suites, consisting of a living room, bedroom, and bath are \$30 daily, and suites with pullman kitchens are \$35 per day. The dining room has a varied a la carte menu. For luncheon, sandwiches run from \$0.40 to \$1.50, and three-course luncheons range from \$2 to \$2.50. Dinners range from \$3.25 to \$6. All meals are subject to a 5-percent tax.

No problems were mentioned. Plans for the future involve continued operations at about present levels.

#### EXAMPLE 4: A WATERFRONT INN

A large inn sprawls along the water's edge in a small New England town. One can relax on the lawn and enjoy the view of the town or watch fishing boats and pleasure craft entering or leaving the harbor. One can swim in a pool on the premises, in saltwater from the adjoining beach, or walk to a nearby public beach. At high tide, guests can fish from shore on the inn's land or from an adjacent breakwater. Outboard motorboats are available, and the hotel staff will arrange deep sea fishing trips.

The inn is open from April 1 to November 15. Anyone is welcome, both in the public dining room and in the guest rooms. People come to this resort town and to this inn from over over the world; there is no concentration of guests from any one area. Guests are of all types and income levels. The owner could not estimate an average length of stay. Many guests come for a single night, some for a week, and others for 2 to 3 months.

Considerable direct mail advertising is done, as well as some advertising in newspapers and magazines. Guest rooms are filled during most of the season when both weather and economic conditions are normal. However, the owner does not depend upon either chance or advertising to bring him business. He is interested in building up convention trade for the preseason months. At the time of the interview in the early summer, conventions were booked for the autumn and for 11 days in the following April, 10 days in May, and all except 4 days in June. Among the groups already booked were national and regional associations and clubs.

The owner-manager stated that the few smaller rooms contain a double bed and that a majority of the rooms, which have two double beds, can accommodate four people. With only 2 people in each room, 216 guests can be housed; if the rooms are filled to capacity, 368 can be accommodated.

The property consists of 6 acres of flat, waterfront land. The reporter considered it to be the best location in the town. The inn, which contains 28 guest rooms, the dining rooms, bar lounges, a beauty shop, and a gift shop, is 36 years old. Every room in the building has been modernized recently. Four years ago, 33 motel units were built, and an additional 23 units were built 3 years ago. The dining room can seat 295 people at one time. A newly built convention hall, which has up-to-the-minute equipment, can seat 600 for meetings or 425 for meals.

The owner stated that 3 1/2 of his 6 acres have not been utilized, and that he "probably will" expand to some extent within the next 5 years--if business warrants it.

The inn, which is operated as an individually owned corporation, was bought 27 years ago. The owner stated that he has no serious management problems. A permanent, year-round maintenance staff of eight lives in the town. An additional 90 to 117 persons are employed during the season. Of these, 80 percent are local people who work at the inn year after year. Of the remaining 20 percent, who are from out of town, 8 out of 10 return each year. No college students are hired because "they just don't work out right." However, some of the "outsiders" are school teachers.

One member of the permanent staff has worked at the inn for the entire 27 years it has been under the present management. Ten or 12 employees have worked there for 15 to 18 years. Some of the men who are not local residents are housed at the inn, but all of the girls have rooms elsewhere.

The owner stated that the only problem with guests is vandalism, which is "getting worse instead of better--it's the way they're bringing the kids up today."

The owner declined to estimate the value of his property. However, he did say that "any hotel property would run from \$10,000 to \$15,000 a room," depending partly upon the kitchens and the public rooms. The upkeep varies, but he does not consider it excessive; perhaps one reason is that the owner and his maintenance crew are skilled in all phases

of building and maintenance. They renovated the inn and constructed the motel units themselves.

The only difficulties this operator has are relatively small. One is liability insurance, which is high "because of people trying to get something for nothing." He has liquor and entertainment licenses, and carries workmen's compensation. There are no difficulties with local authorities.

Although this owner-operator appears to have no financial problems--he has financed all improvements himself--he made several noteworthy statements regarding finance. He stated that "someone young, who is just getting started in business, cannot get a loan. Loans should be based on ability and reputation, not on what he's done already in this field." He continued, "Let local banks make the loans--not an agency--because in the end the local banks loan the money anyway; there is too much red tape." He also stated that resort operators and similar businessmen need to be able to refinance loans without penalties, and that present procedures make it virtually impossible for anyone, with parts of a previous loan still unpaid, to get refinancing or additional and supplemental loans for necessary improvements or desirable expansion on his property. This leads to loss of business for the firm, stultifies expansion, and reduces opportunities to serve the growing need for outdoor recreation services.

#### **EXAMPLE 5: A SUMMER RESORT IN NEW ENGLAND**

A quaint old New England village is the site for a fashionable summer resort that has operated for more than a century. Its nearly 300 rooms, dining rooms, cocktail rooms, conference rooms, golf course, swimming pool, private lake for fishing and boating, private hiking trails, and other facilities are dedicated to the high standards for service that have become its trademark over the years. The 1,500 acres owned by the resort are surrounded by publicly owned forests.

Numerous other types of recreation facilities are in the area. Among these are concerts, auctions, riding stables, antique shops, ski area chairlifts to carry visitors to mountaintop views of the countryside, and many other regional attractions, including quaint country roads inviting quiet rides.

A majority of guests are middle-aged couples with above-average incomes. Most of them are business and professional people from Connecticut, Massachusetts, New York, and New Jersey. Convention use of facilities throughout the tourist season is increasing. This type of trade extends the business year and helps to advertise the facilities. In 1960, more than 75 percent of the gross income was related to convention business.

No timber is harvested from the approximately 1,000 acres of forest adjacent to the resort. The lake is stocked with rainbow trout. Hunting by permit is allowed on the forest during the legal season, although guests must stay elsewhere because the facilities are closed.

Management of this resort is a corporation, leasing with renewable option from an individual. Plans are to buy the property in the near future.

The resort is open to the public from mid-May to mid-October. More than 10,000 people visit the resort during a normal season. The average stay is for a week. Many guests return for additional periods during the season. Many regular guests return year after year.

The permanent staff required to manage this enterprise includes 7 people besides the manager. About 200 additional seasonal employees are added during the summer. Nearly all employees are fed and housed on the property.

Present capital investment of almost \$2 million will be increased through further investment in buildings in the future. Facilities for guests probably will not be increased because present levels of business already place the operators in a high tax bracket and additional gross business would increase corporate taxes too much. Some of the less desirable rooms will be converted to storage and other uses. These changes will reduce overhead costs of operation.

Rates charged at the resort are on the American Plan. Single rooms with connecting bath start at \$18. Singles with private bath are \$20 to \$24, twin-bedded rooms range from \$17 to \$22 per day. Greens fees at the golf course are \$5 per day. Fishing charges are \$3.50 per half day with a limit of 2 fish, or \$5 for a full day with a 3-fish limit. Fish over the limit are \$1.50 apiece. Boats are included in these rates. Rods and flies can be rented.

No particularly serious problems were mentioned. The management's credit rating is sufficiently good that banks are willing to provide the necessary annual loans for operations. The manager joined other representatives of recreation interests in the region in complaint about State liquor laws.

The guests create relatively few problems. Relations with public officials are congenial. Relations with employees are usually satisfactory.

#### **EXAMPLE 6: A WINTER RESORT--SUMMER CAMP**

This 200-acre remnant of a much larger original working livestock ranch now operates as a winter resort for vacationing guests. In summer, it becomes a camp for boys and girls. The winter season is for about 2 1/2 months in February, March, and part of April. The summer vacation camp is for 2 months.

The guest ranch is part of a chain of recreation facilities owned and managed by a corporation comprised of about five families. It has been under present ownership for four seasons. The manager and most of the winter-season staff are moved to other locations during the rest of the year. The summer camp for boys and girls is a separate operation.

Present facilities are suitable for 40 to 50 people. Most winter guests are middle-aged, executive and professional people who like outdoor life, horseback



riding, and just resting in the sun. Guests come from widely scattered cities in the East and North, and a few from the Southeast. While no restrictions are placed on admission to the ranch, most guests either have been here before or came because other guests recommended it. Guests at small places like this must be congenial and have similar interests if their stay is to be enjoyable.

Recreation facilities, in addition to the horseback riding, include a swimming pool, shuffleboard, croquet, and cards. A putting green formerly was maintained but was abandoned because the guests did not use it.

Daily rates range from \$38 to \$46 per person on a double-room basis. All services including room, board, use of horses, and transportation to and from planes or trains, are covered in these rates.

One problem for this smaller sized operation is the relatively large staff needed. The staff of 15 on this ranch includes the manager and his wife, 2 wranglers, 2 waitresses, 3 maids, 3 or 4 in the kitchen, 1 yardman, 1 maintenance man, 1 driver, and 1 extra woman to work wherever needed.

The manager did not divulge data on management costs and did not know the value of the resources involved. Similarly, he was unable to state future plans of the owners. However, he stated that the main facilities must be expanded before more guests could be accommodated. Some mention had been made of this, but so far as he knew, no decisions or plans had resulted.

No unusual problems came to light here. Relations with public officials were satisfactory. Park Service personnel in the nearby National Monument were very cooperative in relation to guests riding horseback along the trails. Problems with guests also were minimal. These people came to rest and enjoy themselves. They knew the conditions they would find and complaints were very few.

#### EXAMPLE 7: A WORKING RANCH AND RESORT

A partnership operating a 2,000-acre working ranch with a small supplemental dude enterprise was in financial difficulties because of the size of the dude operations. The ranch enterprise itself was reasonably satisfactory. Ample water rights acquired with the original land grant were sufficient to irrigate fields of alfalfa and grain and some pasture. An artificial lake just under 10 acres in size provided storage for irrigation water and a major recreation attraction in this arid area. The ranch enterprises are cattle feeding and horse raising. Several mounts are needed for the guests.

The recreation year in this area is basically two seasons: the winter season, from about January 15 to May 1, and the summer season of about 90 days--June, July, and August. The types of guests differ in the two seasons. During the winter, the guests are largely northern tourists and the recreation facilities are operated as a guest ranch. During the summer, residents of the region tend to use the

facilities heavily on weekends, although some families spend short vacations here because the 3,200-foot altitude provides relief from the desert heat.

Fishing, swimming, waterskiing, and boating are provided on the lake. Horses are available for extended wildland riding. Tennis courts, a swimming pool, a recreation room, and similar facilities are available.

Guest rates are American Plan; they vary by the season as well as by the facilities. For example, double rooms range from \$40 during January through April to \$31 for May through November 15 and \$35 for November 15 to January 15. Large cottages range from \$80 to \$150, \$65 to \$120, and \$72 to \$135 for the same periods.

The guest facilities have been unprofitable for the last several years. Present managers have had a partnership lease for nearly 2 years on a guaranteed rental plus percentage-of-business basis. The previous operators also lost money on these facilities.

The major cause of failure apparently lies in the small number of rental facilities. The 15 rental units are too few to support the varied personnel required, pay for the high liability insurance on the horses (\$1,200 in 1960), pay for the required advertising, and so on. Also, this small facility suffers because it cannot accumulate a sufficient backlog of satisfied customers who will advertise for it by word of mouth. Under the present managers, the facilities have been full only over the Labor Day weekend. The airline strike in 1960 and the flight engineers strike in 1961 hurt business very badly. The general business recession has been reflected in slower guest reservations.

Still another difficulty mentioned here was that of keeping small groups entertained. Larger groups seem able to generate special interests and entertain each other. But these operators felt they had to spend too much time catering to the whims of guests to prevent boredom among them.

Plans for the future of this ranch and its guest facilities are somewhat unique although plausible. The owners plan a large real estate development for retired senior citizens. Part of the fields will become an irrigated golf course. The present lessees anticipate that they will sign a new lease under which they will nearly quadruple the guest facilities, increase their horseback riding and water-sports facilities, and manage the golf course-country club facilities under an equitable 25-year lease with first refusal of renewal privileges on a percentage of gross business basis.

One suggestion from these operators was that the Federal Government should support development and management of lakes for recreation purposes in ways similar to those for agricultural uses, flood control, and erosion control.

#### **EXAMPLE 8: A VACATION FARM STILL BEING FARMED**

Modern alternative opportunities for use of former farms are illustrated by this vacation farm in southern New England. It lies less than 100 miles from New York City at a sufficiently high elevation to assure cool temperatures and a view.

These operators have combined guest entertainment with general farming. They bought an abandoned farm of about 160 acres in 1955, reclaimed the house and some fields, and began accepting guests. Quiet informality is the keynote of their resort activities.

They cater to middle-aged and elderly couples, of middle-income levels or above. No children are allowed. Guests entertain themselves by visiting, reading, playing cards, watching TV, hiking, taking pictures, and doing other relaxing activities in which all guests need to be congenial.

The facilities for guests include four double rooms and two baths in the colonial-style farm home. Guests use the living rooms freely. Rates of \$50 per week per person include room, board, and use of facilities. A washing machine is available for guest use, but no transportation or other services are provided. Occasionally, arrangements can be made for tours to nearby auctions, antique shops, movies, and other points of interest. Lakes for fishing, boating, or swimming are nearby, as are State parks and forests, riding stables, a ski area, and other recreation resources.

Most of the guests come from New York City, Long Island, or Philadelphia. Ordinarily, they are business and professional people; many are retired. Most of them want to be at the farm during the 3-month summer season. Although the operators appreciate the income provided, a major benefit received from the guests in the past was the richness of associations provided for the owner's teen-aged children.

From 12 to 16 couples are entertained during the summer on this farm. Most of the guests stay for a week, although a few stay for 3 weeks or a month. Two or three couples spend a week here in early summer and another week later on. Many of the guests return year after year.

This farm is worth roughly \$75,000, with the large remodeled home accounting for probably half the value. The general farming enterprise supports the family and provides a basis on which to operate the summer guest business. Profits from the guest enterprise are relatively small and undependable and vary from year to year. Cold, wet summers drastically curtail the number of guests and reduce the long-time profitability of this business.

Most of the work is done by the owner or his wife. A day laborer is hired occasionally for special tasks. Major repairs and miscellaneous farmwork are done by the operators when they have no guests.

This couple plans to quit and sell out as soon as they can find a buyer. Their children are grown and have left home, the farm has barely paid expenses, the guest enterprise keeps them tied down, and costs are rising. Their real property taxes have nearly tripled

since 1955 and indications are that assessments will continue to grow heavier. Rural fire insurance rates are very high. The farm is located on a poorly maintained, dirt road.

This example, like several others, indicates some of the problems inherent in poor locations relative to public facilities and the difficulties of satisfactory management when the size of business is too small.

#### **EXAMPLE 9: A VACATION FARM LARGELY RECREATIONAL**

A skilled craftsman bought a 12-acre berry farm about a decade ago and retired to the country. Retirement palled shortly and the couple began accepting summer guests to supplement their income.

The farm is in southern New England, roughly 100 miles from New York City. Most of the guests are from New York City, Philadelphia, and Boston. They are chiefly elderly couples from business and the professions and are in the upper-middle income brackets.

Capacity in the main house and two housekeeping cottages is about 15 people at one time. Although this resort is open all year, most of the trade is from May through September. From 50 to 60 couples visit here during the season. Most guests stay for a week, although a few stay for 3 weeks or a month. Many couples return year after year, and a few couples spend short periods here at different times during the summer. One couple lives in one of the cottages at an annual reduced rate.

The guests are congenial and cause no particular problems. These operators plan to continue with about the same level of business and in about the same way. Variable expenses because of the guest operations equal about half of the gross income. The net returns of roughly \$3,000 are considered to be adequate repayment for the effort. A small sum usually is realized from the berry crop. With the retirement benefits received, a satisfactory income is provided for this couple.

The operator and his wife do most of the work related to the resort business. A woman neighbor works for them a few days at a time when there are guests.

The investment in land and buildings is, between \$20,000 and \$25,000. Most of the value is in the buildings.

Weekly rates for cottages (without meals or bedding) start at \$65 for two people. The rate for a 3-month season is \$660. Rates per person in the home, including meals, are \$9 daily for a single room, \$8 daily for a double room, or \$45 by the week.

The guests are expected to take care of their own entertainment, although cards, television, a large library, croquet, and other equipment are available. Many vacation attractions are available nearby--berry picking is a favorite pastime for some guests. Transportation arrangements can be made for guests who do not have automobiles.

#### EXAMPLE 10: A VACATION FARM IN MASSACHUSETTS

These operators bought an abandoned farm, with overgrown fields and dilapidated buildings, several years ago when the husband retired from his profession on a small pension. They remodeled the house, and recleared a small acreage of land to provide pasture and hay for a few cows and sheep. They also have a large poultry flock. The rest of the almost 300 acres is virtually unused, except for hiking and viewing.

Three double rooms in the home are used for guest accommodations. Rates of \$50 per person per week include room, meals and use of the available recreation equipment. Most of the guests are middle-aged and elderly. Quiet games, resting, walking, and similar activities are popular. Many State lands are nearby, as are lakes for swimming, boating, or fishing, and numerous other attractions.

Most of the guests are in the \$8,000 to \$12,000 annual income levels. They are primarily businessmen and professional people from New York City, Philadelphia, Boston, and Washington, D. C. Although the guest facilities are available all year, most of the guests want to visit the place during the summer. Ordinarily, they stay for 1 or 2 weeks at a time; 3 or 4 couples come twice a year; many are steady customers year after year. One couple, for instance, has visited this place every summer since it was opened for business.

About 25 or 30 couples normally spend vacations here during the year. More guests could be accommodated if they didn't all want to visit in August. Each year, several applicants are turned away.

The husband of this couple is elderly and the work is becoming increasingly difficult for him. The couple would like to sell out and retire completely. The property is valued at roughly \$35,000 of which the remodeled house is probably worth considerably more than half. This farm is fairly isolated, and the area around it is sparsely settled. No buyers were in prospect.

A high school girl is hired for a few hours a day to help with the work when guests are there in summer. Repairs and odd jobs are done when no guests are present.

Operating costs on this place are relatively high partly because of the advanced age of the operator and partly because of the farm's isolation. Net income from the guests probably runs between \$1,000 and \$1,500 annually.

In view of the family situation, it is not surprising that there are no plans for expanding the recreation business. The operation will continue as long as possible, or until a prospective buyer takes over. Although the fire insurance rates are very high because it is in the country, real estate taxes and other expenses are relatively low.

An opportunity exists here for a younger person to take over the facilities, make the required expansions, and provide a varied recreational program for a much larger number of guests.

#### EXAMPLE 11: A PRIVATELY OWNED FAMILY CAMPGROUND

A privately owned campground in New England, selected at random for the survey, proved to be a new venture not yet quite open for business. The owners, an English family who had lived in Canada for more than a decade, were looking forward to, and planning for, their first family of camping guests.

Although the camping business is new to this family, they are experienced and ardent campers who obviously know what camping families need and want. Their program has been carefully planned and is being developed systematically. The first step, when they decided to go into the campground business, was to contact chambers of commerce and ask to be put in touch with real estate agents who might have the desired type of property. From the many replies to these requests, 10 likely places were selected. These places were investigated carefully in July 1960.

This place seemed as though it might have been made to order. It had been a private residence before the family bought it in March 1961.

From the main highway, the traveler follows a narrow, winding, paved, country road to the entrance, which leads into a country lane. The lane, in turn, leads straight down a wooded hillside to a lovely old house set off by flowerbeds, well-kept lawns, a pond, and stone fences, and backdropped by meadows and woodlands sloping downward to a wide river.

The 90 acres in this holding include 60 in woodlands, 20 in salt marsh, and 10 in open space around the house. The owners preferred not to estimate its worth as a recreation facility, both because it is not developed and also because the intrinsic value of the large old colonial house and the other buildings cannot be separated from the enjoyment value of the campgrounds. Replacement cost for the house alone, however, would be in excess of \$100,000.

The investment in actually getting the campground ready for business is very small, but the cost of providing the scenic background is high.

During the first season of business, the plan is to provide ample campsites in a small open glade in the woods. Each campsite will have adequate space, yet will be near a water tap and a facilities building containing toilets, wash basins, and showers. Hot and cold running water will be available. The ratio of water taps and of toilet and washing facilities is based on standards for State camps.

A pine-paneled guest house, complete with fireplace, kitchen, and bath, is available for guests who don't like to camp out but who would like to vacation here.

Swimming is available this season in the brackish water of the river, as are opportunities for guests to fish or dig clams along the 2,300-foot riverfront. As soon as possible, the stone-fenced pond near the house will be deepened enough for swimming. The dirt dug from it will be deposited inside the fence to provide a lawn on three sides of the pool. Sand will be brought in to make a beach on the fourth side. A pump will circulate the water in the pool. Also

included in the development plans for the water facilities is the conversion of a small river-island, now reached by stepping-stones over a marsh, into a swimming place with sand beach and a sandy bottom safe and comfortable for wading children. A small dock for three or four rowboats will be built.

The improvements involving movement of earth and fill will be carried out while heavy earth-moving equipment is on the property excavating sand and gravel for contractors. This program has been discussed with the contractors who will be working on this property to get materials for road and other construction in the area.

A large, stone barbecue pit near the residence is available for use by guests. Trails and paths also are ready for leisurely wanderings through the woods. A small barn is being converted into a recreation center where guests can gather in the evenings and on rainy days. A ping-pong table, TV, tables and chairs will be provided; soft drinks, coffee, and hot dogs will be sold. Also, an emergency grocery counter, stocked with bread, milk, potatoes, and other necessities, will be located in the barn so that people need not drive to town for them. Block ice for coolers and white gas for stoves will be sold also.

To attract and entertain child guests, the family has already acquired numerous small animals--3 lambs, 2 piglets, 4 geese, 2 ducks, a cat, and a dog. There also are many turtles on the grounds. A cow and 10 hens provide the family with milk and eggs.

In addition to the varied recreation facilities that are to be available on this site, deep-sea fishing boats are available nearby and numerous scenic or historically interesting places are close enough for afternoon or one-day trips from the campground. A new beach, owned and developed by the State, is only about 6 miles away. Several restaurants are located there and swimming pools are being built.

The owner pointed out that the potential number of campsites available will be limited only by the demand for them. The 60 acres of woodlands can provide hundreds of very desirable sites if they are properly planned. He intends to provide drinking water and toilet and shower facilities for the areas as rapidly as business requires. His water comes from wells. Sewage disposal is by septic field planned and laid out according to local regulations.

From their own camping experiences and observations, the owners said that they believe most campers are middle-income families with several children. In 10 years of camping experience, they have had no unpleasantness with other campers and nothing damaged or stolen. "Most people are more likely to come up and offer you something if they think you are short; there is a very strong fellowship among the camping fraternity," observed the operator.

#### **EXAMPLE 12: A SUMMER CAMP FOR GIRLS**

The evolution of an old-time, marginal, hill farm into a modern recreation resource is demonstrated by a summer camp for girls in western Virginia.

Now surrounded by the George Washington National Forest, this 400-acre summer camp was developed from lands of the Massanutten Mountain fringes that could no longer support farming activities as carried on by the early settlers.

Its modern story begins roughly 50 years ago in the friendship between a company doctor and an independent, hard-working, retiring farm family. As a gesture of trust and respect for the doctor friend, the last male heir willed the family farm to him with provision that an elderly sister be cared for. The doctor's family utilized the farmhouse as a summer home for roughly 15 years during the period the present owner (the doctor's daughter) was maturing and being educated. The story might have been different had she not become an educator and been active in the Girl Scout movement.

For several years prior to 1930 she was leader of a Girl Scout troop and took her troop camping on the family holding each summer. Many other girls not in the Scouting program begged to be included in the summer fun at the farm. Their pleas were effective and the camp was opened officially in 1932 with a complement of 19 young girls.

From 1932 to 1954, this camp was operated as a summer supplement to the owner's duties as an educator at a nearby college. It has been her major enterprise since retirement in 1954.

The camp's recreation program is open to girls from 6 to 18 years of age. Campers may register for 1 month or for all of the 2-month season. Separate programs are provided for different age groups: those 6 to 10 years old, those from 11 to 13, and an older group of girls. However, since camp spirit and personal adjustment are major aims of the camp program, some girls are allowed to fit in with the group in which they are happiest. Work and play, responsibility and relaxation, and learning and loafing are intermingled in a well-integrated camp schedule.

Each girl has a series of assigned tasks that may include at various times during the period table setting, helping in the dining room, acting as hostess, responsibility for raising and lowering the flag, policing up the grounds and recreation halls, and helping to welcome guests to the camp. Hiking, riding, swimming, arts and crafts, tennis, softball, volley ball, archery, woodlore, and other camping favorites are supervised by a large staff of experts, many of whom are teachers or college students in physical education or related interests. Camp-grown evening entertainment is in the charge of the campers and counselors. Often riotous backstage, as well as in front, these programs provide an outlet for artistic talents from buffoonery to opera. Group singing, operettas, orchestra, and choral programs under able directors add to the variety. Still other programs include classes in various forms of the dance, Indian lore and ceremonies, camp newspaper and (less popular with the girls) personal coaching or tutoring on school subjects in which their parents believe they need extra training.

A training program in camping administration is particularly beneficial to selected girls. Qualified

girls at least 16 years old, interested in camping, and willing to assist with the program, are eligible to become Senior Campers whose responsibilities are general but important. Qualified girls at least 17 years old may become Counselor's Aides with greater responsibilities and added privileges as campers. Junior Counselors usually are girls skilled in special activities, who work with the adult counselors in their specialties, work with the younger children, help with cabin and camp discipline and perform related duties. Several of the regular counselors were trained and developed during earlier years at this camp.

The camping program is open to any girl applicant whom the management feels will fit into the group and benefit from the activities. The facilities are made available to a church-sponsored high school conference for a week each year before the regular camp opens. The only expense to the group is for food services.

Most girls attending this camp live in Maryland, Virginia, and Washington, D. C. Most of them are from well-educated families, generally of the white collar class in government, industry, or trade. Their numbers often include girls from foreign countries.

Top capacity for the facilities is 150 girls; the optimum is in the neighborhood of 140 girls. About two-thirds of the girls enroll for the full 2-month program of July and August.

Camp fees are \$185 for 4 weeks or \$335 for the full 8-week season. A basic registration fee of \$15 is charged all girls accepted. The girls also pay for horseback riding in excess of stated amounts, for laundry, personal items, and special tutoring if it is provided. Although the camp carries liability insurance and has its own medical program, parents are encouraged to carry additional camper insurance costing about \$0.75 a week to cover possible expenses for hospitalization or medical needs unrelated to camp liability.

A large staff is required for the intensive and varied program. Between 35 to 40 counselors are employed to maintain a rough ratio of 1:3 or 1:4 girls. Two nurses, a dietitian and an assistant, 5 cooks and assistants, 5 stableboys, 4 workmen, and the manager keep the camp functioning properly.

From the nucleus of the original farmhouse, granary, and smokehouse, a sprawling camp has been built. It includes the house, 15 sleeping cabins, the kitchen and dining hall, the recreation hall, craft shop, 3 guest houses, the stable and corrals, the store and snack shop, the clinic, and 4 or 5 other buildings. Savings from salary, profits from the camp, and other private moneys were invested in the project.

Beginning with the original 96-acre tract inherited in 1911 or 1912 by her father and another 18 acres he purchased later, the present owner has added four more contiguous tracts since 1932. Approximately 400 acres from six separate ownerships have been combined into a debt-free enterprise worth roughly \$150,000. Most of the investment is in land and buildings. Camping facilities are kept consciously rustic and simple. A string of about 30 riding horses

is maintained for camper use, together with 6 to 8 jumpers and numerous ponies and pets. Stray dogs and cats gravitate to camp during the season and are supported sub rosa by the girls and the staff.

Since this property is an inholding, surrounded by a national forest, friction and conflicts of interest are possible. Relations, however, are reported to be excellent. The Forest Service permits the camp to utilize hiking and riding trails on national forest lands, provides materials for education displays to facilitate the camp's training program and also provides occasional staff specialists for lectures on forest and wildlife subjects. Additional services probably would be available if needed.

Land use on the camp complements the Forest Service program in many respects. The girls are trained in good forest manners, fires are prevented, wildlife is protected, timber growth is encouraged, and water is conserved by small dams on the headwaters of streams and by the permanent ground cover. If it were financially feasible, some of the old fields would be planted to desirable seedling tree species rather than allowed to reseed naturally in old-field pine. However, natural reseeding is progressing rapidly.

The only timber cut in recent years has been used to construct the buildings. Contract pulp cutting was tried on a small scale with unsatisfactory results. Limited numbers of timber trees probably will be marked by professional foresters for selective removal over the next few years.

Riding and hiking trails, together with a minimum of service roads, provide access to all parts of the property and tie into the surrounding county and State highway system and national forest trails. These are available if needed for fire control, wildlife management, or other desirable public purposes. Hunting and fishing are allowed in season by personal permit from the owner.

Some of the outlying fields are sufficiently level and fertile for crop production, but their isolation from operating farms makes their productive use uneconomic. The saddle horses are pastured on some areas when they are not in use at the camp. They are not kept at camp during the off-season.

The isolated position of this property causes difficulty during the off-season. Few people are willing to live in the back country, and it is difficult to hire dependable caretakers. Consequently, some thievery and vandalism occur around the buildings. Trespass and poaching also are unresolved ownership problems. Unscrupulous operators, for example, cut truckloads of Christmas trees from the outlying fields without benefit of permit, and hunters disregard the posted property lines.

An amusing sidelight to camp management problems was brought up. Apparently, relatively few youngsters become homesick. Parents homesick for their children create more disturbance and extra work than do the campers. A busy, active program during their waking hours and careful placement of counselors in each cabin of girls prevents the development of incipient camping problems. A certain amount of

youthful high spirits and pranks are to be expected among the older campers and the younger counselors. These are kept within bounds without shutting off the desired freedom and imagination represented by the camp spirit and program. On a few occasions, boys from the area have pulled nighttime pranks that caused minor uproars among the girl campers but no major incidents have developed.

Accidents and various kinds of illnesses are calculated risks from group activities. Counselors and nurses care for minor cases and local doctors or the hospital in a nearby city are utilized as needed.

Plans for the future expansion or further development are limited. The owner is elderly and feels that the present enrollment is optimum for management purposes. The acreage is sufficient to allow widespread outdoor activities, especially since national forest lands can be used for extended trips. Future owners might enlarge the facilities, or they might decide that certain values from camping would be sacrificed if the girl: land ratio was narrowed.

### HUNTING AND FISHING ENTERPRISES

Some hunting or fishing facilities are small, rustic, economical, single-purpose, and utilitarian. Others may be small, exclusive, and expensive or large and open to the general public. The six examples of shooting clubs that follow, demonstrate a wide range of financial situations and of problems in management. One of them has fishing as a major complementary enterprise, two have stocked ponds for member enjoyment, and three are examples of single-purpose recreation activity.

A series of three fishing camps all from the same area was selected for the variety of services they provide. They range from a temporary, mobile operation to an expanding permanent enterprise. An example of an outfitting and guiding service was also selected for case study.

#### EXAMPLE 13: A LARGE HUNTING AND FISHING CLUB

The fruits of 30 years of planning and hard work by one man are represented by this hunting and fishing camp. The club is a privately owned corporation and caters to about 1,000 members, their families, and their invited guests.

The owner, trained for teaching, graduated from college in 1930. But he had an idea for reclaiming and utilizing some of the abandoned farms near the community in which he was raised. He began buying land and, except for three years of teaching, has spent nearly his full time in building and operating this hunting and fishing enterprise.

The club contains 2,050 acres in a single block built from 27 separate ownerships. A variety of wooded areas interspersed with open fields, streams, and steep lands provides cover for a wide range of

game. A 65-acre lake provides bass, blue gill, catfish, and trout fishing; 15 miles of the approximately 25 miles of streams on the property are stocked trout waters, and 6 spring-fed pools provide trout fishing alone.

Trout rearing is a major activity. It takes about 2 years to raise a 12- to 14-inch trout. About 100,000 are raised per year. A majority of these fish are sold on the premises; they may be fished or purchased for the same price. Occasional parties will hook and take trout worth several hundred dollars. Some of the reared trout also are sold to sportsmen's clubs, private pond owners, and others for stocking purposes. Fishing goes on the year around.

Since this is a licensed shooting preserve under West Virginia laws, records are kept of the number of ring-necked pheasants, mallard ducks, quail, and wild turkeys released and also of those shot during the 6-month hunting season. There is no bag limit on the birds raised. Contrary to the practice on many smaller shooting preserves, a floating stock of birds is kept out all the time. About 75-percent recovery was reported. Some of the rest mate and nest, some stray, some are crippled and die, and foxes and other animals kill others. A regular trapline is operated to keep down the vermin population that preys on the birds.

Deer, squirrels, rabbits, and grouse are also to be found on this posted refuge. They may be hunted by club members during the State season and with the proper licenses and bag limits.

The land is managed for wildlife production. Mast is an important woodland product, and proper browse is more important to this operation than would be timber for pulp or sawlogs. In fact, standing timber is sold off in strips and patches as soon as it begins shading and killing off the brushy understory.

Hickory trees are saved for the nut crop, and adequate oaks are left for acorns. A small number of native chestnuts have survived the blight, and some of them are large enough to produce a few nuts. Den trees for squirrels, brush for rabbits, and berry-bearing plants are preserved as important adjuncts to good environmental conditions.

Some 150 acres of open meadow are maintained, and other fields are planted to buckwheat and corn for wild animal and bird feed. Corn shocks, shelled corn, and buckwheat are put out in strategic sites in winter. This practice reduces mortality, makes for greater reproduction, and prevents straying.

This attention to provision of ideal natural habitat is reflected in excellent hunting conditions and satisfied hunters. The record on deer hunting for the 1959 season was 71 hunters and 57 deer; the 1960 season record was 80 hunters and 46 deer. No record was available on the rabbits, squirrels, and grouse taken. From 4,000 to 5,000 birds--primarily pheasants and mallard ducks--are raised or purchased for release on the property. Turkeys and quail apparently are harder to hunt in this environment, and the demand for them is less intense.

Club members are predominately men but wives and children may come as guests. Few women hunt;

more are likely to fish. The membership is widespread throughout southwestern Pennsylvania, Ohio, Maryland, Washington, D. C., West Virginia, and New Jersey. Some members joined as a result of paid advertising but more probably came through "word of mouth." There is no single distinguishing type of clientele. Hunters are of all ages and all income brackets. Fishers include wives and children.

Some members have belonged to the club for 25 years. Others come and go. Among the fishermen, particularly, many of the members average four or five visits during the year. A few members fish for a while almost every weekend.

Fees charged are as follows: wild turkeys, \$10; quail, \$2.50; ducks, chukars, and ringnecks, \$4 each; trout, \$1.50 per pound; deer hunting permit, \$25 for the season (whether or not a deer is killed). A membership fee of \$15 entitles the member and accompanied guests to hunt or fish. Prices quoted include guides, use of dogs, cleaning of game, and transportation of hunters on the game preserve.

The owners take justifiable pride in their 30-year accident-free record. Part of the credit lies in hard and fast rules that must be obeyed: absolutely no drinking hunters and no wandering around loose in the woods. The owners praise the generally high level of sportsmanship displayed by the members and admit willingness to return the membership fee of anyone who will not obey the rules.

Forty miles of roads and trails cover the refuge. These are used for hunting, patrolling, trapping, moving machinery, feeding the game, removal of timber, and so on.

The owner, his son, and a neighbor are occupied full time by the operation. During the hunting season, 10 to 15 additional men are hired as needed for guides and drivers, and for other duties. The three men can handle about 15 hunters at a time on raised game but the proportion drops for wild game hunting. The three men also work at the fish ponds and, in a pinch, their wives help out.

This hunting and fishing enterprise has been the major business for several years. A lime quarry on the property is leased out and timber is sold on the stump. Plans for future expansion are indefinite; they depend upon the demand for facilities and on availability of cash for the improvements and carrying costs. Expansion of the bird enterprise would be easy. It would be more difficult and expensive for the trout-rearing enterprise.

Presently, no meals are served, and only three rustic cabins are available for overnight accommodations. The club members patronize hotels, motels, and restaurants of the region. Beside the guiding and driving services provided, the three men dress out the game (only gut the deer). Dogs are available if the hunters want them, and a few fishing poles are kept handy.

To see this layout on a quiet afternoon, one might not realize that it represents about half of a million dollars. About half is in real estate and the rest in the trout and game inventories. A less tangible investment is represented by the longtime, specialized

management training and the good will developed by the father and son.

Good will and being businesslike sometime require diplomacy or extreme firmness. It was mentioned, for example, that they must maintain the trust of the game wardens to protect themselves and their business. They make certain that the hunters know the law--and if game is killed illegally it must be reported and the consequences taken. They are firm about hunter trespass; only members may hunt on this property. Working relations must be maintained with game wardens in two States because the property line on the east is also the State line between West Virginia and Maryland. When crippled deer cross State lines where hunting seasons differ, mutual understanding and trust between the owners and the game wardens become singularly important.

Generally speaking, this operation appears to be about what the present operators can handle adequately. They can expand, however, if the recreation pressure warrants an increase in the future. Available capital for fish feed and a few major improvements would be the major limitation.

#### EXAMPLE 14: A SMALL SHOOTING PRESERVE

A small shooting preserve almost astride the Mason-Dixon Line, and about 2 hour's drive over good roads from either Baltimore or Washington, D. C., illustrates one way in which hunting pressures can be satisfied.

From October 15 to March 30, whenever the weather is satisfactory, this recreation enterprise is available to the public for a \$10 minimum daily fee with a guarantee of two birds. An additional charge of \$5 for cocks or \$3.50 for hens is made for any number of birds beyond the guarantee. Reservations are scheduled for only one party at a time and the owner personally guides each hunting party. Guests can use his dogs or bring their own as they wish. Present capacity is two hunting parties a day. Sunday hunting is not allowed by the owner.

Hunters can shoot in the preserve over a 5 1/2 to 6 month season, regardless of the State public hunting season, and no bag limit is imposed. A State or county hunting license is required by law. Non-resident hunters can get a special county shooting preserve license.

Probably 75 percent of the patrons in 1960-61 were from Baltimore and Washington, D. C., perhaps 20 percent were local hunters, and the rest were from scattered locations. The proportion from the local area formerly was greater, but unemployment and the generally tight local business situation in late 1960 sharply reduced the number of local hunters.

Men comprise about 95 percent of the patrons. Ordinarily they are of the "white collar" group, although a wide array of occupations is represented. Their ages range from elderly men downward to young adults. The owner has a hard and fast rule against guiding children on a hunt. He says: "It's bad

enough to have an occasional man carelessly point his shotgun in my direction. Kids and guns just are too dangerous."

At least 97 percent of the hunters are true sportsmen and gentlemen, although the operator has "encouraged a few individuals not to return." He does not allow use of liquor by hunters and has other practical rules of deportment for hunter safety.

Facilities are simple, and the cover is kept as natural as possible. The preserve is on a 425-acre dairy farm. About a third of the area is in woods, additional acreage is in wooded draws, watercourses, fence rows, and weed patches. Experimental plantings for additional cover and food, unsatisfactory so far, are being continued on a small scale.

This is a small operation. Although replacement birds were raised on the premises in earlier years, it is cheaper and simpler to buy the birds as needed from a nearby wholesaler. The birds are held in simple wire pens until a few hours before the hunters are due. They are then released in good cover over the hunting area. Hunting recovery averages about 70 percent. A few birds probably escape to other areas, but foxes catch injured birds that escape the hunters, as well as most of those missed in the day's gunning.

The shooting preserve seems to be satisfactory to the operator, the landowner, and the hunters. The operator has a small processing enterprise that requires a few hours of his time each morning. He is slightly handicapped by an injury that prevents steady, full employment. The preserve and his other enterprise complement each other in time required and the work is within his capacity. He leases the preserve from his brother, who is a full-time dairy farmer.

The hunting season usually occurs while the cattle are confined, and it is a simple matter to hunt in areas some distance from fields or meadows where the herd may be at other times.

The hunters can be sure that birds are available. They can come singly if they prefer to hunt alone; or they can make up parties for a more congenial outing. Many parties of four to six people have been accommodated. More than this number in a party adds to the danger of accident and detracts from individual enjoyment.

Plans for future expansion are indefinite. Work in local factories has been slack, Baltimore and Washington are too far away for most prospective hunters, and the operator's own future health are all factors. Birds are easily available from wholesale producers if hunter pressure increases.

Among major problems mentioned were the foxes that kill loose birds overnight and difficulties with trespassing hunters. Neither of these, however, was considered a serious limitation to future operation or expansion.

#### **EXAMPLE 15: A HUNTING PRESERVE FOR BUSINESS EXECUTIVES**

One private membership hunting club in the South

is having financial difficulties largely because of conditions outside its control. Most of its members represent industries that use the facilities for business entertainment. The recession and a general tightening of restrictions relative to tax-deductible business expenses have reduced member activity.

This club occupies more than 2,000 acres, of which approximately 20 percent is owned and 80 percent is leased. Roughly 600 acres are used for actual hunting purposes. The rest constitutes a buffer zone to protect the operation from poachers. The cover distribution is claimed to be ideal for excellent hunting. Various types of crops are planted in the open fields to provide feed and cover for the birds after they are released.

The owner had operated on a lease basis until 1959 when he bought control of the headquarters area. Investment in housing, several ponds, and other facilities has been a serious financial drain.

This club has been in operation for about 5 years. Quail, pheasant, chukar, and mallard duck hunting is provided during the regular 6-month season. Other game and fish may be taken during their respective legal seasons. In addition, the club offers three pigeon shoots during the 6 months of the year when preserve shooting is not allowed. These are well attended and reportedly very successful. They are open by invitation only.

Club membership is limited to corporations and single members. A permanent hunting permit costs individuals \$300 and corporations \$500. Annual dues are \$100 per individual and \$150 per corporation. An additional \$50 a year is charged each member for locker rent and storage. Excise taxes are added to these fees.

Membership is limited to 75 hunting licenses. Up to five officers of corporations, however, may sign the application and exercise membership privileges. Shooting rights and use of facilities are limited to members and their invited guests. About two-thirds of the memberships are held by corporations. Most of the guests at the club are men, although occasionally hunting parties are planned to include members' wives.

Members primarily represent large business interests of the region. Their guests come from most of the major business centers. The owner estimated that probably residents from 30 States patronize the facilities during a shooting season.

Members and guests spend about \$100 per day for room, board, and birds, although these costs can be reduced somewhat by limiting the numbers of birds actually shot. Room, meals, and incidentals cost \$20 per person per day. Guides cost \$8 per half-day or \$12 per day plus tips. Thirty bird dogs are maintained for use by the guests. For the use of two or more bird dogs, there is a charge of \$4 per day per hunting party. Guests are charged \$5 for each ringnecked pheasant, chukar, partridge, or mallard duck shot. A charge of \$2.50 is made for each quail killed. The fees for cleaning and packaging game are \$0.50 for large birds and \$0.25 for quail.

A tenant on the preserve cares for the birds and



dogs, guides parties, and does part of the cooking. His wife cooks, cleans the birds, and acts as maid in the lodge. From six to eight other men in the community are available as guides if they are needed.

Most of the hunting parties stay from 1 1/2 to 2 1/2 days. Most company representatives use the facilities several times during the season, but usually the guests are invited only once each year.

Approximately 15,000 birds are shot each season. None are raised on the place because of the risk of loss and also because a dependable supplier is not too far away. During each of the last two seasons, hunting was provided for between 350 and 400 hunters. Business has dropped off more than 30 percent this year largely because of the tight economic situation.

The three special invitational pigeon shoots held each summer have enabled this operator to stay in business. Another method used to minimize losses is the slaughter and sale of excess birds. For example, several hundred ducks were on hand at the end of the season. These were killed, frozen, and sold for \$1.50 per bird plus shipping charges.

Returns on the investment of about \$100,000 have been disappointing. This operator feels that he cannot advertise (except by word of mouth) because of the nature of his clientele. He needs the industrial type of member and fears that a tightening-up in the tax laws relative to business entertainment expenses will mean further curtailment in this activity.

Most of the operator's problems are financial. A change in the national economic picture and assurance that companies could continue to charge off this type of entertainment as legitimate expense would go far toward solving his problems. A minor complaint was voiced about the variety of complicated statistical reports required by State and Federal agencies. The owner's wife keeps a set of daily records, but an accountant is required to fill out the tax forms and other reports.

A plea was made also for changed dates in the 6-month hunting season. October (the first month) is not a good month in this area. March (the last month) is the best month of the six, and indications are that April would be good also. April, however, is closed season on quail because wild coveys begin mating and nesting, and the theory is that escaped released birds would nest also. According to this operator, this theory is not true, as pen-raised birds die from starvation rather than adapt to area conditions.

Plans for the future are indefinite. The operator would like to continue along present lines and increase his business. Much will depend upon whether industrial membership can be increased and whether the members will make more intensive use of the facilities.

#### **EXAMPLE 16: A LIMITED MEMBERSHIP SHOOTING CLUB**

A small club provides hunting and fishing benefits for a limited number of business and industrial executives. It is privately owned and is used by

members of the owner's immediate family in addition to being incorporated and having a limited number of paying members.

The main holding was acquired in 1956 in two separate purchases. One was a farm of about 700 acres owned and operated by the same family for at least three generations. The other, of about 80 acres, rounded out the tract. Hunting rights are leased on several adjoining ownerships totaling nearly 800 acres. Several small streams and ponds are stocked for fishing on a permit basis. About 30 acres of corn and 25 acres of milo and soybeans are grown in strips and patches over the fields to provide feed and cover for the quail and pheasants.

About 4,500 birds are needed annually for shooting under present membership arrangements. Roughly 500 of these are pheasants. A hatchery is operated to raise the shooting stock, although additional birds were bought last year because of high mortality caused by disease and feeding problems.

A kennel of more than a dozen dogs and pups provides animals for hunting and a surplus for training, breeding, or sale. Two riding horses owned by the resident manager are used for private riding. These animals comprise the livestock inventory.

Three levels of membership are available: individual at \$300 per year, individual family, at \$400, and corporation, at \$500. Club privileges are extended to guests of members for a \$15 grounds fee. A credit of \$100 from the membership fee can be applied against game killed.

The club provides guides and dogs for the hunting and will dress and box the game. It "guarantees opportunity to hunt" by providing ample birds and taking the sportsmen to them, but whether the base quota of 4 pheasants for \$20 or 8 quail for \$25 is bagged depends on hunter ability. Additional birds are killed at \$5 per pheasant and \$3 for quail.

Most members reside in small industrial cities within a 100-mile radius. Guests often are from distant cities since one of the functions of the club is to provide atmosphere for public relations in addition to executive-level employee recreation and personal relaxation. Members are of the managerial level, and expense is a minor consideration. Most members and their guests are true sportsmen--high caliber people who value opportunities to hunt under at least simulated good wild hunting conditions.

In addition to the pens and sheds needed for raising and holding the quail and pheasants and the dog kennels and runs, the property includes a clubhouse with five bedrooms, baths, a lounge, and serving quarters. A catering firm is hired to provide food and services when parties are entertained overnight. The caretaker lives in a small house on the grounds, and a small office building includes facilities for a small overflow of guests when needed.

Most of the hunting parties are scheduled for one day or for a half day. Often the parties hunt pheasants for half a day, then change to quail. Few hunters, even members, use the facilities more than once or twice a season. They are busy men and consequently value more highly the best possible hunting conditions.

The general rule is one or two hunters per guide, although occasionally three are allowed.

In addition to the resident manager, two men are employed fulltime and two others part-time. All of the men can guide if needed.

Plans for the future are uncertain because of the health of the present owner. Indications are that the present general arrangements will be continued. The club controls more land than it now uses, and it would be a simple matter to stock additional birds and hire additional guides. Because corporation use may increase next year, present plans are to double, approximately, the numbers of birds raised for shooting purposes.

No particular financial problems are involved. In the past, management was apparently lax about economy. Sanitation around the pens was lax and mortality rates were heavy. The breeding program for quality was neglected. Feed was wasted, and so on. These loopholes can be plugged if the owners so desire; the present manager has had long experience in this kind of operation and is interested in improving performance.

As with several other seasonal and specialized recreational enterprises studied, competent and dependable labor is hard to get and harder to keep. In this case, some of the men hired could use only certain dogs or were personally undependable and therefore of limited usefulness.

This enterprise probably will be continued at about its present member capacity, unless some of the members feel that an increase in use would be beneficial in their business relations.

#### EXAMPLE 17: A DEFUNCT SHOOTING PRESERVE

This 1,200-acre holding was formerly utilized as a shooting preserve by the owner. The operation was small, although it involved hatching and raising quail, as well as the actual operation of a shooting preserve. Most of the labor was provided by an elderly, semiretired man who was hired to maintain the property.

The owner's occupation required that he move to a city too far from the farm to allow close personal supervision. His experience with hired labor in the quail enterprise was unsatisfactory, and he did not want to increase his investment sufficiently to make it attractive for a lessee to take over. The hunting had been maintained largely as a hobby for the pleasure of a few friends and himself.

Some fields were placed in the Acreage Reserve Program, and several ponds have been constructed. Permission was granted for him to plant strips of cover and feed for quail on the reserved areas. However, these fields could not then be included in the hunting preserve. The owner still maintains an interest in improved feed and cover for both quail and pheasants, but he no longer operates his land as a shooting preserve.

The holding is used largely as grazing land and for a weekend retreat where the owner can relax, hunt, fish with selected friends.

The incubators, pens, and other facilities for rearing quail remain on the property, although they are deteriorating rapidly. Probably \$3,000 to \$4,000 of capital is thus involved. The owner has no plans for reopening the shooting preserve on his own initiative or for leasing it to other operators. His attitude is that the potential returns from the additional enterprise would not be sufficiently large to merit the additional trouble for him.

The holding, however, is well-located relative to hunter demand. It is sufficiently large and has adequate variations in cover conditions for a profitable hunting and fishing enterprise if an operator were interested.

#### EXAMPLE 18: A SMALL PUBLIC SHOOTING PRESERVE

A public shooting preserve in one of the southeastern States demonstrates other aspects of the hunting enterprise. The young couple in question is well on the way toward financial security and an enjoyable occupation after previously trying two other widely divergent occupations.

This preserve has operated for three seasons and has yet to experience a really good year. Development expenses are heavy, and bad luck has dogged the operations. The couple is narrowing the risks it will assume and concentrating on projects that pay.

Their preserve is located on a run-down 215-acre farm strategically located about midway between two fair-sized cities. Its terrain and cover distribution are ideal for a wide range of hunting conditions. Considerable time was spent in a study of preserve requirements and in search of the best available location before this farm was purchased. The supply of hunters to date has outstripped the supply of birds.

In this State, a key requirement before a preserve is licensed for an extended shooting period (October 1 to March 31) is a verified inventory of 4,000 quail for each area to be hunted over. For the regular season, only 300 birds per unit are required.

These levels are set, reportedly, because quail are the native game birds; pheasants and chukar do not increase in the wild in this area and mallards are migratory. Reports on operations are maintained and periodic inspections are made by the State wildlife regulatory agents.

During a normal season, probably about 3,000 birds should be shot from this preserve as it is presently organized. However, this level has not been reached. Diseases in the birds raised on the place and also in flocks of contractors, feeding problems, flight of mallards from the preserve, and a variety of other management problems have harassed the owners. Inability to provide adequate shooting has limited the numbers of hunters that could be accommodated.

Although the hatching and raising of game birds was reported as an enjoyable part of the operation, it was to be dropped because of the expense and time required. The efficiencies of scale and of specialization militate for a wholesale size of business in the breeding flock-hatchery operations, and the raising enterprise. The shooting-preserve operator who can find a dependable supplier of satisfactory birds usually can buy them at less than they would cost to raise and without the risk that disease or other disaster might wipe out the operating capital.

The farm is fortuitously divided about equally into 100-acre natural units. Hunting parties normally go out for the morning or the afternoon. Thus, if the demand is heavy, as many as four parties per day could be serviced on this preserve. However, the owners prefer to have only one party at a time and limit each party to three guns--for safety. Parties may include four or five, or possibly six, people but only three at a time may hunt. The rest must stay back out of the shooter's way.

Guides and trained dogs are available and are included in the minimum fee charges. One interesting quirk here is that the operators guarantee "a reasonable chance" at pheasants and chukar only if the hunter uses dogs from the preserve. They maintain that too many privately owned dogs are poorly trained and, in combination with only fair-to-middling gunners, too many birds are missed.

Quail, pheasant, chukar, and mallard hunting is provided on this preserve. Rates charged fluctuate because of variations in cost of production, percentage of kill, and other factors. The charge for ducks is \$5 per duck killed. For the other three, the \$25 daily minimum fee includes the "guarantee of a reasonable chance to kill" eight quail, four pheasants, or six chukar. If one wishes to shoot beyond these minimums the rates for each additional bird in 1961 were \$2 per quail, \$5 per pheasant, and \$3.50 per chukar. When operations are on an extended-season basis, the limit is 16 quail per day, with no limits on the other varieties of birds raised.

The birds killed are dressed out at \$0.25 for quail or \$0.50 for pheasants or chukar. The hunters can wait for the dressed birds or have them frozen for later delivery. An occasional guest is picked up at the airport or his hotel and driven to the preserve, although this is not a regular service. As with provision of lodging and food, these operators feel that other people are equipped to provide all that is needed.

Most patrons of this preserve are residents of the two adjoining urban areas. The rest of the hunters are friends of these patrons, and come from other areas. Extensive local advertising was practiced during the first two years. No advertising was done this year because birds were not available--all of the ducks flew away with a wild flock, a heavy percentage of the quail raised on the farm died from disease, and the wholesaler-producer also lost most of his birds.

Most of the hunters are from middle-to-high-income brackets, although some college students from nearby

schools come in small groups. Some fathers bring sons or husbands bring wives to teach them hunting methods. Very few women actually hunt. The only requirements for people who shoot on this preserve are a love of hunting and observance of customary safety practices.

The cropland on this reserve was idle for a few years. More recently, the tenant, who also acts as guide, has worked the allotment of about 3 acres of tobacco and 3.5 acres of cotton, and has grown a small acreage of sweet potatoes, 10 to 15 acres of corn for harvested feed, and scattered plots of soybeans, lespedeza, chick peas, and other seed plants for bird feed. The owner's growing children raise a few calves and hogs for both home consumption and sale. No domestic poultry can be kept because of the danger of spreading disease among the game birds.

A secondary enterprise that will grow eventually is the breeding, training, board, and sale of hunting dogs. One son has a start with English pointers. His parents have a small start with a relatively little known breed of Hungarian pointer called Vizsla, which they hope to expand.

The approximately \$2,000 of gross income from this preserve annually is not an adequate measure of its potential. Reasons beyond the owner's control have limited the number of birds available for shooting. The hunter market in this area is strong, and a considerable increase in scale of hunting is planned. The hatching and growing operations are to be abandoned, and all birds will be purchased from a reliable grower. Ducks and chukar probably will be dropped because they have been unsatisfactory in this area.

The tenant, who grows crops on shares and works on the preserve for wages as needed, is available for additional guiding. Both the owner and his wife guide when they are needed and plan toward the time when all three will be guiding. Their growing sons already care for the dogs and birds. They will help with the hunting as they mature.

Some study has been made of adding a small trap shoot in one area of the preserve. It would serve as a warm-up for stale hunters before they go out for live birds and would be used for practice and sport at other times.

#### EXAMPLE 19: A BOAT AND BAIT BUSINESS

Two young men operate on a large lake popular for almost year-round fishing. A houseboat, floated to a public access area and anchored close to shore, is their operating base for sale of bait, other supplies, and for motor and boat rentals.

This partnership began operation in November 1959 with their houseboat headquarters, 15 boats, 2 motors a few cane poles, and a small stock of supplies. They also sell fishing licenses and do a small amount of guiding.

They operate from 6 to 8 months, depending on weather. Usually, they move the houseboat about

twice a year as the kind of fishing changes. In 1960, a hurricane reduced the season appreciably and seriously affected their business. Their investment is roughly \$6,000 in boats, motors, the houseboat, and supplies. They charge \$2 per half-day or \$3 for a full day for boats, and \$5 per half-day or \$8.50 for a full day for boat and motor. A few people rent cane poles for \$0.25 cents a day. License sales in 1960 amounted to about \$1,000, which was relayed to the appropriate State agency.

The gross income from this small, 2-man enterprise was \$12,000 to \$13,000 in 1960. It appeared that the gross business would be appreciably larger in 1961. Access to the lake is hampered by dredging and diking operations for flood prevention and control. A limited number of access points are provided through or over the levees. Boat launching sites and boat facilities are at a premium.

Fishermen from all over the United States stop at this access point. The location is popular and on many weekends more than 100 cars or cars with boat trailers are parked there. The 4-place launching area is crowded on such days. During the major fishing season, probably 75 percent of the fishermen are from a radius of 100 miles. During the rest of the time, the proportion is about half local and half out-of-State, or State beyond the 100-mile radius.

Inquiry about requirements for permits or licenses showed that no regulation would prevent their operations so long as they created no public nuisance and did not endanger navigation.<sup>1</sup> The local Chamber of Commerce and the County Board of Commissioners sanctioned their enterprise and the flood control agency took no action to force their removal, although they were required to pull up several pilings used for moorings and substitute anchors. The pilings were considered as a possible danger to navigation.

Despite rather sharp objections from one nearby private competitor, these operators plan to continue their enterprise and expand operations with possibly 10 more boats and another two or three motors, depending upon the demand. There is some confusion about plans, regulations, and future business possibilities related to operation of privately owned facilities on this lake. The flood control agency has an easement for the levee and will supervise its maintenance; another agency will be responsible for maintenance and management; still other agencies regulate fishing, health standards, and so on; yet other agencies claim the lake and its bottom; and much of the access along the shoreline is private property.

These operators would like to acquire a permit or long-term lease that would allow them to invest roughly \$20,000 in a seawall, to protect a boat basin, and build a dock with a small restaurant and store on the pier. They believe the recreation trade will grow, and that they could afford the risks of periodic inundation if their contract covered a sufficiently long period. They have financing arrangements.

These young men live in a nearby small city and commute to the shore. They hope to increase their modest incomes through expanded and improved service. They like the work and the contacts made with

fishermen. They spoke highly of the people, and said very few visitors caused any problems. A very small amount of litter was scattered around and these men keep this picked up for the trash people to haul away periodically. They foresee a growing need for their kind of services as the number of access points declines on the lake and the prospective numbers of fishermen increase.

#### EXAMPLE 20: A FISHING CAMP AND RESORT

Three families make a living from a fishing camp on 4 acres lying on both sides of a highway where it crosses a river that empties into a large lake. The owner has received notice that his property is required for flood protection improvement works within a few months.

This operation was begun in 1947 and now consists of the dock bait store, a parking area for 40 house-trailers, 7 motel units, and one house, which together will accommodate about 50 people, 36 boats, about a dozen outboard motors, and supplies and stores inventories. The estimated valuation is \$85,000, although the public agency has offered only \$71,000 for it. No allowance was made for the business goodwill built up over the years.

Four men and two women are employed full-time. One of these men, in addition to work on the dock and around the living area, catches bait commercially. The men are hired occasionally to guide fishing parties. The business is open all year; although August through October is a relatively slack period. Gross income is in the range of \$45,000 to \$50,000 annually. Business dropped in 1960 because of a hurricane and continued high water. Prospects for 1961 are for about the same level of business as in 1960. The number of customers is down slightly.

About 75 percent of the customers at this camp come from a radius of 100 miles. Several elderly couples from northern States rent housing facilities from this operator for 4 to 6 months at a time and reserve space year after year. Also, some of the trailer owners have returned for several years. The operator is proud of his repeat trade.

The rates charged are \$35 per week for a motel unit (rates vary on a daily basis) and \$25 per month for trailer space and facilities. Boats are rented at \$2 a day, boats with 5 hp. motors for \$7 a day plus gas, and boats with 10 hp. motors rent for \$10 plus gas.

No plans for future operations had been made because of the unsettled legal status. Until recently, the owner had hoped to expand his boat landing facilities and increase the motel capacity. Arrangements

<sup>1</sup> Later discussion with the civilian engineer in charge of dredging and diking work disclosed that a series of recreation areas is planned for the completed projects and that a system of permits has been put into force. To date, however, most permits have been to local public agencies. Responsible private parties could acquire permits for activities not in conflict with the primary purpose of the works of improvement.

may possibly be made yet, but the operator is elderly and doubts that he will start over again.

If condemnation proceedings are pressed and the business is closed, several hundred sports fishermen will be inconvenienced. Five major fishing camps in this area face closure. This contingency will leave no facilities on this part of the lake. It is estimated that \$500,000 of business is generated by these camps and that an additional \$500,000 is spent by fishermen while they are in the local area. Confusion exists locally about the rights and opportunities of these private owners after the works of improvement are installed.

#### EXAMPLE 21: A GROWING FISHING RESORT

A privately owned fishing camp on a large inland lake provides recreation facilities and services for 20,000 to 25,000 people annually. The facilities are simple and utilitarian, but the services are ample.

This camp was originally developed in the mid-1930's shortly after a new highway provided access to this side of the lake. The present owner bought the 7-acre tract in January 1960. He has made extensive additions and improvements. Present facilities include five 2-room cabins, (three are air-conditioned), and two 1-room cabins; an office and residence cabin; a restaurant; a gas station; a 45-place dock and bait-house; a picnic area; and a small camping area. Beside the gas station is a small wire shed containing a display of 3 raccoons and 2 bobcats.

This facility is open all year and business is fairly stable. A slight bulge in business occurs in February, March, and April. Approximately two-thirds of the fishermen come from adjoining areas within a 100-mile radius. The rest are from widely scattered locations--the rest of the State, Ohio, Michigan, Pennsylvania, New Jersey, Illinois, Kentucky, and scattered other States, in that order. During 1960, about 8,200 guests stayed in the cabins (many of these people also used the fishing facilities) and 8,500 others visited the camp by the day to rent boats. Others used the trailer unloading ramp to get private boats into the water. No record of meals served at the restaurant was available, but business was good. The gas station is operated on a commission basis.

Present sleeping accommodation capacity is 32 adults in the cabins and 12 in the owner's home nearby. Dock facilities are available for 42 boats of up to 4-foot draft. Additional migrant craft can be fueled loaded and unloaded, and so on, from the dock. The restaurant can serve 300 to 400 meals per day with no difficulty.

Nine people are employed regularly in addition to the owner, who works part of the time, three cooks, three waitresses, one dock attendant, one gas station attendant, and one handyman.

Rental rates on the rather rustic and plain cabins are \$3 a day single and \$2.50 per person per day double. A discount of 1 day per week is allowed for rentals lasting 2 weeks or more. Tenants having

their own boats may launch them and use a covered slip at the dock free of charge.

Dock charges are \$0.50 per night or \$7.50 per month, with proportionate weekly and bi-weekly rates. The fee for use of the ramp is \$0.50. Boat rentals include the boat, motor, and gasoline. A large boat capable of seating six passengers rents for \$12.50 per day or \$7 per half day. Smaller boats rent for \$2 the first hour and \$1.25 for each additional hour, \$5 for a half day, or \$9 for a full day. Bait, tackle, and other commonly needed fishing supplies are sold at the dock by the attendant.

The small campsite is available for tent or trailer camping at \$1 per day for each site. If a trailer is hooked up to lights, water, and septic tank, the charge is \$1.50. Space is adequate for about six campsites. Two Boy Scout troops from nearby cities camp twice a year on the grounds free of charge. Other similar service or worthy groups would receive the same privilege if it were requested.

Trade has been reasonably good here and frequently facilities are fully utilized. Plans are underway to add a modern 15- to 20-unit motel and swimming pool in one corner of the property and to remodel or rebuild the restaurant. The motel will attract a more luxury-minded type of clientele for the resort phase of the business and may add appreciably to the service requirements for boats, supplies, and guide services. Several groups picnic or hold other day outings at the camp. A small open-air pavilion is planned to shelter these groups in case of rain. Considerable dredging has been done to deepen and widen the channel around the dock. Landscaping and seeding remains to be completed when the weather is favorable for it.

The 1960-61 business dropped about 25 percent below the comparable 1959-60 period. This is reflected in cabin rentals, boat rentals, and the restaurant (where 400 to 500 pounds of fish per week were sold in fish dinners compared with 700 to 800 pounds previously). A small part of the decline may be accounted for by an improved short-cut road to a nearby major city, although most of it reflects the smaller number of tourists this year.

This business seems to be financially sound and had no major problems. Perhaps the most aggravating, in addition to the long hours on duty required from key employees, was the poor quality and undependability of help. Many are seasonal drifters and roamers who do not accept responsibility and will not stay on a job for any length of time.

A problem of area-wide concern to recreationists on this lake results from a flood control program involving dikes and canals being installed by the Corps of Engineers. Several other fishing camps have been bought out recently in preparation for dike extensions. Access to the lake, already drastically limited, is being further reduced. The future for both public and private access to this very large body of water is of the first order of concern locally.

The question of the effect of the flood control program on water levels and fishing grounds is of major concern also. The feeling is strong that many

natural feeding areas will be destroyed along with the removal of access. The financial loss in this community, in consequence, might be severe. The loss of actual recreation opportunities may be appreciable if positive steps are not taken by the Corps of Engineers, the State, and local communities to provide adequate public parking spaces and public access points for boat launching, as well as shore fishing. In addition, adjustments are needed to permit private camp operations and maintenance of adequate habitat for fish propagation.

#### EXAMPLE 22: OUTFITTING AND GUIDING SERVICE

Several hundred private operators provide recreation opportunities for others by collecting the material needed, planning the trips, and conducting groups on sightseeing, hunting, fishing, or just plain fun trips into out-of-the-way places where the average person could not hope to go without help.

These trips, as a group, use practically every kind of motive power--foot, horse, boat, automobile or truck, or jeep, plane, or train--to reach wild and rugged areas uncluttered by the easier modes of twentieth century living and by masses of people.

The Montana Outfitters and Guides Association represents about 60 of the approximately 300 outfitters and guides licensed by the Montana Department of Fish and Game. Association members are essentially "horse outfits." Many of the others depend largely on jeeps or boats. In this respect, they may be compared roughly with examples 28, 29, and 30 (the river runners) and examples 46 and 47 (trail-riders and pack trips).

In nearly all instances, the Montana outfitters and guides operate from owned or leased headquarters but pack or guide onto public lands. Usually, these lands are in national forests or national parks and include wilderness and primitive areas. The operators have lodge or cabin facilities for first- and last-night lodging of both summer pack trips and hunting trips. The outfitter provides everything for these trips except items of a personal nature. In most instances, the guests provide their own sleeping bags, fishing and hunting equipment, and so on. Some outfitters, however, have a limited number of adequate sleeping bags. The outfitters provide all food and shelter, horses, saddles, wranglers, and other essentials for a safe and pleasant outing.

Many outfitters operate stock and dude or guest ranches in addition to their hunting and pack trip operations. Some of the smaller ones are family-type operations and employ as few as 3 or 4 men during the season, while the larger ones may have 35 employees at the peak of the season. During the off season, some operations have no employees, while others keep two or three men the year around. Those who are not livestock ranchers spend their winters improving ranch accommodations and facilities, repairing equipment, tending their horses and mules, and promoting business for the next season. Many of them make extensive annual booking trips, but some make

booking trips only every 2 or 3 years. A few have other employment during the off season. This is primarily because of the need to live in town for the schooling of their children.

The average summer pack trip party probably averages about 18 to 20 guests. Some special parties or groups may number as high as 50 or more guests. Some outfitters and guides who specialize in summer trips operate almost every day in the summer, handling 15 to 20 parties. A few operators have two and occasionally three pack strings in the mountains at all times. This type of operator will meet a party on the trail outbound from the ranch, take it into the mountains, return at the conclusion of that trip, pick up another party and repeat the process. The work schedule of one operator was so intense that, if nothing unforeseen happened, he would be at home 2 nights between June 5 and September 15, 1961.

The cost of summer pack trips varies somewhat because of size of party, length of stay, and type of trip. Generally speaking, a summer pack trip can be enjoyed at rates ranging from \$12 to \$20 per day, per person.

In most instances, hunting trips are based on a 10-day hunt for which the guest pays \$300 to \$400. Some outfitters will take hunters on a day-to-day basis, but they are a small minority. Most outfitters prefer to accommodate not more than 10 hunters in camp at the same time. The average probably is about eight men per camp. Most outfitters who specialize in hunting parties have about five or six trips per season, thus totaling an average of 40 to 50 hunters per season. Operators of summer pack trips, as well as of hunting parties, generally will guide for only four or five hunting trips. A few women enjoy hunting, but most of the hunters are men. In some instances, men bring their sons with them. In Montana, a boy must be 12 years of age before he can procure a license to hunt big game.

The guests, particularly those for summer pack trips, come from every State and many foreign countries. Both sexes are about equally represented on summer pack trips. Many children, usually above the age of six, accompany their parents. In most instances, the summer trips are not too strenuous. Comparatively short rides are made from ranch to first camp and thence from camp to camp. They are enjoyed by many elderly people as well. Just about anyone can afford a summer pack or hunting trip, and probably it is not possible to single out any distinctive employment or income levels. Those with more money for vacations may avail themselves of this type of leisure more frequently, but it would be difficult to establish a correlation.

An officer of the Montana association provided the following average figures on inventories and expenditures. The average plant facility, including present value of ranch, horses, equipment, accommodations, and so on, is worth about \$93,000. The average expenditure for the ranch and packing operation, which includes equipment replacement, food purchases, horse and mule feed, veterinary supplies and care, and so on, amounts to \$10,848 per year. The average

annual outlay for guest and packing operation personnel amounts only to \$5,909. Obviously, the range between operations is wide.

The outfitting and guiding business increased 10 to 12 percent in 1960 over 1959 for this area. Early 1961 was slow, but the tempo of confirmed reservations picked up in late spring, and by early summer, indications were for a volume of business roughly equal to that of 1960. The lag in reservations was attributed to the national economic slump and the recent change in national administration. Both factors were said to have created caution among people planning for future vacations.

The future generally appears to be favorable for such recreational services. Many of the operators are expanding and improving their facilities and accommodations, looking for additional ways to improve their services further, and trying to provide their guests with a greater variety of experience for optimum enjoyment of their vacations.

Promotion is somewhat of a problem. Most of the operators are not promoters. Word-of-mouth advertising and national magazine stories about pack trips, hunts, the scenery, or other experiences is valuable. Paid advertising is expensive; it is also difficult to determine where it will do the most good, as clients come from too many places, and their interests cover too broad an area of literature.

It was reported that the greatest problems facing outfitters probably are financing and promotion. There is no easy place for them to secure commercial, long term financing. Some of them secure the needed finances through individuals, while others use their livestock as security for commercial loans. Some are able to get short term money on personal notes.

One operator mentioned that: "There are really very few problems encountered with guests that good fishing and hunting won't cure." The inexperienced riders are given experienced horses and proper instruction, and are closely supervised. The outfitter is continually on the alert for littering and careless handling of matches. Most people would not willfully do anything to destroy the beauty of the area.

The two major problems encountered regarding use of public lands are trail maintenance and lack of feed. Many of the operators spend considerable time and money clearing and improving trails. This problem is discussed frequently with Forest Service personnel. Some areas are used heavily and, as a result, feed is scarce. Other areas have a heavy timber cover which is not conducive to an abundance of feed.

In recent years the so-called "scooters" have become a problem on some forest trails; imagine a pack string consisting of 50 or 60 horses coming face to face with a "scooter" on a narrow mountain trail--havoc reigns. Fortunately, however, many trails have been closed to scooters by the Forest Service.

One informant mentioned that:

"Many, perhaps too many, special interest groups --and we have been classed in this group by many --would 'whittle away' our wilderness and primitive areas. It is only the selfish and short-

sighted who are proposing reductions in these areas, but they have garnered considerable support from the uninformed. . . Wilderness and primitive areas should be established now and in such a manner that they will not be disturbed in the future." <sup>1</sup>

It was emphasized that wilderness and primitive areas provide watershed benefits that are becoming increasingly important to downstream users. Although Montana is not yet confronted with this problem, other areas, now faced with acute water shortages, at one time enjoyed ample clean water.

## BEACHES AND BOATING FACILITIES

An amazing variety of sports is conducted over, on, and under the water. The examples chosen for this section illustrate the commonplace first and close with the less usual.

Sunny, sandy beaches sandwiched between shady areas for picnicking and clear waters for swimming are the escape areas used by millions of Americans on weekends and summer evenings. Two examples, both from the Central States, demonstrate differences in management of similar resources. A commercial beach on salt water provides certain contrasts.

These examples are followed by an example of a marina and a yacht club representing the sailing interests.

Next are three examples of an unusual type of wilderness recreation -- river running -- and an example of an unusual beach facility, a sand dune beach buggy.

### EXAMPLE 23: A PRIVATE BEACH

This beach is a developed sandpit lake adjoining the Platte River in eastern Nebraska. It is located half-way between two large cities. Although the main attraction is its sand beach and natural swimming area, it also provides facilities for other forms of recreation. These include about 600 picnic tables and about two dozen boats. The boats can be rented for a small fee for use in the river and inlets that adjoin the swimming area. The river and inlets can also be used for fishing. A modern boathouse is provided without additional charge for those who use the beach. A combination restaurant and concession sells lunches, snacks, and beverages. Parking space for about 2,000 cars is provided on the property. However, the parking area is seldom used to capacity; it was not filled on any occasion in the last year.

The beach is now operated as a private club. As such, it can limit membership to people who are orderly. Hot-rodgers are turned away, as are unruly or irresponsible members. Apparently, the club membership feature promotes orderliness in other

<sup>1</sup>Personal correspondence with the authors, May 1961.

ways. The manager believes that users become more responsible and considerate in their use of facilities when they are asked to sign membership cards. Nonmembers who attempt to use the facilities are informed of alternative recreation facilities open to the public elsewhere.

Many families use the facilities. In fact, the beach is viewed as a "family place." The clientele is composed mainly of middle or lower income families from Omaha, Lincoln, and surrounding small towns. They may be characterized generally as those who do not have private swimming pools, those who do not belong to community pool associations, and those who may object to the way in which community pools are operated.

The beach is also used as a meeting place by employees of firms in Lincoln and Omaha. It is especially useful for the company gatherings of firms having offices in both cities. Some such company has used the facilities for 38 years.

As a third use, the beach is host to swimming schools. Swimming lessons sponsored by the American Red Cross are given on weekday mornings during the summer. About a dozen small towns in the vicinity send their youngsters here for this activity.

The beach has about 40 acres of water and 20 acres of land. The property abuts Highway 6 on the north. This heavily traveled highway connects Omaha and Lincoln. The property adjoins the Platte River on the west for a distance of 1,400 feet. The rest of the property is surrounded by private land holdings.

One adjacent landowner is planning to build cottages around an abandoned sandpit. The owner spoke favorably of that development. He viewed the neighboring development as complimentary rather than competitive.

The 60 acres were originally leased from a sand company. The tract was held in that way for a short time before 1923 when it was purchased by the present owner for \$25 an acre. Considerable work was required to clear the property and make it useful for recreation. Substantial work and materials also went into construction of improvements.

The owner formed a holding company to operate under. He chose this form of ownership in order to limit the liability resulting from lawsuits by users. Apparently, there were many threatened lawsuits in the early days of operation when the facilities were open to public use. Now that the beach is operated as a club, the number of threatened suits has decreased.

At all times during the swimming season, a doctor is available on 5-minute call. In addition, the beach has a substantial investment in lifesaving and resuscitative equipment. Despite these precautions, the owner believes that limiting liability is a necessary precaution.

The swimming season lasts for about 12 weeks. The approximate season is from Memorial Day to Labor Day. As a rule of thumb, the beach is closed when the attendance does not support a lifeguard.

The length of stay is one day. Overnight use is prohibited. Experience in earlier years indicated

that overnight use, especially for beach parties, is accompanied by substantial destruction of property. Picnic tables are a tempting source of firewood during a chilly summer night.

Most users make repeat visits to this beach. Very few are one-time or transient users for either summer or off-season activities.

Although the swimming season lasts only 3 months, the recreation area is open during the year. A clubhouse is available to members for steakfries, parties, and related meetings. Off-season use of the club has gained in popularity in the last year. A catering service is provided for these parties. From October 1 to May 1, members may bring in other acceptable people as guests.

The owner does not plan to expand the facilities. However, he will install a locker service for the bathhouse during the coming year and has plans for some remodeling to make the facilities even more sanitary.

Existing facilities are used at less than capacity. According to the owner, summer use has become static. This use provides the major share of the revenue. In earlier years, when the doors were open to all, attendance often approached 5,000 people on a summer Sunday. Now, a corresponding Sunday shows an attendance of 2,000 or less.

The owner believes that this reduction in attendance has resulted from two factors. One is the nature of the present operation. The second is competition from beach substitutes. The beach is not advertised, because it is operated as a club. The owner believes that this decreases the attendance. Also, the manager turns away people who might have been allowed to use the facilities if an open-door policy were followed.

Several substitute forms of recreation were cited as possible causes for reduction in attendance. They are (1) air conditioning in the home, (2) entertainment in the home from television, (3) private, community, and public swimming pools, and (4) the economic ability of families to go to elaborate lake and resort areas.

Off-season use has increased, although net revenue has increased very little. The owner attributes any increase in use to his very capable manager. He visualizes no immediate solution to continued operation of the facilities at less than capacity.

The membership fee of \$7.50 per person, or \$15 per family, is charged for annual memberships. A daily membership can be purchased for \$0.50. No fee is required for children under 12 when they are accompanied by an adult member of the club.

The estimated investment in facilities of roughly \$50,000 is probably conservative since improvements include a clubhouse, a bathhouse, two residences, picnic tables, boats, outdoor cookers, a lighting system, resuscitative equipment, 2 miles of roads, an elaborate entrance, parking facilities, and a warehouse for storing equipment.

The gross annual income from the facility is \$20,000. Together, the annual operating expenses and the capital depreciation total \$25,000. The operator has a helper and three to six lifeguards in summer.



In addition, the beach pays the salary of a deputy sheriff who is assigned to duty there during the summer.

#### **EXAMPLE 24: A COMMERCIAL PUBLIC FRESH WATER BEACH**

A commercial recreation area developed around two sandpit lakes is located near a large midwestern city. Its major attractions are the sandy beach and fresh water swimming. Other facilities available are picnic tables, fireplaces; rowboats, surfboards, and bicycles for rent; trampolines; weightlifting sets; gymnastic sets; volleyball and shuffleboard courts; and mechanical horses for children.

A large bathhouse and a concession stand also are available for patrons. The concession stand sells food, swimming apparel, snacks, and some groceries for making picnic lunches.

These sandpit lakes are 12 miles south of the large city, 7 miles north of a secondary urban area, and within a short distance of a large military establishment.

This recreational development is open to the public without discrimination. In recent years, a season pass for a family has cost about \$15, with admission about \$0.75 for adults and about \$0.25 for children.

Most people who use the facilities are from the metropolitan area. They are generally families from the middle and lower income groups. Military personnel comprise most of the remaining regular groups of users.

The property contains about 25 acres. It has two lakes which total about 10 acres. The remaining beach area is covered with sand and spotted with shade trees. A medium-sized river flows along the north side of the property. The east end of the property is adjoined by private land that is a rough mixture of trees, sand, rockpiles, and abandoned sandpits. The property adjoining the beach on the south is also privately owned. A major highway abuts the property on the west, and brings the users to the beach entrance.

The capacity of the facilities is in excess of 2,500 people per day. On weekdays, patrons can use the facilities from 1 p.m. to 11 p.m. On Saturdays and Sundays, they can enter as early as 9 a.m. The season extends from just before Memorial Day to the end of the Labor Day weekend. No off-season activities are offered.

The facilities are owned and managed by a single family, but most of the labor used in the operation is hired. The number of personnel employed per day varies considerably from weekdays to weekends. A weekday might require three lifeguards, two gate attendants, three or four workers for the concession stand, and three helpers to pick up bottles and paper wrappers. On a busy Saturday or Sunday, the number of attendants required for each activity might be doubled.

The person interviewed (an employee) did not know of any serious problems associated with the manage-

ment or operation of the beach. He believed that the operation was a profitable one. He felt that the clean appearance of the facilities was particularly attractive to patrons. He considered rowdyism a minor problem.

#### **EXAMPLE 25: A COMMERCIAL SALT WATER BEACH**

Six similar but slightly different commercially operated beaches are located within a small area along Chesapeake Bay. Three sell beer; three do not. The first three cater to business parties; the others are frequently hosts to church-sponsored picnics and parties.

The beach studied in this example is one of those selling beer. It was the second of the six beaches to be established and is family-operated, although a legal partnership.

This recreation enterprise operates on 60 acres used for two large picnic areas; a children's playground; a ballfield for older children and adults; a large parking area; and a large building housing a restaurant, a shop for beach necessities, a bar, and approximately 100 picnic tables. The outside picnic areas contain 750 more tables. The beach itself is approximately 300 feet long and normally (between high and low tides) is 15 to 20 feet wide.

Fees of \$0.50 for adults and \$0.25 for children 6 to 12 years old cover parking, swimming, use of picnic tables, and admission to the bathhouses.

A majority of the people using this beach are family groups of average incomes. Few teenagers come here "because there are no dances or amusements for them." The owner-manager implied that no amusements would be provided and that teenagers are a nuisance around such recreation places. Most of the visitors are from a nearby metropolitan area; only about 1 percent comes from local villages.

Business usually is brisk every weekend that the weather is good. At best, however, the season is only about 10 or 11 weeks long. Cool, rainy summers shorten the season drastically. The beach is open for business from 8 a.m. to 9 p.m. The average stay is about 5 or 6 hours.

Although most of the customers are family groups using their own automobiles, a considerable number are members of organizations and use chartered buses. Many families come every week. "On weekdays, the wife brings the kids; on weekends, it's the whole family," according to the manager. Some families have been coming to this beach since it was opened in 1933. In addition to the family trade, a great deal of business is with organized groups.

Surprisingly, the beach does quite well during times when its patrons are not financially well off. The manager reasoned that "generally, when money is tighter, people don't travel so far and commercial beaches do well."

This property is valued at about \$375,000. The owners want to sell if they can get a reasonable price. Their reasons for wanting to quit the business include the long and arduous days of work during the

season and the rising costs of doing business.

This recreation enterprise was begun almost 30 years ago with the purchase of three vacant lots. It was so successful that, several years later, three private homes nearby were acquired in order to enlarge the site. Within the last 10 years, \$25,000 has been spent for jetties to protect this bit of beach and upkeep costs are \$1,000 to \$1,500 annually. Just before the interviewer arrived, the owners had hauled in 40 truckloads of dirt to use in their private trash dump and paid \$200 to have a bulldozer level it.

These operators maintain that their taxes are too high and the services received too small in comparison. They cited as an example the badly rutted and very rough road that passes their gate. It is only packed gravel—tarred, then cindered. It has never been in acceptable condition for the traffic load it bears.

Real estate taxes on this property are more than \$1,500 each year. Insurance for employees and public liability costs \$1,600 a year, and fire and theft insurance costs another \$600. There are also beer and food taxes and licenses, including a license for the jukebox. This year the county has added a new tax of \$50, for having a radio, television set, or a jukebox on the premises. The operator mentioned more than a dozen special licenses and taxes he is required to pay before he can operate a public beach.

Other expenses also are high. General maintenance runs to more than \$3,000 a year, despite the fact that nearly all work is done by the family or their one year-round maintenance man.

The chief complaint, however, is with the State Department of Health whose rules, regulations, and practices they believe to be too stringent.

#### EXAMPLE 26: A SAILING SCHOOL AND BOAT-RENTAL SERVICE

Many yacht clubs provide sailing lessons for children of club members; other young people learn from parents or friends; still others join college or other clubs to learn the art of sailing and to be able to practice it without having to bear the expense of boat ownership. However, many other people who haven't such opportunities to learn to sail are interested in this pastime; their only recourse is commercial instruction. Private lessons are sometimes available where sailboats are rented. Too frequently, however, these lessons are almost prohibitively expensive. Also, they are inadequate.

A novel sailing school was developed during the last decade in a New England town noted for its harbor and famed for years as the home port of sailing men. This school was developed as an important adjunct to the primary business of sailboat rentals.

Most of the sailing instruction so far has been for boys of about 8 to 16 years old. However, a substantial backlog of support is provided by arrangements for scheduled courses with a nearby private junior

college for girls. Last spring, 160 students registered for sailing lessons. The course ran for 7 weeks, with one weekly 2-hour class. The first 4 hours were spent in shore school, which included instruction in nomenclature, knot-tying, types of rigging, "rules of the road," and water safety.

A junior sailing program was being instituted in the summer of 1961. It was to consist of 18 hours of instruction in 3-hour classes held once a week for 6 weeks. The first two sessions were to be in shore school; the rest in boats. First used by the juniors would be the 12-foot catboats, followed later by instruction in the 15 1/2-foot sloops. If the number of applicants was large enough, the school was to have junior classes 5 days a week throughout the summer.

In addition to the sailing classes mentioned above, private lessons are given adults by appointment. Most of them are held in the evenings from 6 to 8 p.m. Although many people learn the rudiments of sailing quickly, some pupils have been taking lessons once a week for three or four summers. Despite the fact that the demand for boats is greatest on weekends, this teacher-operator is so vitally interested in sailing that he provides boats free of charge on Thursday evenings and Saturday mornings for the local Mariner Girl Scouts' sailing program.

A boat-rental service has been operated on this site since 1936; the present owner has had it since 1951. The business is privately owned, but plans are underway to incorporate. There is no local competition in sailboat rentals and the only competition (if it can be so called) for sailing instructions is that given by youngsters to other youngsters. Only rowboats are rented out by other local boating firms. Other facilities, such as the adjacent yacht yard, are complimentary.

Rental fees for sailboats are complex, but reasonable. Weekend prices for the least expensive and also for the most expensive ones are shown below:

	1st hour	2nd hour	AM	PM	Day	Week	Mo.
12' boat (can carry 2 people)	\$2.00	\$1.00	\$3	\$6	\$9	\$25	\$75
20' boat (6 people)	\$7.00	\$3.50	\$12	\$20	\$30	\$105	\$315

Straight hourly rates are charged after 6 p.m. A discount of 10 percent from the above rates is made for weekday use. Private sailing lessons are \$2 per hour, plus rental of the boat.

Clients who rent the sailboats range from 8 to 70 years in age. College students predominate in spring and fall. Most clients are of the middle-income bracket and many of the adults are professional men. A number of doctors arrange to spend Wednesday afternoons on sailboats rented from this recreation enterprise. Most summertime clients are from the metropolitan Boston area, and many have been coming to this operator for boats all season, each season for the last 10 years. One man rents a boat every Wednesday and Saturday during the summer; several boats are on seasonal rental.

In addition to sailboat rental, sailing school, and private sailing lessons, this operator runs a towing service and a water taxi service for taking boat-owners to their boats moored in the harbor. He also sells marine gas and oil, small marine stores, and marine insurance. In winter, he has a small-boat storage service. Recently, automobile rentals have been added to the list of endeavors.

Looking to the future growth of interest in the already booming boat business, this enterprising young man--who obviously likes both sailboats and people--is planning to buy more boats for use in this location. He also hopes to expand his business to include establishing lease-rental boat agencies in several other areas where the season is longer. During the winters he works on his boats and sometimes delivers yachts to distant yachting centers for the owners. Some way to improve his off-season income situation is one problem confronting this operator.

In 1961, this operator's sailing fleet consisted of 23 boats then valued at about \$20,000. They range in size from six 12-foot boats suitable for two people to five 20-foot ones capable of carrying six people. A 21 foot launch is used as a water taxi and an 18-foot craft with outboard motor is used as a workboat and standby water taxi.

Ten years ago, this man started out with three small boats of his own; all others were leased. In 1961, he bought 14 of the formerly leased boats and 5 new 20-foot ones. Previously, he had used several International 210's (29-foot sailboats), but these were replaced by locally built 20-footers because boats up to 20 feet long are included in homeowner's liability insurance carried by many clients.

This school and rental enterprise is operating on leased land. The land and the floating dock are owned by the adjacent yacht yard--which is allowed to continue certain uses of the leased property. The land area is very small--16 feet along the waterfront and about 75 feet long. The floating dock, on which the small boats are stored when not actually in use, also is 16 by 75 feet. Ten to 15 small boats can be tied to the dock temporarily. Larger boats are moored nearby.

The small leased area, with a very small office building on it, and the adjacent floating dock are valued at about \$50,000. The operator owns a storage yard, large shed, and workshop uptown on 12,500 square feet of land; the property is valued at about \$4,000. Although this tract is in the center of town, it is considerably cheaper for storage space and work area than any adequately sized waterfront property would be.

This operator feels that he has no major problems. Litter, both in the boats and on the dock, is a nuisance to be dealt with, and there is a small amount of vandalism at night when no one is on duty.

His most serious problem concerns unqualified sailing clients renting boats. They hit other boats, thus causing considerable expense and irritation. The boat owner is liable for damages under the law, but this owner tries to get the boat renter to accept

responsibility for damages. Frequently, the damage done is too small to warrant legal action. Each new client quickly establishes whether he has at least rudimentary knowledge of sailing--he is given the sails and must rig his own boat.

Almost any adult is permitted to rent a "Water Bug," a relatively indestructible boat. Small boats are restricted to the harbor; larger ones may be sailed anywhere.

Expansion of business income is necessary for this operator. His ideas for expansion were mentioned previously. However, he stated that it is very difficult to get money for expansion. Five years of work and saving were required before he could take over the used boats he now has and get the new ones. Even this progress was possible only because the local banker is familiar with both the operator and his work, and was willing to support a secured loan and a second mortgage for him. He believes that this type of business can grow only if loans are made easier to get and easier to refinance.

#### EXAMPLE 27: A YACHT CLUB

One of America's older yacht clubs is located in a historically important, small city. This club's site on a deep-water creek is protected, yet a yachtman's paradise--Chesapeake Bay--is within a few minute's sailing time, and a number of rivers in the area offer interesting alternatives for one-day cruises.

Use of the club's facilities is restricted to members. However, reciprocal privileges are extended to members of other Corinthian (non-public) clubs. Families of active members have privileges at the member's consent, but usually they are in the building only when the member is there or while waiting for him to return from sailing.

Active club membership is restricted to 1,000 men. Approximately 125 others are absentee members. Voting membership is restricted to those members who live within 10 miles of the clubhouse--50 percent of the members live within this radius. Another 40 percent live within 10 to 30 miles of the club. The remaining 10 percent are scattered all over the world.

The prime factor used in considering a person for membership is his character. Almost half of the members are employees of city, State, or Federal Government and earn less than \$10,000 annually. The other half is business executives. Fees are moderate. The initiation fee is \$150 plus tax, and the annual dues are \$100 plus tax.

A major activity of the club is the instruction of young would-be sailors. Membership in the junior fleet is restricted to 100 boys, who are accepted only between the ages of 16 and 18 in order that they may be in the club for at least 3 full years before moving up to senior membership. There is always a waiting list. All facilities of the club, except the bar, are available to the juniors.

The junior members have their own officers and membership committee. They pay dues into their

own junior-program treasury for dances, picnics, and shore parties. Professional instruction for members of the junior fleet begins indoors in April and lasts until school closes in June. Instruction then moves outdoors and into the eight Penguins, which were bought by the yacht club. These are 11-foot, cat-rigged boats--relatively safe, suitable for instructional purposes, but still sufficiently responsive to satisfy more experienced sailors. Cruises upriver are made under the guidance of senior members who accompany the flotilla in a patrol boat.

Members of the yacht club participate in a variety of events each year. Sailing activities include three scheduled racing series: the Spring Series; the Annual Regatta, held on the Fourth of July; and the Fall Series. Biennial ocean races are held in cooperation with two other groups. The motorboat division holds three weekend cruises and beach parties each year--one each in July, August, and September.

This yacht club began operations in 1886, was incorporated in 1888, and was reorganized in 1938 under its present name. The club owns less than an acre of land. However, its small site is less important than is its proximity to deep water. The club maintains a clubhouse and 20 slips.

Complementary and supplementary facilities are provided by an unusual corporation. This corporation's stock may be held only by the yacht club's members in good standing, and, upon the death of a stockholder, the stock must be returned to the club treasury to be auctioned off to another member. A total of 370 shares has been issued, 20 of which are owned by the yacht club. No one person may own more than 20 shares.

This associated corporation has 2 1/2 acres of land--two of which are in an automobile parking area. The company also provides slips for tying up 109 boats. An interesting sidelight is that the club's small-boat hoist (for boats up to 1 ton) is located on the yacht-basin-company's land.

The clubhouse is open all year. In addition to its use by members, an average of 5,000 guests register each year. These visitors arrive on large or small boats and sometimes even overland.

Plans for the future include razing the present clubhouse and constructing a modern building that will take full advantage of the view offered from the site. Additional slips will be constructed later. The new building, when equipped, will cost approximately \$700,000. The land is valued at about \$22,000.

The manager of the club stated that there are no real management problems. The club's permanent staff is 18 people; in summer, it is supplemented as necessary. There are no employee problems. The present staff includes men who have been with the club for as long as 25 years. Summer supplementary helpers are recruited through the permanent employees; usually they are their relatives or friends. It is obvious that the skillful manager is a major reason for the absence of personnel problems at this club.

## EXAMPLE 28: EXPLORATION BY RIVERBOAT

A man with a natural curiosity about history emigrated to the Intermountain Region more than 30 years ago as a young man. He spent his spare time studying Indian lore, gathering information about isolated cliff dwellings, getting acquainted with the local residents (Indian and white) in the isolated areas, and began running the rivers with an old-time river man.

Friends asked to go along on some of these exploration trips. He figured the expenses and took them along at cost. The present expeditions are an outgrowth of these experiences and still are conducted more for the operator's personal satisfaction than for profit. He has regular employment and chooses to spend his vacations in this way. He stated with a smile that he gets his recreation in a way he thoroughly enjoys and still breaks even.

About seven or eight trips are conducted during the summer season on the Green, Colorado, San Juan, and Yampa Rivers. Trips average about a week, and about 80 percent of the passengers during the year are Boy Scouts. This individual spends much of his spare time and effort supporting the scouting program. He believes that this work is one way in which he can make his contribution to society.

About 400 guests take river trips under this man's supervision each year. Parties average between 30 and 40 guests. The largest group conducted at one time was 122 people. The fare for Boy Scouts is \$55 per week. Local Scout Troops frequently raise funds for their trips through door-to-door sale of a locally prepared product made available to them at no cost in furtherance of the project. Adults are charged \$65 for the same trip.

Most of the adults who go on these trips are local people. Practically no advertising is done, although many lectures are made by the operator to local religious groups, Boy Scout meetings, and other groups.

Family groups, mothers with children, fathers with children, and single persons go on these trips. The youngest person taken so far was a 6-year old girl with her parents and the oldest was a 77-year old man.

Swimming is a common pastime. Catfishing usually is good, but not many people fish. Most of them are interested in exploration, photography, or simply in getting out of doors.

The inventory of equipment amassed for this river-running activity includes 22 large rubber boats, 14 boats of 11-man capacity, 7 canoes, 8 motors, life jackets for each party, tools, and miscellaneous items worth between \$12,000 and \$15,000. The operator provides the food, cooking utensils, and gasoline. Transportation of groups is by chartered bus (this item alone costs approximately half of the budget of trips). Guests must supply their own sleeping bags and other personal items. The operator carries trip insurance to cover personal liability.

At least one boatman accompanies each boat. Most of these men contribute their time. Many are former Boy Scouts who had made these trips in previous years.

They are now employed in the area and assume these responsibilities as part of their vacation and recreation activity. Most were trained by this operator. Each trip also has a doctor in attendance. Usually, the doctors are interns at local hospitals who welcome the opportunity for a free vacation trip as well as the possibility for medical practice.

This operator has made friends with certain Indians and is trying to develop an experimental program whereby the local residents meet the parties, guide them around the area, produce ceremonial dances, and explain tribal life. Apparently, the efforts have met with reasonably satisfactory cooperation. The more progressive Indians recognize the need for progress and new local enterprises.

No difficulties with the guests were reported. The operator maintained that these people are the very best kind and are ladies and gentlemen of the first order, who recognize the need for discipline and want to preserve the quality of natural scenery.

Governmental officials are generally cooperative. Most regulations are heeded. The checking in and out required on bad stretches of river is a safety precaution, as are the permits and inspections.

Concern was expressed about the effect of damming the Colorado and the possibility that parties, such as this man conducts, may be ruled off the river when the impoundment is completed. Desecration of pictographs by recent travelers--including research personnel--and destruction of remaining cliffdwelling sites by selfish people was of considerable concern to this individual, whose major interest is preservation of the old West for enjoyment by future travelers.

Favorable mention was made of a new Park Service policy which encourages people to throw their garbage in the river in these dry areas. The reasoning is that the river will destroy glass and tin cans or cover them up and the paper and food remnants will disintegrate.

This operator would like to expand the outdoor recreation enterprise to a full-time occupation if conditions become favorable. He would run the rivers in season (summer--depending on water levels in the rivers), take pack trips into the mountains, guide hunters during the fall, and make extended lecture tours to popularize the West and its rivers as recreation resources and build up the trade. He is concerned about the rules and regulations that would apply to a larger, commercialized enterprise, the probable destruction of desirable recreation sites in the near future, and the problems involved in financing. The tone of his trips would probably need to change away from the colorful and easy-going methods used now, if creditors and possible business partners were to be satisfied financially.

#### **EXAMPLE 29: AN INFORMAL RIVER-RUNNING PARTNERSHIP**

Almost 25 years ago, a young geology student took trip with an old-time "river runner." This ex-

perience marked the beginning of a lifetime avocation. He and another devotee have operated a small informal partnership for the last 15 years guiding small parties along scenic stretches of the Snake and Salmon Rivers in Idaho and parts of the Green, Yampa, San Juan, and other tributaries of the Colorado including the Grand Canyon of the Lower Colorado. The five trips in 1960 included two on the Green, two through Grand Canyon, and one through Glen Canyon.

From 6 to 10 trips usually are conducted each year, depending upon the number of clients, water conditions, and other factors. The season ranges from mid-April to July or August, depending upon the areas to be visited. Low water in late summer tends to end the season in August.

Charges for the trips vary from the shorter 3-day ones at \$75 per person to those of 9 days for about \$400. The fees include transportation from the headquarters city to embarkation point, food, and transport back to the beginning. The boats are privately owned by the boatmen and will carry a maximum of two guests per boat beside the boatman. Each boat must be licensed to be used on "any boatable waters" in the State. Additional required or advisable equipment includes outboard motors (with at least one spare for each expedition), lifejackets, fire extinguisher, cooking gear, essential tools, and other items depending upon the type of river situation to be covered.

Fees charged are relatively low and operating costs are high. (At one refueling point, gasoline must be packed in--it costs \$2 per gallon.) Both the managing partners and the cooperating boatmen consider their river-running activities as a "paid hobby." All have regular incomes and welcome the opportunity to get out into the wild country.

All of these boatmen are members of the Western River Guides Association, an organization developed to promote safe practices in swift water and cleanliness on river banks where parties camp, and to work for a better understanding of this phase of recreation. The Association has between 25 and 30 members.

Guests on the river expeditions generally are white-collar workers and executives, both men and women, who want to get away from urban ways and vacation in exciting surroundings. They come from widely scattered locations and frequently return year after year for trips through other portions of the rivers. Most are experienced outdoor people and cause no management difficulties. These operators work with local Boy Scout troops and almost yearly escort troop outings on parts of the river where danger is not too great for the experience of the boys.

No particular problems occur in dealing with public officials. The National Park Service requires permits for boats to run certain stretches of river under its management. Its application forms call for information about the number of boats in the expedition, the type of boat, experience of boatmen, itinerary, safety equipment, and other data to assure passenger safety before permits are granted. It also has check points where parties must report in at the beginning of the trip and out again at its conclusion. This operator thought some requirements were of minor value but

agreed with the general principle of protecting the safety of people.

Although the volume of activity by this group has been about the same for several years, its river operations probably will be decreased when the Glen Canyon impoundment is completed. This very scenic and interesting canyon will be flooded by the impoundment and water released through the Grand Canyon will leave water levels too low for the type of boats the group uses. Rubber rafts probably can continue to run this part of the river.

### EXAMPLE 30: A FATHER-SON TRAVEL ENTERPRISE

More than 50 river-running trips per year are conducted by a father-son corporation operating in summer. Both father and son have regular employment and use vacations this way. The river expeditions were begun by the father more than 35 years ago on a small scale; commercial operations and incorporation date from 1951 when the son joined the firm.

During the average May to August season, 350 guests including Eagle Boy Scouts are conducted on 50 or more riverboating outings. The average trip lasts about 4 days, although this varies with the parties. Six to ten guests is the average range in party size, although groups of up to 50 at a time can be handled. Trips are conducted from Idaho in the north to Arizona in the south.

Rates charged vary by the difficulty of the trip, the number in the party, and other factors.<sup>3</sup> An average 4-day trip costs about \$60 for adults. Children are charged half adult fare. Gross returns for the 1960 season were approximately \$25,000.

The equipment inventory includes more than 20 large rubber boats from World War II surplus property, 9 motors for steering, automobiles and trailers, lifejackets, paddles, oars, tools, and spare parts worth roughly \$10,000 to \$15,000 in their present condition. Replacement cost probably would be appreciably higher.

A guide or boatman is required for each boat used on an expedition. In addition to the two operators, three or four boatmen work full time during the summer. The maximum manpower needed is 12 employees including a hired cook for large parties. Otherwise the guides usually do the cooking. Guests occasionally offer to help with camp chores.

Major interests of the guests--besides the actual boating experience--are exploration and hiking for nature study, geology, and other specialized interests; photography; and some swimming and fishing.

More than 50 percent of the guests on these tours are women. Many are single women vacationing alone but others are married women in the older age groups traveling with their husbands. Still others are younger women with children. Several special, all-male expeditions have been conducted. Others are comprised largely of Explorer Scouts. Seven annual trips for the Sierra Club from California have been made.

Many former guests return year after year to go on different river-running trips with these operators. Practically all take only one trip a year. Most advertising is by word of mouth. The photography by guests is powerful publicity.

Very few guests cause any trouble. An occasional "odd-ball" or showoff can cause anxiety to the boatmen unless he can be brought into line. Most guests are very cooperative. They are impressed by the rushing water and want assurances about what to do. The operators establish definite rules of conduct as the expedition starts out -- "hang on," "wear life jackets at all times while in the boat," "stay in place," and similar safety precautions. Although many passengers have been "dunked" over the years, so far none have been lost by these operators.

It was estimated that 85 percent of all passengers carried down the Colorado River to date have been on rubber boats. These are safer than wooden boats, canoes, or other types of vehicle--according to this operator. Also, they can carry more passengers, thus allowing lower charges for each passenger, and can navigate on less water than is needed for wooden boats.

Most of the operating problems are related to use of the water. It is difficult to gauge when high water stages will occur on the several rivers and how high the water will be. Many stretches can be traversed only during periods between high and low stages.

These operators believe that the Park Service is feeling its way on regulation of river expeditions. They are doubtful of some of its rules, although it was recognized that safety regulations are required as more people use the rivers.

Greater concern was expressed about the increasing burden of State permits for boats, trailers, and equipment. For example, in one State the standards for licensing boats were reported to be for usage on lakes and other placid waters rather than for the boat types needed in swift water. One State was reported as promoting still-water boating and actively opposing swift-water operations. Discussion with this operator and others indicated that the States as well as the National Government are still in process of developing their attitudes toward use of waters and other resources for recreation.

Future plans of these operators hinge largely on the growing volume of restrictive regulations, the continued destruction of desirable river areas by dams and impoundments, and similar problems.

To date, their operations were expanded as demand grew. It was indicated that their equipment and their business organization needs to improve before many additional guests can be served properly. The recreational possibilities for river-running operations in this region have hardly been tapped. The rivers could accommodate 10 to 20 times as many tours without crowding.

<sup>3</sup>/The Western River Guide's Association rates river rapids from 1 to 10 based on their relative danger to human life. Each number has a fairly definite characteristic--number 11 is "impossible."

The net returns to this operation have not been too encouraging when compared with the gross income. Upkeep expense is high. The operators enjoy the river work and class a part of the effort as inexpensive vacation. Probably, they will continue at about present levels for the next several years, with schedule adjustments as required by the dams, impoundments, increased regulations, and related problems.

#### EXAMPLE 31: SAND DUNE SIGHTSEEING

Sand dune sightseeing by beach buggy is one of many unusual examples of outdoor recreation. The hour-long trips of this operator, made in jeeps equipped with special beach tires, are conducted from April 1 to the end of October every hour from 9 a.m. to the last "sunset trip" at 7:30, depending upon the availability of clients. Cost of the trip is \$2 per person.

The tours take visitors to view cranberry bogs, beach plum, and bayberry bushes. The tourists are then driven over still-shifting sand dunes to the ocean beach and along it to a much-photographed lighthouse. The site of a town that was abandoned more than two centuries ago is visited next. A dead forest, once buried by the drifting dunes and recently uncovered by further shifting of the sands, and a bathing beach also are visited on this tour.

Although most trips are uneventful, an occasional mishap, such as a broken axle, does occur, leaving the guests with the choice of hiking back to town or being stranded until the driver gets to town and comes back with another vehicle. But this possibility merely lends an air of adventure to the trip.

An indication of the popularity of these tours is the fact that in one town 4 companies operate a total of 10 jeeps for this purpose.

This beach-buggy business is owned by one man and operates as a hotel concession. The owner employs another man to drive the second of his two jeeps. The business, which was started in 1959, is an outgrowth of the owner's experience with the versatile jeeps in the Pacific islands in wartime. The two jeeps, special wheels, and special tires are the only capital investment.

A department of Public Utilities permit is required because the jeeps are classified as buses. Also, both the owner and his employee must have taxi operator's licenses because the jeeps are also used to take bathers and fishermen to nearby beaches.

This businessman stated that he has no problems with people taking the trips, nor with the local government, but that he is looking for a good job for the winter.

#### SCENERY, PLANTS, AND ANIMALS

We turn now to a somewhat different type of recreational attraction. This grouping capitalizes on human curiosity rather than sports or special activities. Services for creature comfort often are involved as is presentation of "the unusual". Many of

these attractions are genuinely educations, and several visited include outstanding collections utilized by scientists in furtherance of their activities.

This group of enterprises ranges from the exotic to the bizarre; from formal gardens to natural wilderness; from well-conceived to jerry-built; and from snakes to stalagmites.

These examples are based on natural phenomena: geologic formations and prehistoric relics, a cave used as a hideout, another cave leased from a State and operated for profit, a geologic museum combined with education in soil and water conservation, an educational-demonstration center to explain desert ecology, and last, a natural bridge supplemented by extensive other attractions.

Next is a collection of four enterprises based on botanical interests, although each has a different combination of enterprises to attract and entertain recreationists.

Three privately owned zoos or game farms conclude the examples in this section.

#### EXAMPLE 32: A MINING MUSEUM AND EXPOSITION

A nonprofit corporation of public-spirited and philanthropic citizens has taken over a public park and is developing a regional attraction.

This community lies in an area where surface mining of a non-metallic mineral, orchards, and ranching are major activities. One of the mining companies donated roughly 90 acres to the city for a municipal park. Management was difficult and the operation was unsatisfactory. The nonprofit corporation was set up to take over and develop the area. About 20 philanthropic local residents bought stock to finance development, and a board of directors of 11 other residents took over the development process.

This work was begun in 1957. A large, T-shaped building 84' x 60' and 110' x 20' was constructed to house a museum and exposition exhibits, a gift shop, workrooms, and other activities. A resident artist and curator was hired to prepare displays and exhibits, a small pool and grounds were prepared to exhibit a few native wildlife, a rock garden to display local rock formations and fossils was begun, the playground and picnic area were rejuvenated, and an amphitheatre was begun.

In addition to the gift of land and the few facilities installed by the city on the playground and the picnic area, about \$200,000 have been invested in buildings and displays. An additional \$50,000 will be added in the near future before the present short-term plans are completed. Probably another \$50,000 will be needed for further improvements during the next 10 or so years.

Plans for future development include a community swimming pool in part of the flooded quarry, a canal to be dug along a chain of worked-out mining pits to connect with a nearby river, conducted boat trips through the area, a demonstration and research nursery on one corner of the property where visitors may examine varieties of citrus fruits grown in the

area or being developed, and continued landscaping of the grounds. A centennial pageant is being planned for the grounds, and numerous communitywide activities will utilize the various facilities.

The facility was opened to the public in December 1960, although much work remained to be done. Practically no advertising effort has been made because the major displays are incomplete. Even so, attendance by both local people and tourists has been heavy.

Fees charged for admission to the museum are \$1 for adults and 50 cents for students 12 to 17 years old. Children under 12 accompanied by adults are admitted free. School groups and others are admitted at half the regular price when adequately supervised or chaperoned. When visited, the gift shop was only partly stocked. Admissions and sales from the shop are expected to support the entire operation after the developmental period. No charges are planned for use of the picnic area, the playground, the amphitheater, or the other grounds. The boat tour and probably the swimming pool will be separate enterprises and probably will bear fees when they are established.

The regular staff includes six persons in the museum and gift shop. They double as ushers in conducting groups through the displays. Three additional girls and one manager work part-time to bolster the regular staff on weekend duty. Five men are employed full-time as caretakers and helpers.

This enterprise is unique in the general region and is well-located on a major highway in a State noted for its recreation trade. Prospects appear to be excellent for first-class recreation service to the community, both for outdoor recreation and for the educational features of a natural history museum. An increasing volume of tourists probably will include the museum in their itineraries and make use of the picnic area for rest and relaxation.

### EXAMPLE 33: A CAVE THAT MADE HISTORY

A large private collection of Civil War relics has been combined profitably with a cave having an interesting bit of wartime history. This attraction is in the heart of the Shenandoah Valley where numerous engagements occurred during the War between the States. It is also on one of the main north-south arteries for tourist traffic.

The cave was used occasionally by Indians but was unknown to white men until a farmer stumbled on its opening while hunting his cows one day in 1734. Thereafter, his family used it as a refuge from Indian attack.

Soldiers from General Fremont's Union Army took refuge in the cavern for several days and, when they were defeated upon emergence, Confederate soldiers used it in turn. Men from both sides passed their time by carving their names on the walls and formations or smoking them on with candle smoke. Descendants of these men frequently visit the cave to search out these mementos.

About 150 acres--including the caverns, the approaches, and a service station--are leased from a larger private estate. The service station is subleased, and the museum and cavern are operated by a resident manager for a family firm that also owns another cave nearby. Two generations of the family, operating under a 99-year lease for approximately the last 30 years, have preserved the natural wonders of this resource and provided service to recreationists.

Of particular interest in the cavern are the tree roots penetrating cracks in the roof and forming cores of some stalactites. This phenomenon could happen only in a shallow cave. Perhaps unfortunately, most of the points are broken from stalactites and stalagmites alike in main portions of the cavern. At least one massive stalagmite formation apparently was used for target practice by the soldiers. Early souvenir hunters removed the points within reach. Small rooms discovered later and protected in time from vandalism provide a welcome contrast to the desecration of the older discoveries.

Close observation locates droplets of water hanging from numerous stalactites, and moisture on the tips of stalagmites demonstrates the slow evolution of these phenomena. Small pools throughout are utilized effectively by means of hidden lights to reflect the beauty of some formations. Hidden lights also bring out the vari-colored mineral content of the calcareous deposits precipitated out by the water as it passed through the overlying limestone.

The property values are undetermined. Leasehold returns are based on a percentage of gross receipts from the cavern and the museum and a percentage of net income from the gift shop and the service station.

The facilities are open to the public all year. Separate admission fees of 50 cents are charged for the museum and \$1.30 for the cavern. A small picnic area is free to the public. A preponderance of visitors come from the mid-Atlantic States, although an area stretching from Maine to Florida and east of Illinois is heavily represented. The principal season is from June through August with secondary spurts in spring and fall as people migrate between northern and southern recreation areas. Few, if any, people return to this spot during the year. Quite a few stop again several years later.

There is literally no limit on the numbers of visitors who could be accommodated. Between 12,000 and 15,000 people pay admission during an average year. During the summer, a staff of 10 to 12 is required to handle the crowds, and help with parking cars and with the cleanup. The manager and his wife do all the work during the off-season.

Relatively little difficulty is experienced from the public here. The guides are instructed to watch for laggards tempted to add their autographs to the historic names they came to see. One person is usually required on grounds cleanup and parking during the summer.

A basic problem in this kind of business is the pinch between the relatively fixed level of fees that tourists will pay and steadily rising overhead costs. It is increasingly difficult to maintain scenic attrac-



tions in their natural state without recourse to the drawing power of other types of commercialized entertainment.

Plans for the immediate future involve adding more Civil War relics in the museum since 1961 is a centennial year. No other changes are planned during the foreseeable future. Future changes will be related to future levels of activity.

#### **EXAMPLE 34: A PUBLICLY OWNED, PRIVATELY OPERATED CAVE**

A partnership leases a cave from the county, which in turn leases it from the State Department of Lands in an arrangement that seems to be working out well for all concerned. During the 6 years under present management, attendance has risen steadily from 17,000 in 1954 to better than 55,000 in 1960. Business dropped off approximately 5 percent in 1960, apparently because of the recession. These operators tripled the attendance after one year of management through improved personal relations with the public, increased advertising, and other modes of promotion.

The lease is for a section of land adjoining a national monument. The major attraction is a historic cave of regional importance that also has several unique geologic features. The lease is for a 10-year period at the rate of \$7,500 per year and/or 10 percent of admissions over that amount, whichever is greater, plus 5 percent commission on the sale of merchandise. In 1960, the lease cost about \$9,000. The partnership is responsible for all repairs or improvements including maintenance of two small picnic areas on the land. The picnic facilities are adequate for 300 to 400 people at a time. The county has applied all of the lease money to improving the road leading into the area of the cave.

No other uses of the land are planned. The operators maintain that the cave and the scenery are the paramount attractions and range cattle, sheep, or commercial amusements would be out of place. The cave's the "thing" as the manager expressed it.

The manager mentioned frequently that recreation was basically like any other business in which relations with people were concerned. He has studied his problems and taken aggressive steps to overcome them. He has aimed his efforts toward "giving the guests their money's worth--and then a little more." All of the staff is cautioned to be friendly, courteous, and interested. Tour groups through the cave are kept sufficiently small to allow for personal attention. Although highway advertising is expensive, he has 300 road signs out, and the messages are changed frequently. Materials, fees, services, and so forth, on roadside advertising cost about \$12,000 annually. Paid ads on TV, public service-type ads on radio, and cartoon ads in local newspapers are utilized regularly. A recent article about this cave in a magazine having nationwide coverage was a great promotional benefit.

The entire program is aimed at family entertainment. Guests are of all ages and all income levels and are from all parts of the country. Highest seasonal attendance is in winter when older people and retirees flock to the southern climates, although many tourist families with children appear during this season also. The major part of the family tourist trade occurs during the three summer months. Local weekend use is heavy the year around. It was estimated that 7 percent of attendance is local repeat trade--many residents, as hosts, regularly bring their houseguests to the cave for entertainment. Some winter visitors undoubtedly make repeat visits, but no separate record is made of them.

Visitors usually spend about 2 hours on the premises. The tour proper takes about an hour. The rest of the time is spent in the curio shop, looking at the scenery, visiting with the staff, or waiting for the next conducted tour to start through the cave.

Fees are \$1.50 for adults and 50 cents for children 6 to 14 years old. Children under 6 are free. A feature in respect to rates charged is the assumption that children under 14 years old are still fully dependent upon their parents financially, while those over 14 usually hold at least part-time jobs. The adult fee was recently raised from \$1.10 to \$1.50 with no change in services provided. This increase has had no apparent effect on attendance statistics. According to the manager, people seem to appreciate the facilities more when the price is higher.

The staff of seven regular employees includes the manager, a woman who sell tickets and merchandise, a maintenance man, and four others who double as guides and perform whatever other tasks occur. Another four or five part-time employees (mostly college students) are employed on weekends. The manager estimated that 20 percent of the total labor force is a cushion--a safety factor--and insurance that the visitors will always receive unhurried, polite, courteous attention from all employees. Visitors need to be made to feel important, that they are among friends, and that they are getting their money's worth.

With present staff and present practices, this cave can handle about 2,000 visitors per day on its tours, provided they are fairly evenly distributed. Three hundred people arriving during a short period have caused congestion in the past--although this was an unusual situation. The ticket-taker has learned to recognize approaching congestion and is able to call via telephone for additional guides from the staff when they are needed. The largest attendance to date--800 admissions--was handled smoothly.

About 2,500 admissions would be the maximum daily capacity of the cave under the present firm policy of leisurely tours, small parties, and personal attention. If visits reached these proportions, some change in the guiding procedures would be instituted, and more mechanical or technical equipment would be utilized.

Plans for further expansion of services and facilities are keyed to the focal interest in the cave. A museum featuring geologic and historic materials is planned.

This facility will expand on the features seen in the cave in an educational and interesting way. Again, it will try to take facts and make them interesting so the visitor will be satisfied.

Nature trails are already partly laid out, and they will be extended as time permits and staff is available. A restaurant probably will replace or at least complement the present small food concession. Whether overnight accommodations will be provided is doubtful, because they are not in keeping with the cave theme.

The partnership has a current capital investment in signs, stock, inventory, equipment, fixtures, and so on, of roughly \$50,000. This excludes the leased property, and goodwill and other intangible values for which funds have been expended in building the business. All profits to date have been returned into improvements. The annual operating budget is \$65,000 to \$70,000.

The manager was emphatic that "the best way to avoid problems is to overcome them before they develop, anticipate situations and take action, know people and their habits, use bits of psychology, be firm and businesslike but pleasant and courteous, be dignified, and never be subservient. Treat people as respected friends and expect to be treated the same way by them."

Vandalism is rare here. Litter also is rare. The staff keeps trash picked up and the grounds neat at all times. The theory is that if people see cigarette butts and paper scattered around, they will litter but that they are conscious of neat clean surroundings and will look for trash containers in order to help maintain neatness.

The relatively isolated location has caused some staff turnover in past years, although all of the present staff has been employed for two or more years. All live on the grounds and seem to be satisfied.

Relations with the leasing agency (county), the State, and Federal agencies were reported to be excellent. The manager says he cooperates with them on an open and friendly basis and he has their cooperation in turn.

This respondent suggested that it is essential to have "professional" people in charge of recreation facilities. They need to have active minds, an interest in service, know their business, and want to do the proper thing for their guests. A liberal arts education in college, plus additional subject matter related to the field of recreation the student expected to enter, was thought to be the best available academic program. Actual experience on the job is of paramount importance.

The balance sheet for a thoroughly satisfactory recreation enterprise requires personal satisfaction and profits for the operator, and provision of more than their money's worth for the guest.

#### **EXAMPLE 35: GEOLOGIC HISTORY -- PAST, PRESENT, AND FUTURE**

Through the foresight and generosity of a family of ardent conservationists, a unique museum and demon-

stration facility is taking shape on a wind-swept, 11-acre slope in a southwestern State.

The land, which is held under a nominal 50-year renewable lease, lies along a lonesome stretch of desert highway. Tourists are happy to break the monotony of travel by a stop at this oasis of knowledge. Once inside the doors, their curiosity and a growing interest lead them along the plainly marked pathway to a greater knowledge and understanding of nature, geology, the need for conservation practices, and the application of several governmental programs for restoring productivity to a badly mismanaged region.

This museum was begun less than 3 years ago. Welcome signs have been out practically from the start of construction. They simply include the matter-of-fact idea that "construction is underway but come in and look anyway."

Both the U. S. Soil Conservation Service and the U. S. Forest Service have grasped the opportunity to use space here for living demonstrations and visual education. The theme of their programs is completely in harmony with that of the museum--soil and water conservation. Each agency has contributed greatly to the usefulness and purpose of this attraction.

The financial backers of the museum set up a fund to support several philanthropic undertakings. The museum currently is granted an annual budget of roughly \$35,000 for operations and necessary expenses. In addition to the public aid provided by the Soil Conservation Service and the Forest Service mentioned above, private persons occasionally contribute funds for special purposes, items of equipment, or other valuables. An inconspicuous canister beside the exit was partly filled with coin and paper money from visitors who had contributed toward furtherance of the project after viewing its incompleting stages.

Eventually, the facility will consist of probably five integrated sections--geologic exhibits, a dinosaur museum, a beaver museum, demonstration plots for soil and water conservation, and a small zoo containing examples of birds, animals, and reptiles native to the area. Signs explain each exhibit.

Obviously, change will always be a feature of this museum. Both the staff and the board directing its development will continue efforts to improve the educational methods and the quality of the exhibits. For example, a nature trail is planned to reach from the museum about 2 1/2 miles across rolling country to a center where hundreds of people each spend several days. The managers hope also to have an official weather station located here. This would provide service to a large region currently uncovered by reports. Also, it could be tied in with the conservation program promoted through the museum.

If the numbers of visitors continue to increase as they have since the doors were opened, facilities will be needed for food and lodging, additional parking space, sanitary facilities, and so forth. Present facilities are limited to two small toilets, a soft drink machine, and a small parking lot.

Present facilities are valued in excess of \$200,000.

Another \$50,000 to \$100,000 of improvements will be financed through donations and the regular budget. In addition, the publicly owned materials placed here for demonstration purposes by the Forest Service and the Soil Conservation Service are worth several thousand dollars. All of these attractions are free to the public. This policy will be continued as long as possible, although it depends upon future financial arrangements.

If food and lodging facilities were added, these services would need to be self-supporting.

The number of visitors has been surprisingly large and has increased steadily as the facility has grown and its reputation spread. During the last year, an average of 200 people a day visited the museum from April 1 through October. Numbers ranged from 30 to 100 per day during the rest of the year. Thus, during 1960, 50,000 to 75,000 people were exposed to the conservation story told there.

The visitors are of several classes. A majority are tourists traveling the main north-south highway, who want a rest from road monotony. Hundreds of visitors come from a nearby ranch-camp. More and more residents from the surrounding region make this the focus for weekend drives. During the hunting season, a surprising number of hunters stop in out of curiosity, for a rest break, or to observe the progress being made.

The director seemed to feel that the local people approved highly of the museum. He remarked that "a lot of very rough-looking characters" passed through sometimes, but he had had no problems of vandalism, keeping order, or anything else. He thought that even the less well educated among local residents recognized the need for resource conservation and appreciated the work being done. A small amount of littering occurs but, here too, it seems to be on a smaller scale than was reported for other facilities handling crowds of comparable size.

The staff currently includes four men full-time. The director, or manager, was brought in from another area to supervise construction, development, and operations. The three other men are local residents who work at whatever must be done including construction, maintenance, animal care, and new developments. Each was praised by the manager as very much interested in the work and happy to be associated with the activities, even though relatively uneducated. Each was contributing part of himself to the project.

No particular problems for the future are anticipated. Facilities for public welfare may be required as crowds increase, but the manager felt that they would be provided when the time came.

#### EXAMPLE 36: LIFE IN THE DESERT

A nonprofit corporation leases 65 acres inside a large county-owned park. Its purpose is to develop a specialized type of museum that combines the educational process with entertainment.

The main structures on this leasehold were built during the depression of the 1930's by the Civilian Conservation Corps as camp headquarters. Some remodeling and repairing were required after the lease was signed in 1952. Additional buildings and modifications will require prior approval from the county. Cooperation generally has been excellent since the county park administration and the nonprofit corporation have the same basic purposes. The 50-year lease bears a \$1 a year rental, for which the county furnishes free water that must be piped for several miles, electricity, and repairs to the original buildings.

Of the original 65 acres leased, 10 are now fenced and contain the major improvements. Exhibits include a museum, a small zoo, a small aquarium for native fish, a tunnel where underground life of plants and animals can be observed, a watershed exhibit, caged birds in natural habitat, collections of desert plants, a concession stand, and many other attention-attractors to explain desert ecology. An extensive educational program among nearby urban schools and communities is conducted also.

An original grant of \$200,000 from a privately controlled foundation has been supplemented since 1952 by additional grants from both the original donor and from individuals for specific displays and expositions. A fund currently approximating \$6,000 annually is devoted to developing a watershed exposition. The U. S. Forest Service, the U. S. Soil Conservation Service, the Weather Bureau, the University of Arizona, and other Federal and State agencies cooperate closely in development and display of many exhibits. This type of nonprofit, public-service enterprise provides an ideal showcase for programs of public resource management agencies.

Prior to 1954, no admissions were charged. During the early construction period, a donation box was located near the exit, for use by visitors. Major sources of income currently are from gate admissions, memberships, and revenue from the concession stand. Some plants and animals are traded with other museums, educational groups, or institutions, but sale of these plants and animals as an enterprise is not planned.

Gate admissions are 75 cents for adults, 25 cents for children 12 to 6 years, and under 6 free. Memberships range upward from annual rates of \$1 for students, \$5 for associates, and \$10 for families to \$100 for sustaining or organization members. Life memberships (in single payments) range from \$500 to \$5,000 or more. About 60 groups and individuals had life memberships in 1960, and more than 1,300 groups, families, and individuals were annual members.

Total attendance at this facility has grown as follows: 1957--192,600; 1958--194,900; 1959--196,400; and 1960 (a slight decline) 184,000. All school groups, church groups, and children under 6 years old are admitted free, and in these years have amounted to 30 percent, 24 percent, 22 percent, and 25 percent of the attendance registered. More than 50 percent of the visitors are from outside the

State. A large proportion of the remainder are association members and other residents from nearby cities who often make repeated visits during the season.

Business dropped off about 9 percent in 1960 primarily because of two major causes: the weather in January was cold and wet and a privately owned recreational facility of somewhat similar attraction opened nearby early in February. The national recession may have been an additional factor, although the numbers of visitors to the area did not appear to reflect this trend.

The major season for visitors is between Christmas and Easter. After a slack-off, attendance builds up again during July and August. Out-of-State visitors during the winter are usually older people or young couples, whose children are of preschool age. Summer visitors are largely families with school-age children.

The staff required to operate this facility fluctuates widely, depending upon the kinds of programs underway. About 20 persons have steady employment. About six professional personnel are required on the grounds. Secretaries, gatekeepers, maintenance men, carpenters, animal keepers, janitors, and workers in similar categories comprise the remainder. One female employee specializes in care of baby animals, visits schools and lectures about the animals, and conducts an educational program related to the facilities. A few outside researchers have projects located here, and construction of new exhibits is a continuing process.

The budget for operation, maintenance, and improvements has grown steadily over the years. It is nearly \$150,000 for 1961. Present value is hard to analyze because of the nature of the leased property. Excluding this and the "sunk" cost investments, net worth of displays and other properties is between \$300,000 and \$325,000. Several additional buildings and displays costing an additional \$1 million are planned for future years as funds become available.

A major financial problem in this type of activity is that gift funds are relatively easy to acquire but operating and maintenance funds are limited. Endowed services are needed to accompany the gifts. The corporation has a worthwhile research library on the grounds and would like to extend its services to research personnel if funds were available. Such a program would limit the possible service to the public and would tend to detract from the essential focus of the facilities. The same kinds of financial problems affect the number of lectures and conducted tours that can be provided by the staff. Opportunity to work with local schools is hampered by the apparent inability of the school systems to include payment for this kind of program in their science curriculums.

Since this is a nonprofit and noncommercial venture, the economics of management are complicated by the problem of how to attract visitors without commercializing their operations. Most of the publicity is carried in public service programs of press media. Five local business firms support two TV programs for the museum, two newspapers regularly carry columns featuring the museum, and the radio stations carry

spot announcements about it. In addition, one of the officers has written three publications explaining the exhibits.

Present daily visitor capacity is about 2,500 persons. Visitors often will bunch up and cause congestion. Very little vandalism was reported. The irresponsible type of person goes elsewhere. The types of display are not conducive to litter. Signs, convenient containers, and a full-time janitor keep the litter problem down.

Facilities and ability to handle larger crowds will be increased as rapidly as funds can be made available through savings from gate receipts, endowed grants, or other methods. The management believes that the value of the program can be increased greatly as facilities for cooperative research and educational work are utilized more efficiently. For example, the pioneer work performed here on exhibit techniques has drawn attention from other areas. The employee who developed these techniques is in demand as a consultant. The wildlife blind for watching and photographing birds and animals is very popular. Its use currently must be limited to members only, especially during the dry season, because of the limited facilities available. These conditions will be rectified as funds become available.

#### EXAMPLE 37: NATURAL BRIDGE, VIRGINIA

The hard economic facts of providing recreation as a business are well-demonstrated by the evaluation of Natural Bridge, Virginia, as a recreational facility. As one leaves the valley of Virginia going south or enters it going north on U. S. Highway 11, he actually whisks across the 90-foot long, 215-foot high, 40-foot thick arch of Natural Bridge. Modest directional signs and the activity around the facilities for handling sightseeing traffic are the only warnings that one is passing near a geologic phenomenon seated in aboriginal legend and marveled about by early European visitors.

Natural Bridge is closely tied to our national history. It was surveyed by George Washington, purchased by Thomas Jefferson from King George of England in 1774, utilized as a makeshift shot tower during the Revolution and the War of 1812, and early used as a wagonway across the deep gorge.

Jefferson built a two-room cabin nearby for the comfort of important visitors. Apparently, most subsequent owners capitalized on its unique recreational values. Records show that, in 1834, the owner charged \$1 per person to lower visitors by windlass from the bridge. Later, according to a handbill carefully preserved by the present owners, patrons of a competing inn were charged \$1 admission, although guests at the owner's hostelry were admitted free of charge. Today, the competitive pattern is changed, and numerous motels, restaurants, and other establishments of the area share in the overflow of visitors.

Natural Bridge alone could not support the costs of maintenance, protection, and services required to preserve it. It is simply the central core for a very complex organization of interrelated and complementary enterprises which together finance and maintain the facility. The hotel has been supplemented by a motor inn and tourist courts, dining rooms, a cafeteria, snack bars, recreation rooms, auditoriums, ballrooms, a novelty shop, a swimming pool, an ice skating rink, a filling station, a sand beach and playground for children, improved walks for public comfort and safety and, recently, a privately owned antique shop and display of antique and classic cars leased space on the grounds.

The site originally included 157 acres. Twelve subsequent owners added to the holding; by 1945, it contained almost 1,600 acres. It is not known how many properties were involved. The present (14th) owner, Natural Bridge of Virginia, Incorporated, has added four small tracts totaling less than 50 acres.

Part of the acreage, which is under a farm manager, is utilized as pasture and to raise hay for a beef herd of 125 Aberdeen-Angus. Also in the program is a large garden where the vegetables for the cafeteria and dining rooms are raised in season. An ever-widening diversity of recreational interests must be considered in long-range plans to draw people together into areas where services can be provided.

People from all over the world visit Natural Bridge each year. Parents and children, elderly couples, honeymooners, sightseers, and people out for a party mingle here. Traveling men stop for a rest, a meal, or overnight. All are served, entertained, and protected. Most visitors are courteous and thoughtful. Only a very occasional person is destructive or malicious. However, many are careless about litter and a large crew works constantly to maintain the neatly natural appearance surrounding Natural Bridge itself.

A major problem of financing is involved in servicing the more than 250,000 people who pay admission to see the bridge or the more than one million who are on the grounds during the year. An investment of more than \$4 million, represented by 200,000 shares of common stock, is held by 437 stockholders. More money has been spent on capital improvements in the last 15 years than the total from 1774 through 1945. This does not take into account the golf course abandoned for lack of golfers before World War II or the dam to impound a 10-acre lake that lies useless because engineer's test-holes failed to locate seams and cracks in the pervious limestone that let water seep away faster than it ran in.

Additional investments are scheduled for reestablishing a golf course, laying out a camping area, a series of rustic retreats and honeymoon cottages, hiking trails and riding trails, servicing a string of riding horses and ponies, and establishing more wild animals on the grounds. A herd of deer makes its home on the premises, and ducks and swans swim in the pool under the bridge. The natural vegetation along the glen leading to the old saltpeter quarry, Lost River, and Lace Waterfall is kept in its virgin state.

A timber-management program to be instituted shortly will be integrated with the trails program and management requirements for the wildlife and game refuge idea as these developments materialize.

The full-time payroll of 130 persons rises to 185 during the peak vacation period. More than 75 employees are housed on the grounds. Payrolls, goods, and services based on the tourist trade generated by Natural Bridge add a major contribution to the local economy. Service by other firms provided directly to tourists drawn to Natural Bridge adds more thousands of dollars annually.

A gross corporate income of almost \$1.5 million annually looks large; but expenses are heavy. About 92 percent of the income is paid out to meet costs. The remaining 8 or 9 percent is retained for improvements, expansion, payment of a modest dividend, and profits.

In summary, in the words of the general manager: "We know people want variety. They will come here if we provide a clean place, courteous attendants, good substantial food at moderate prices, and something for them to see and do."

#### EXAMPLES 38, 39, AND 40: A BIOTIC TRILOGY

Wilderness, wildlife, education, and entertainment--four facets of outdoor recreation--are provided by three separate enterprises in one area. The circumstances of their development are less unique than one might suppose. The latent opportunities for recreational utilization among these types of operations are relatively untapped. The potential for similar combinations in other regions is almost unlimited. Imagination, initiative, and investment combined with modest amounts of hard work and proper public relations can create significant recreational facilities from resources marginal for most other purposes.

The locale for this trilogy is a State noted for its commercialized recreational facilities. The particular area has been marginal for most economic enterprises. Hunters and trappers depleted its wildlife, timber operations depleted its forested resources, its soils were too wet and too infertile for most agricultural enterprises without major drainage projects, its natural appearance was anathema to untutored visitors.

This trilogy probably could not have occurred in the United States 50 or 100 years ago. Only during recent decades have the remnants of natural vegetation and the residuum of wild animals and natural habitat become sufficiently scarce to be of more than passing interest. Perhaps only now are we as a nation ready to appreciate, study and learn about, and cherish our heritage.

These three separately owned, separately conceived, separately developed, specialized enterprises provide a unique recreational opportunity for the nature lover. Their offerings range from the slime of prehistoric swamp to a formal garden populated by exotic birds and plants. Serious students mingle with scheduled-scourged tourists at the oldest and best-developed of

these examples--and, already, tourist use of the other two taxes the available facilities.

One of the three is a wilderness area and sanctuary owned and maintained by a national organization dedicated to resource conservation and outdoor education. One is a privately owned botanical garden, waterfowl refuge, and exotic bird collection. The third is an embryonic junior museum and cultural center originally sponsored by a national organization and being developed by the community.

Two of these examples are on adjoining properties. The third is approximately 30 miles away through a section of the State where many stages of our "civilizing" process over nature can be observed firsthand.

#### **EXAMPLE 38: A WILDERNESS AREA AND SANCTUARY**

The trilogy starts with a 6,080-acre area containing the last large remnant of virgin wetland forests that formerly blanketed this section of the continent. Until relatively recently, this area remained remote and inaccessible to all but the most hardy woodsmen. Fires passed it by and civilization approached it slowly.

However, large logging operations threatened destruction of the area less than 10 years ago. Alarmed naturalists and conservationists advocated its preservation and staged a campaign for purchase of the area. The conservation efforts were at least partially successful. A well-known, nationally active society adopted the area as a project. Funds raised by contributions were sufficient for purchase of 2,240 acres, and a lumberman donated an additional 640 acres. These holdings are the core of the present wilderness area and wildlife sanctuary. A buffer zone containing 3,200 acres is leased at a nominal rental from another timber owner.

The sponsoring society has moved swiftly in some ways but seemingly slowly in others in developing plans for utilizing this resource. One of its controlling tenets is to disturb the natural habitat of plants and animals as little as possible. But some development was necessary before even most members of the society could enjoy the beauty of the area or view its attractions. A road to the property was constructed, boundary fencing installed, headquarters buildings erected, and a boardwalk laid out into the heart of the area.

This area has been open to the general public only since January 1960 and it is still inadequately developed to handle a large volume of visitors. The staff is small, the operating and improvement budget is small, and the policy relative to public recreational use in the future is unformed. Soulsearching is going on among the membership. One group favors strict wilderness conditions, the other favors moderate alteration to encourage use by and benefits to optimum numbers of people.

The admission charge of \$1 for all persons 12 years of age or older and the relative isolation have not deterred visitors. About 8,500 people paid admissions

to the rudimentary facilities between July 1959 and June 30, 1960. During the next 6 months, 2,600 tickets were sold and about 500 children under 12 years of age were admitted free. Several tours to the sanctuary and to other points of interest are scheduled periodically under the guidance of staff or members of the society. Botanists and bird watchers are particularly interested in the resources of this facility.

The staff currently consists of the superintendent and three regular employees. The superintendent's wife is frequently drafted (willingly and graciously) to assist with various tasks of public relations. Although the superintendent has general management responsibility, all other decisions relative to policy, budget, development, and specific programs are determined by the directors in the national office, which is several hundred miles away.

On-the-spot management problems are of two kinds. First is the ever-present danger of forest fire, disease trespass, or other catastrophe that would wipe out the natural wilderness environment. A growing worry along this line is the continued drive to drain adjoining lands for farming and suburban development schemes. Drainage would ruin the entire program being developed here.

The second kind of problem involves development and use. What facilities must be provided as basic essentials? What types of services are to be provided? Where does conservation, wilderness, or sanctuary stop and recreation for the people begin? How can the necessary improvements be financed from the limited budget? Answers to questions of this kind apparently have not yet been hammered out by the directors. The public is anxious to utilize the resources, and the superintendent is caught between their desire for use and the owner's desire for solitude.

The types of visitors to date have created few problems of litter, fire hazard, vandalism, and so on. Most of them understand the need for caution in control of fire and also respect the natural environment. However, blooming flowers within reach of pedestrians are likely to be picked and people are prone to throw things at the alligators to see whether they are alive. During the height of the season for visitors, the manager tries to have someone posted along the boardwalk, both to answer questions and to prevent vandalism or other undesirable actions.

Plans for future development are not firmly established beyond the board policy stages. Basically, the property will be kept as nearly as possible in its original wild natural state as long as possible. Pressures for use, however, are anticipated. Additional staff housing is needed and must be added. The boardwalk may prove to be inadequate for the number of visitors, and extensions or alternatives may be needed. Sanitary facilities must be expanded if the number of visitors continues to grow. Research and special-interest groups, such as bird watchers and photographers, may require access to additional area or special facilities.

Most of these problems will be solved as they arise. The expressed hope is that people will not flock in too fast, that growth can be gradual and changes held to

a bare minimum to preserve the wilderness features.

The superintendent knows and cooperates with the managers of the two other enterprises in this trilogy. They are agreed that each has a unique opportunity to function both within the framework of his own enterprise and within the community of interests represented by all three.

#### EXAMPLE 39: A FORMAL GARDEN AND BIRD COLLECTION

An outstanding botanical and ornithological attraction is being developed by a philanthropist on a 30-acre tract on the outskirts of a small city. The botanical collection was begun more than 50 years ago by a professional botanist. Between the time of his death and its acquisition by the present owner, the estate passed through several hands and the collection of plants fell into disrepair because of neglect and vandalism. Its present owner combined three ownerships to reconstitute the original holding and bought the area immediately surrounding the property to control nearby development.

Considerable sums have been spent to reconstitute and add to the original botanical collections and rare birds have been added to the facility. The owner hopes that eventually this enterprise can be operated on a financially sound basis. In addition to the owner's personal pleasure derived from the fine collections, the public gains by the recreation values provided and professional students gain by access to rare specimens often unavailable in other collections. A widespread cooperative program of education, research, and exchange of breeding materials and of information is planned to accompany the economically necessary recreation aspects. Close cooperation exists between the management of this facility, educational and civic groups in the local community, and conservationists and other specialists in State and national areas of interest.

This property was purchased in 1951, and it is still being developed and improved as staff time and budget allow and as new plants or birds become available. The present manager, a graduate botanist, has an operating budget in the range of \$125,000 and a general development program in addition to the day-to-day operations. Although increasing attendance is important in the owner's attitude toward this enterprise, the perfection of outstanding collections is at least equally important.

The real value of this property is difficult to assess because many of the species of plants and birds are extremely rare. Some are literally irreplaceable. Assuming roughly a \$600,000 valuation, about \$270,000 is represented by land and buildings, including ponds, special fences, and other improvements; \$30,000 is in birds; and \$300,000 is in the plant collection.

A large staff is maintained partly because of the expansion program and partly because the owner's standards for appearance are high. In addition to the manager, 22 men and women are employed full-time and two additional women clerks work 2 days a week in the gift shop. The heavy extra work of

maintenance and improvement is done by regular employees during the slack season. Quality of available labor is a problem in this area. Turnover on the labor staff is high. A larger number of visitors could be served by the present staff, particularly if the season were extended.

Attendance figures have increased steadily during the 7 years of present management. The recreation industry of this area is based primarily on winter tourism, together with considerable local trade. About 30,000 adults and 3,500 children paid admissions in 1960. Adults are charged \$1.25 and children between 6 and 12 years old pay \$0.50 including taxes. An annual ticket is available to local residents who may wish to visit the facility frequently. About 300 of these tickets were sold in 1960.

Records of registrants show that 17 percent of the visitors were from this State, New York-New Jersey-Pennsylvania accounted for 22 percent, and Michigan-Ohio-Illinois accounted for 20 percent. The rest were from widely scattered locations. All 50 States and 26 foreign countries were represented during the year. The average length of visitor stay is an hour to an hour and a half. Fifteen percent of the visitors are repeaters from previous years. Probably about the same proportion returns twice or more during the season while they are in the area. At least one national conservation organization regularly includes this facility in its conducted tours to special attractions in this region.

Plans for the future hinge on the owner's continued interest. Gate receipts are insufficient to pay operating costs and make the desired improvements. If attendance continues to grow as it has in the past, the gate, together with sales from the gift shop and possibly sales of plants and birds, will support the enterprise. Local interest, as well as specialized professional interest in the collection, is growing.

Assuming that ownership will not change or that succeeding owners will generally continue the present program, development will continue along the same lines for additions of exotic species of plants and birds. Probably they will be kept within the confines of the 30-acre tract. As the tourist interest increases, some concessions will be required in management. For example, small birds now left in the open may be caged to protect them from tourists, the tanbark trails may require more substantial surfacing and some of the more valuable plants may need protection. Problems will grow as the traffic grows.

Pilferage and vandalism are minor problems. This is attributed to the class of people attracted to the facility and the general respect they have for what is being done. Many of the visitors noted during the time data were being developed for this case example were strolling and gazing almost as though in awe at the beauty and variety of the sights.

#### EXAMPLE 40: A JUNIOR MUSEUM AND CULTURAL CENTER

Nature study in this community is being expedited through the activities of local leaders fortified by

benevolent gifts and a national advisory program. Tremendous possibilities exist for integration of this program into the public school system, into the community's recreation program, and into the economic framework of the recreation trade.

The program was begun in 1959 when a benevolent part-time resident donated a 5-acre tract and a building to begin a community center for nature study. This person is interested in this kind of endeavor and is influential in a national organization sponsoring such programs. The national organization, in turn, helped the community develop a local managing group and a fiscal program and hire a competent director. The program is in its infancy--less than a year old--and certain problems, as well as prospective potentials, already are evident.

The basic purpose for this type of activity is to "assist in the organization of educational and recreational programs designed to bring about a better understanding of nature programs which will build up outdoor interests and hobbies." A junior museum; a nature library; traveling and stationary exhibits; collections of insects, shells, flowers, leaves, and so on, from the area; demonstration-plot work; nature trails and nature hikes; and numerous other activities are within the realm of possible projects for future development. The ultimate variety and volume of projects will depend largely upon the interest that can be generated within the local community.

The center's director teaches basic science in the local high school program for three-fourths of his time, and a fourth of his effort is concentrated on classes and program development for the nature center. It is planned that field trips and study of materials in the laboratory will become an integral part of the school program, as well as of the community's recreation program. The first nature center classes were begun as an after-school recreational program for the 7 to 12-year age group. About 300 boys and girls started and after about 4 months, approximately 125 still attend regularly. These are the hard core from which it is planned to develop junior leaders in subsequent years as the program grows. The boys and girls began in mixed classes, but their interests differed, and the group has separated into two programs. A junior high school group for 12 to 14 year-olds is being organized, and it appears that the boys and girls of this age group will work together. Each class will develop its own program under limited adult guidance. This age group will develop into junior assistant instructors when adequately trained and will help with the younger children's activities. Plans are being prepared also to have a program for senior high school youngsters.

An adult program already is underway on a small scale. Members of the nature center association may attend the class in pine needle craft for \$2 and non-member fees are set at \$5. Teaching assistants for this and other courses taught at the center are volunteers who serve without pay.

The initial budget for development and operating expenses was \$18,000. Most of these funds were

required for improvements, purchase of necessary equipment, and a fourth of the manager's over all salary. The longer term operating budget envisions two full-time science leaders whose salaries would aggregate \$13,000 to \$14,000 and other operating and maintenance expenses of roughly \$11,000 for a total of \$25,000 annually.

Initial interest in the program has been gratifying. In addition to the school tie-in, local service clubs, the county 4-H leaders, women's groups, and social leaders have supported the center with funds, time, or promises of assistance. A local Audubon Society of 35 members is actively interested, 55 volunteer helpers are organized into a Women's League, and a Board of Directors composed of 33 year-round residents from different interest groups in the community is helping to chart the future program.

Plans for the future depend largely on maintenance of present interest and generation of additional funds and programs. Publicity by press and radio has been excellent and probably will continue if it is justified. In conjunction with both the school system and the recreation program, a summer day camp program is planned for the center and other locations in the area. A bookstore and nature study supply store may be added to the other facilities as a small money-making enterprise. Other ideas for raising funds through these activities are being considered, but the program is too new to indicate which of them would be desirable.

Unique opportunities exist in this community for an integrated nature program for education, as well as a tourist attraction. The tract donated to this nature center is fortuitously located botanically to provide natural conditions ranging from swamp to well-drained land. Its cover ranges from natural to uncared-for orchard. Demonstrations about a wide variety of nature conditions typical of the region are possible, therefore, for a minimum of expense and effort. The plot also lies adjacent to a privately owned facility having an outstanding, tropical, botanical garden; a renowned waterfowl collection; and hundreds of exotic birds. A few miles distant lies a large wildlife sanctuary where swampland flora and both migratory and native birds and animals can be studied. The three programs could be integrated, informally at least, into a unique educational and recreational resource. No particular problem presently exists to prevent such community of interest, and the managers of the three enterprises recognize that this aspect need not interfere in any way with their individual programs for development and operation.

The major problem to be solved by this budding nature center is to generate sufficient community interest for financial and other support as it develops. Time will tell whether a solid core of support can be built behind this nonprofit community project.

#### **EXAMPLE 41: A BOOMTOWN BUST RECLAIMED**

A boomtown subdivision that failed, a realtor with vision, an artistic setting, a lot of hard work, and



showmanship have been combined with a botanical garden of outstanding merit, supplemented by a water sports show and photogenic setting. The grounds are designed for the ultimate of photogenic possibilities on the one hand, and relaxing and educational sightseeing on the other. Landscaped grounds provide a setting for a collection of more than 2,100 different kinds of tropical plants from all over the world. Care is taken that all changes blend into the overall sense of rightness for the grounds. The owner strives for a definite atmosphere. He wants to provide a peaceful, natural setting that will put visitors in the state of mind for enjoyment. Service is of paramount importance. One measure of this facility is that local people are proud of the activity and telling others about it. A second measure is the number of tourists who make repeat visits and tell their friends about the place.

This property of 130 to 140 acres on the shores of the fair-sized lake was purchased by the present owners in 1933 and opened to the public officially in January 1936. This enterprise now is a multi-million dollar corporation owned by relatively few people. Several of the original buildings still are in use, although many additional specialized structures have been added to serve public needs and to service the various activities required to keep the operation in top condition. The central attraction is the landscaped botanical garden. The giftshop-restaurant, the service stands, the winding walks, and the artistically placed rustic seats are supplemental services for enjoyment of the garden. Similarly, a subbranch post office is manned by the company personnel, as are the information booths, a Chamber of Commerce office, and other services to the public. Space is even set aside for use of special interest groups that come here to advance their activities at the invitation of the management. Water sports are a feature attraction and demonstrations are scheduled regularly each day. Photographic experts circulate among the guests to provide technical assistance for shutter-snapping visitors. Power boat rides can be taken through a maze of canals on the grounds.

Approximately 170 employees are required regularly to run this operation. Another 30 to 35 student trainees, college student summer workers, and special event personnel are added during the summer. Most of the specialists were trained on the grounds. Considerable service work and experimentation are conducted here partly as good public relations and partly as good business. Underwater, color, and action photography are emphasized particularly because it is felt that the public interest requires these services.

Visitors come from all corners of the globe. Most are sightseers, although more and more specialists in plants and photography gravitate to the facility, which is placed at their disposal. More than a million people bought admissions during 1960. Roughly another quarter million children under 12 years of age and special groups of underprivileged were admitted free of charge. The gate admission rates are \$2 for adults, \$0.35 for children 12 to 17 years old, and

\$0.25 for admission to a reserved seat photographers-stand from which the water sports can best be photographed. Educational groups and similar chaparroned or conducted tours are admitted at half price. These charges admit a person to the grounds for a full day. The special boat rides around the grounds cost \$0.50 per person.

The manager claims that rowdyism and pilferage are almost nonexistent here. The reason seems to lie in the general atmosphere. Litter, clutter, and vandalism, however, are relatively minor considering the multitudes of people passing through the grounds. A large staff of groundskeepers is required.

Plans for the future involve constant change and adjustment but no enlargement of the grounds. Each change will be studied carefully for its effect on the overall product. No new concessions are planned--the gate charge must bear the major financial burden for the grounds. However, the various special concessions and services are self-supporting. Some changes in landscaping and design are required periodically to handle the crowds or to meet specifications for new projects undertaken. The axiom expressed was: "You can't stand still and provide good service."

#### EXAMPLE 42: A WILDLIFE PARK

A small, compact wildlife park in one of the southern tourist areas provides opportunity for visitors to study about 40 species of animals, birds, and snakes. The area, which contains a little more than an acre, adjoins a busy tourist highway. A gift shop is operated in conjunction with the wildlife display.

The park is family-owned and operated. It was begun in 1956 when the operator's health required that he change occupations. He already owned the site. Most of the regular work around the place is done by the operator, his wife, and a son-in-law. The son-in-law is a salaried employee.

Although the display is open all year, the two seasons, June 10 to September 5 and December 25 to April 30, account for most of the attendance. Business in other periods is usually slow. Also, business was slower in 1960-61 than previous years. The operators stated that since theirs is "a luxury item," they were among the first to feel the effects of unemployment or business uncertainty on spending patterns. In times of recession, people take vacations and spend money for food, lodging, and gasoline but pass up the side expenses.

Visitors from all over the country stop here. A large proportion of them are residents of this State. A majority of the out-of-State visitors are from Michigan, Indiana, Ohio, Pennsylvania, and New York. No particular income groups predominate. Couples with schoolage children tend to be concentrated during the summer holiday season. Childless young couples, couples with preschool children, and the elderly predominate during the winter season.

Admission prices to the park are \$0.90 for adults and \$0.50 for children. Organized groups, such as Sunday School classes, Boy Scout groups, or public school classes are admitted free as the owners' personal gesture toward educating the public about wild animals and nature. These owners, incidentally are active in local civic affairs, and a part of the operator's time is devoted to public service.

Gross business operations are in the range of \$15,000 per year, of which roughly half is from the gift shop and half from admissions to the park. About four times more adult tickets are sold than are children's tickets. About 6,500 admissions were sold in 1960. At least twice as many people stop in the gift shop as buy admissions. This proportion was noticeably higher in 1960-61 than previously. Sales were about 6 to 8 percent lower than in 1959 and those in 1959 were lower than in 1958 mainly because of national economic recession and regional unemployment.

A considerably larger volume of visitors could be handled through the present resources. The volume will grow with economic conditions--business in the whole region was poor during the 1960-61 season. Since this is a small family-operated enterprise, it is better able to withstand poor times than are those depending on a large labor force. However, feed costs for the animals are rising and the margin of profit is dropping.

This middle-aged couple has thought about ways to expand their present business and the addition of complementary enterprises to attract more visitors. They do not feel that either move would be wise until business improves. For example, the potential income from a pony ride probably would not warrant the expense for an additional employee and maintenance of the ponies; buying and selling wild animals is a specialized and risky business; and others already have developed many other items that would complement this operation. They also feel tied down to the work and are considering disposal of this enterprise to gain more freedom of action. They are making a living, but the profits do not compensate adequately for the personal inconvenience.

This couple like to meet people and is generally complimentary about the way most people behaved around their premises. Very few people teased the animals and pilferage in the gift shop was not excessive. However, the latter is a definite problem.

Plans for the future are uncertain. No expansion will be undertaken until business picks up. The foreseeable future volume of tourists can be handled by the present size of enterprise.

#### EXAMPLE 43: WILDLIFE ON DISPLAY

More than 300 individual specimens representing about 30 species of animals and birds are presented for public entertainment and education in a private zoo or wild animal exhibit. This enterprise is well-located on a major highway used by recreationists in one of the Nation's major mountain play-

ground areas. It is within a half-day drive from several large cities. Large numbers of visitors frequently make week-end circle trips through this scenic area.

During the regular season of about 100 days, hourly elephant and chimpanzee acts are presented and a reptile demonstration is staged. Attendants will answer questions or conduct tours through the exhibit if desired. School tours frequently include this attraction in their itineraries; and more localized groups including a 4-H club organization, a local orphanage, and a home for mentally retarded people regularly hold outings here.

In addition to the animal exhibit or zoo, the facility includes a souvenir shop and a small lunch counter. The lunch counter reportedly is barely self-supporting. It is maintained as a convenience where one parent can rest while the other takes the children through the grounds. The refreshments are sold at about cost. A second but smaller stand in the grounds sells soft drinks, ice cream, and other refreshments in addition to packaged feed for the animals. An interesting innovation is the use of ice cream cones instead of bags or cardboard boxes for the packaging. The cones are edible for most of the animals and the litter problem is reduced appreciably at the same time people are enabled to feed the animals.

This business was begun in its present location in 1951 as a partnership between two brothers, both of whom have spent most of their adult lives in various forms of recreational entertainment and animal programs. It occupies 9 acres from the front of a former farm under a 25-year lease with option for renewal. It is one of a series of specialized recreation attractions lying along a major highway in relatively open country.

Its capacity to handle people is almost unlimited, although additional staff would be needed to handle the crowds. Most people spend an hour in looking at the animals, resting, and consuming refreshments. The largest single-day attendance to date has been 2,600 people. Attendance during the 100-day tourist season runs about 50,000 to 60,000 admissions sold. Probably at least an equal number stop at the gift shop or the lunch counter but do not buy tickets. Admission to the exhibits is \$1 per adult and \$0.50 for children. About a third of total-admission gross income is from children's tickets. Educational and public benefit groups are admitted at half price. Groups from a local orphanage are admitted free, and each child is given popcorn and a soft drink during the visit. Many blind, crippled, and otherwise handicapped people are admitted free as a public service.

Attendance in 1960 was about a third lower than in recent years. Reasons given for this decline include "short money" in the trade area and the recognition that a large proportion of visitors to the area come back year after year. Many family groups have visited this exhibit several times and there is a limit to their interest.

The regular staff, in addition to one of the owners, includes four maintenance men who care for the

animals and do other required work during the off season. During the tourist season, both owners and their wives, four to six women clerks in the shop and at the lunch counter, and two additional maintenance men, are needed.

Gross income is in the range of \$70,000 to \$80,000 annually. Costs are rising and admissions have not increased as rapidly as was anticipated. Specialized expenses mentioned as cause for financial concern were the very high insurance required for this kind of enterprise and the high cost of advertising. Both items must be maintained regardless of the volume of business. Animal feed also is a heavy continuous drain unrelated to ticket sales.

Several supplemental enterprises have been tried and dropped because they were unprofitable. Among these were coin-operated mechanical ride machines, pony rides for children, an Indian arts and crafts center, and an archery range. The owners still believe that additional enterprises can be developed on the grounds and are currently considering plans for a "frontier village," where food and other merchandise typical of the region can be sold profitably while people are looking at the collections of pioneer tools, costumes and machinery. The owners also are interested in promotion of a huge winter recreation program being studied for this region. Winter recreation developed for the area probably would increase the number of visitors interested in the wild animal exhibit to the extent of paying carrying costs during what now is the closed season.

No serious problems in dealing with recreationists were mentioned. The owners know that a certain amount of pilferage is inevitable. Sometimes they can spot likely-looking suspects and watch them closely. High school tours are watched extra closely. They say that some groups make a game of trying to steal as much as possible. Others are very well-behaved.

Litter is a minor problem, partly because ice cream cones are used as containers. Scattered soft drink bottles thrown down and often broken are a nuisance and a danger. The maintenance crew is instructed to keep things picked up and conditions safe. They also keep an eye on the crowd to control the few individuals tempted to tease the animals or approach dangerous ones.

Sanitation around the animals is a major problem. In addition to the health factor, people do not like the odor. Veterinarian service is limited. Most animal doctors are not equipped to care for the variety or range of animal health conditions found in the zoo. Consequently, expensive animals may be lost for lack of adequate medical attention.

This firm will continue efforts to draw increased attendance and expand its business. No real limitation exists now in its ability to serve the public.

#### EXAMPLE 44: WILDLIFE AND SIDE ATTRACTIONS

Privately owned zoos managed as recreation enterprises are relatively new and relatively scarce.

Wildlife from four continents is gathered in one such facility located beside one of the main north-south highways in an Eastern State.

This private zoo, which has been in operation only since mid-1959, attracted more than 44,500 paid admissions in that year and more than 52,000 in 1960. An additional 8,000 to 10,000 people paused to rest in the parking lot, look at the animals nearby, and possibly visit the gift shop each year. All ages and kinds of people visit the grounds although families with smaller children naturally tend to predominate. Touring groups stop occasionally, and a growing list of associations or conferences meeting in the region include stops here in their programs.

Admissions are \$1.35 for adult and \$0.65 for children. Repeat visits are encouraged through issuance of season tickets to guests living within reasonable driving distance. Several kinds of rides are available for from \$0.20 to \$0.35 each. These include ponies, miniature tractors, a narrow-gauge railroad, a merry-go-round, and a tour of the zoo. Two special areas containing small animals are of particular interest to small children, although many adults find them attractive also.

The average visitors stays about 2 hours. Records for 1960 show that 6 percent of the complimentary passes or season tickets were used again at least once during the year.

Virginia is the primary source of visitors, accounting for about 75 percent of paid registrations; Pennsylvania, West Virginia, and Maryland each provide about 5 percent, and the other 10 percent come from a wide range of places.

The main administration building houses the gift shop and food-vending machines for human food and tidbits for the animals. Parking is free and a picnic area is provided. A corollary enterprise unaffected by the recreation trade involves the buying and selling of wild animals.

Management problems involving public actions are minimal. Most visitors are well-behaved. The guided tour reduces opportunities to bother the animals, but very few individuals try to irritate them. School groups are accompanied by teachers who control them quite well. A small amount of vandalism occurs, and about the average amount of shoplifting goes on in the gift shop. One person's time during the peak season is used primarily for picking up papers and trash dropped by the customers.

A permanent staff of six people is occupied during the off season with feeding, repairs, maintenance, management, and the small volume of visitors. This staff expands to 19 or 20 during the peak season. A staff of this size could handle up to 10,000 visitors per day. Additional help could be easily recruited if required.

This facility is located on a 55-acre tract comprising one segment of a 300-acre livestock farm specializing in breeding, training, and selling Shetland, Welsh, Hackney, and Arabian horses and ponies. The two enterprises are operated separately. The zoo, which is a corporation, operates under a renewable 10-year lease. Its 18 shareholders have an

investment of about \$400,000, divided roughly into \$75,000 real property and \$325,000 personal property.

Because of the size of the livestock inventory and high operating costs unrelated to volume of business, this firm has had a severe financial drain while building up its clientele. A related problem is that, although the number of paid admission has increased, the average expenditure per capita declined from \$1.55 in 1959 to \$1.22 in 1960.

According to the manager, the greatest problem is to weather early growing pains. Continued publicity and public relations are required to attract visitors and to convince tour agencies to include the zoo in their package tours. Provision of additional rides and entertainment would draw larger attendance but, again, funds are needed for development and carrying costs until the clientele becomes accustomed to visiting the place.

Approximately 40 percent of the short-term budget was spent for short-term (newspaper, radio, throw-aways) and long-term publicity (permanent highway signs). This disproportionate cost should decline as the facility becomes better known, as the volume of business increases, and as the more permanent signs are placed.

The wild animal dealership probably will be expanded during the next few years. The manager has opportunities and interest in this direction, and the overall objectives and purposes of the two enterprises complement each other.

The State agency responsible for regulation of wild animal farms has been cooperative in both principle and practice. It has provided many mature wild animals for temporary display purposes. This practice is in accord with the basic concept underlying the establishment of this recreational facility, namely, that it is educational in scope. It provides opportunities for parents and schools to teach through seeing. Also, it teaches by combining education with recreation. Expansion in the school tour program is anticipated.

### HORSEBACK ACTIVITIES

Horseback riding for recreation is particularly popular with city children. Pony rides around small rings in the suburbs frequently have long lines of impatient youngsters awaiting turns. Riding stables farther afield also are crowded on most pleasant weekend days. Teenagers and young adults usually predominate at stables open to public riding although a sprinkling of older riders is often present. Riding clubs usually tend toward more genteel styles of riding. Many of the rides own their own mounts. Competitions and horseshows are popular forms of recreation.

Camps, resorts, dude ranches, and guides often provide horses for riding and frequently orient their recreation programs around trailriding. Pack trips are arranged for overnight jaunts or frequently for several days or weeks.

Numerous ranches in the West and Southwest have found "dude" wrangling more profitable than cattle or sheep. Others take in guests as a sideline while still operating full-time ranches. The romance of the Old West is so deep-seated in our culture that dude ranches simulating western customs are scattered throughout the rest of the country.

The six examples chosen to illustrate this section of cases include a small western working ranch, a pack-trip operator, an eastern trail-riding operation, a small public riding stable, and a community-sponsored rodeo. Case number 22, the Montana outfitters and guides, might also have been classified in this category.

### EXAMPLE 45: A SMALL WESTERN WORKING RANCH

A modest, family-owned, working dude ranch isolated high in the mountains of the Southwest apparently has survived while several of its more pretentious neighbors have suffered financial difficulties.

This 1,200-acre ranch was acquired in 1917 and the present buildings have been added gradually. The large ranchhouse and two guest cottages can house the family and about 30 guests at one time. Two other small cottages are provided for the help. A small barn is used for the horses as needed.

The father, mother, two adult daughters, and a son-in-law owned and operated the ranch until the father died recently. However, the ranch will continue as before. A small herd of about 35 beef-type cows and about 40 pack and saddle horses constitute the livestock on this ranch. The family lives in a nearby town during the winters, moving to the ranch by about May 1, and keeping the facilities open until the end of elk season about December 1.

The guests are mainly family groups from Texas and Oklahoma. Most of them started coming here years ago when they went to the mountains to escape the summer heat. Now, even with air conditioning in their homes, they still return from habit and because they like the relaxed atmosphere. Several original guest families bring their grandchildren to this ranch. Except for the horses that are available for riding and the trout stream nearby, no effort is made to provide entertainment for the guests. Some of them help with the haying and other ranch tasks for the fun of it.

The guests generally are families that return each year. There is relatively little turnover and practically no effort is made to advertise. Only about 30 guests can be accommodated conveniently. If necessary, additional people can be crowded in through use of roll-a-way beds and doubling up. The guests seem to be easily satisfied and prefer to relax, enjoy their children, ride horseback, and rest.

Rates charged are \$15 per day for room and board and \$3.50 per day for horses. Most guests are families of doctors, lawyers, and other professional types. Several of the men spend summer vacation time here with their families and also return for one or more of the hunting seasons. The

other hunters are mainly from Texas or are local residents. Hunting includes grouse, turkey, deer and elk. The son-in-law and his wife provide the guiding services.

In addition to the four family members, the summer staff includes a cook, three maids, and two men for outside work. The cook has been a regular employee for more than 10 seasons. Young girls from the area usually are recruited each year as maids. They complain about the isolation, although effort is made to allow them one day a week away from the ranch.

No estimate of capital investment was available. The income was reported as "adequate for the family."

The owners have no plans for changes in their operations. This size of enterprise apparently supports the family adequately. If more guest were recruited, labor problems would become important. The family could handle the work now if labor troubles made this necessary.

Some concern was mentioned about staying open during the hunting season. This period is mainly a nuisance during which expenses are seldom met. A time-gap exists between summer vacations and the first hunting season, as well as between hunting seasons. Help must be kept on full pay. Also, the owners said they had to get up too early in the morning to serve the hunters. The ranch probably will continue to stay open, even though the hunting season is unprofitable, because several of the men who are summer guests return to hunt.

#### EXAMPLE 46: A PACK TRIP OPERATOR

Dudes and experienced riders alike are turning increasingly to horseback and pack trips into the wilderness areas maintained by the U. S. Forest Service and the National Park Service. At least two national groups ardently support wilderness area preservation and vigorously oppose proposals that access be made easier to them or that resources be harvested from them. Both groups sponsor several pack trips annually into various wild areas. More and more people seem to have a yen for rough country seldom penetrated by humans.

An advocate of such recreational activities, after conducting horseback and pack trips himself for several years, now organizes and arranges trips for others. He is a middleman, a publicist, a manager, and a conservator for our few remaining segments of formerly vast frontiers.

The managerial costs per person and per trip into the wilderness areas are high largely because of the small numbers of people served. This new service has operated at a financial loss since it was started. Participation has been growing rapidly and the program may become financially self-supporting in another year or two. Publicity outlets with national coverage are helping to overcome the fears people have had about the difficulties and dangers involved in trail riding. Most Americans do not realize that organized pack-train trips can be relaxing and pleas-

ant experiences. Word-of-mouth and third-person news stories are the best kinds of advertising for these programs. The potential public is too scattered for contact through usual advertising media. This trip manager or his representative plans trips in detail. A contract is signed with each outfitter after his equipment and reputation have passed previous scrutiny. The duties and responsibilities of the packer's staff, the quality of animals used, the gear to be provided, the quality and quantities of food, and other points are covered in the contract for the ultimate satisfaction of all concerned.

Each outfitter bids for specific pack trips. The average wilderness pack trip organized by this individual includes about 25 guests, 10 wranglers, a medical doctor, and the manager or his representative. The nearly 40 people involved require roughly 70 to 80 horses depending upon the type of country, the amount of gear that must be packed, the length of the trip, and other factors.

Packers and promoters have learned to discourage volunteer help from the guest riders. Guests are encouraged to tie up their horses, walk away, and stay away until time to remount. The only exceptions are a few riders who are obviously familiar with horses and really want to help. The danger of being kicked, stepped on, or bitten, together with inept saddling or packing, is too great to permit chances.

Although this manager has had no accidents of any kind on trailriding parties, he believes that his good fortune results from eternal vigilance against the causes of accidents. Liability insurance is hard to get and very expensive. Insurance companies fear the risks when horses and humans are involved. The rate currently paid amounts to 2 percent of gross income, although this high rate may be reduced if the present experience record can be maintained.

This manager schedules seven or eight pack trips annually. The number is growing as the demand grows. Most of the trips are for 10 to 12 days and the price per person ranges from about \$225 to \$325 from the jumping-off place to the return point. In addition, the guests must pay all transportation between home and meeting point, provide a long list of personal equipment for comfort and convenience--and keep the whole load to about 50 pounds.

Guest riders are of all ages from 8 to 80. The main requisite is an interest in this kind of recreation and physical health adaptable to high altitudes and changeable weather. Knowledge of horseback riding is not essential; the pack trips start off by easy stages and frequent rest stops help to prevent undue stiffness or soreness before the riders become accustomed to trailriding.

Guests join pack trips from widely scattered locations. Ordinarily, they are from middle or higher income levels. This is a relatively expensive type of recreation. About two-thirds of the guests are women; many are members of family parties, others are office workers, nurses, laboratory technicians, teachers, lawyers, and members of other professions, who want to get away from confining urban occupations for a while.

This trip manager spoke highly of the guest riders. They join these parties because they want this kind of outdoor experience. He spoke highly also of the public officials with whom he dealt relative to use of trails, campsites, grazing, and other matters. Little opportunity exists for conflicts with other private interests since very few use the same areas.

Two major problems were mentioned as complicating the future success of wilderness trailriding. One involves the growing shortage of good riding and pack animals. Few horsebreeders remain in business in the high mountain country. Horses from lower altitudes apparently cannot adapt to the thinner air nor are they accustomed to the rocky, rough trails that must be followed. A few professional packers have begun breeding mares for off-season foaling in order to raise replacement stock and still use the mares in summer.

The second problem involves the constant pressures applied on public agencies to provide easier access to wilderness areas. It was claimed that hardly a place remains in true wilderness that is more than 50 miles from some kind of modern access. The plea was made for preservation at present by all means and as long as possible in the future. As this man observed, once gone, the wilderness never can be replaced.

This man spoke intently of the feelings experienced by the guest riders. Nowhere else can they acquire quite the same sense of pioneering and exploration. They lose this feeling of adventure when they cross a road or run across other evidences of modern technological encroachment on the remaining wilderness.

Plans for the future hinge largely on the demand for wilderness trips. Prospects are that demand will increase fairly rapidly and that new trips into other areas will be needed. The cost per person for each trip probably will remain relatively high because of the peculiar problems of logistics.

#### EXAMPLE 47: AN EASTERN TRAILRIDING OPERATION

An isolated mountaintop location accessible only with difficulty was selected more than a quarter-century ago by a young couple as home base for wide-ranging trailriding and camping activities.

About 35 guests at a time is the maximum this couple wants to accommodate. They prefer to keep the operations on a simple, personalized, family-type level. Dozens of applications for reservations are turned down compared with the 350 or so people who spend a few days or a few weeks at this ranch during the 5 months of the year it is open for business.

While horseback riding, trailrides, and overnight camping trips are a major attraction, a breeding herd of about 100 beef-type cattle is maintained on the roughly 1,500 acres owned. About 100 acres mowed for hay and another 400 acres of improved pasture are required for the beef operations and the 25 horses needed for riding during the summer. The remaining acreage is under timber management.

In addition to the husband and wife, seven cooks, waitresses, and maids; two stable hands; three year-round farmhands; and three extra hands are required to keep the operations functioning during the summer.

The buildings are kept consciously rustic--but comfortable. Four family-sized cabins and nine rooms in the ranchhouse are available for guests. The isolated location requires that the staff be housed on the place.

The guest list is selective and is built solely by word-of-mouth advertising. All sections of the United States are represented among the guests. Some are "buffs" sampling the trailriding in different areas. Others return here year after year. The owner stated that he now takes the third generation of some families on trail rides. This form of recreation is attractive because of the opportunities to "rough it" on trails and in crude overnight shelters located either on the ranch or on established trails in the adjoining national park. People can sit and loaf, swim in a cold lake, or hike along the trails if they wish; but the piece de resistance is the established 2 - 3 - 4 day, or longer, pack trips--especially, the annual outings sponsored by a national organization.

The pack trips cost about \$25 per person per day and include all services--food, sleeping bags, tents, horses, guides, cook, and so forth. Meals and lodging at headquarters cost \$11 to \$11.50 daily. Horses may be rented for individual rides, if they are available, although this seldom happens.

Horses are the crux of this operation, yet they are needed for a relatively short time. A working arrangement with the owner of a riding stable from a town nearby is that he provides the horses and gear for 40 percent of gross receipts from each horse plus the feed, care, and attention when the horse is in use. A few horses are owned by the ranch and kept there all year for ranch work as needed but the rest are moved away when the season is over.

The guest list for pack trips usually includes men and women in those age groups who can stand the rough activity. Level of income is less of a criterion than whether they are the kind who enjoy the rustic conditions and wholesome atmosphere.

This enterprise actually began as a depression-born lease on a fishing camp. Next was a 5-year lease of Park Service facilities, followed by the mortgaged purchase of the initial headquarter site in 1937 and a second tract in 1942 to provide a bridge between the main ranch and national parklands. A relatively small sum by today's standards, borrowed in those early years to establish and operate the facility, now is represented by a capital value of roughly \$250,000, of which possibly \$50,000 to \$60,000 is personal property and the rest is in land, buildings, and growing timber. The business is conducted as a partnership owned by the husband and wife. This organization will need to incorporate and sell stocks if plans now being studied result in a large investment for expansion.

Its location creates several problems for this enterprise. Bear protected on the national park

killed a flock of sheep several years ago and frequently kill cattle. Redress is difficult and killing the bear is legally dangerous.

Isolation also means personnel recruitment problems. Active young people want to get in to town. The seasonal nature of trailriding and camping requires that satisfactory employees must find other work during the winter and, often, they are not available when needed the next year. This situation is sufficiently critical that the owners are seriously studying possibilities of expanding operations to include a ski slope and facilities for other winter sports. A very large investment would be involved and also an appreciable increase in the overall size of recreation operations for food and lodging. One concern to this couple is whether the additional investment will pay. Another is that they already have a very satisfactory enterprise, work with congenial people, and (because of their age) should begin tapering off on the hard work.

A problem mentioned by this operator is that Park Service "policy" relative to the letter of the law about preservation of parks in their natural state prevents access to recreational resources. A case in point mentioned by this operator is that brush along trails used for many years is allowed to grow up and crowd in until pack horses no longer can get through. Former beautiful vistas are lost because trees have grown a solid curtain between the trail and the view. Maintenance on many trails has been abandoned despite a growing demand for recreation use. Additional trails are needed as well as the reconditioning of trails no longer passable.

As this operator expressed himself: "We don't want a lot of fancy stuff. All we need are simple facilities, a place to tie our horses, the right to cut a few tent poles as we need them, and a chance to use the trails by making them so we can get through."

Opportunities abound for expansion of this kind of recreation in this mountainous region. Alternative uses for the land are few. Forestry and this type of recreation can be complementary uses. Access acquisition to suitable areas for trails or camping areas might be difficult in situations where ownership is scattered among numerous private individuals.

This kind of recreation is predominantly non-consuming although it requires a small amount of disturbance in the "natural" conditions. Trails must be safe for horses and riders, a small amount of brushing out and clearing would provide greatly increased recreation benefits compared with the "conservation" losses.

According to this operator, pack trains and pack campers need separate camping spots with their own specialized facilities. Tie-up space for horses, where they can be fed and watered easily and left overnight safely, is a major problem in national park areas. These spaces must be kept isolated from regular from regular campsites because of the manure problem, the flies, the odors, and the noise. Separate camps are desirable also because horsemen and autoists usually have different camp standards and needs.

#### EXAMPLE 48: A SMALL PUBLIC RIDING STABLE

About 30 years ago a father and two sons bought adjoining, tenant-depleted farms lying roughly 15 miles from a regional urban center. These families rebuilt soil fertility through good management practices only to find that with changing times and market conditions their small general farms were no longer able to support them adequately.

The nearby urban center had proliferated during this period and city people were crowding the country roads seeking outdoor recreation opportunities. Visitors to one of these farms begged to ride the horses -- and were willing to pay for doing so. The farmer, who is a congenial sort, let them ride his idle animals. Word spread and friends brought friends to the farm for horseback riding. Before long, the demand was so great that this farmer sometimes unharnessed workhorses and let his fieldwork wait so that people could enjoy the riding.

Demand continued to grow and a full-fledged riding stable emerged. More horses were added and more area was needed for pasture and riding space. Cropland was turned into pasture and riding area, and the operator began renting parts of adjoining farms and stopped producing any crops except pasture.

Riding has been the major enterprise on this farm for the last 20 years. The husband and wife run the business together just as they had farmed together. A grown son who has full-time employment in the urban center during the week helps them during the weekend rush. He receives a small cash payment and other considerations for his services.

On weekend mornings, they begin saddling horses shortly after 9 o'clock and on nice days are kept busy until 3:30 or 4:00 in the afternoon in winter and into late evening in summer. In winter, the horses must be allowed to dry off and eat before nightfall as they are kept outdoors in open sheds or in the woods. In warm weather, a few regular customers are occasionally allowed to ride during the cool of the evening or in the moonlight. Regular customers also can arrange for rides earlier in the mornings and sometimes during the week. Generally, however, these owners feel that 2 days of concentrated activity each week are enough for both the horses and themselves. They have seriously considered numerous requests for riding lessons during the week, especially during summer vacation, but both husband and wife agreed that the nervous strain would be too great.

December is usually their poorest business month because of the weather and the holidays. Business picks up slightly in January and February if weather permits safe riding. The warming spring days bring out more riders, although riding sometimes must be closed down because the fields are too soft and muddy.

Rates charged are \$2 per hour, or \$1.25 for a half-hour. Both English and Western style saddles are available. Most of the riders are from the nearby urban center or are guests of regular riders. Riding ability ranges from people who have never



before been on a horse to others who have had extensive experience in the ring,<sup>1</sup> on the range, or elsewhere. No advertising is needed to maintain an adequate clientele. Rates were raised 2 years ago, but this apparently had little effect on the demand for horses.

Customarily, the riding stock is about 25 head. Usually there are three or four colts around. A stallion is kept for breeding purposes and limited riding. Usually some of the horses are off their feed, lame, or have saddle sores or sore mouths, or some other ailment that prevents use. Mares in foal or in milk are used lightly if at all and then only by trusted riders. It is also necessary to gauge rider ability to handle individual animals. Some horses are too high-spirited, too strong, too unpredictable, or have habits that make them dangerous for inexperienced riders. Some of the older and more docile horses are saved for children and beginning riders. Others may not be useful for English-style riding. Still others become favorites with regular riders because of their gait, action, personality, or for other reasons.

Some of the horses develop bad habits after different people have ridden them for a time. If trusted regular riders can't straighten them out, these horses must be sold and replaced. A slow but fairly constant change in riding stock occurs for this reason and also as the owner grasps opportunities to buy likely animals. Normally, he buys six to eight horses a year and sells about the same number. Any of the horses are for sale if the price is right.

The number of riders varies widely from day to day, depending on the weather and other conditions. Roughly 50 riders is the maximum that can be handled because of the way they tend to bunch up. Groups frequently leave without riding during the peak of the day because all the horses are in use. A couple of hours later only a handful of riders may be out. It is often necessary to rest horses for a time after a hard ride even through potential riders are waiting.

If the numbers of riders could be spread out better and if all riders treated the horses properly, the number of people served could be increased considerably, although it was pointed out that when congestion is high, the nervous strain is great. The wear and tear on both family and horses is heavy.

There are no plans to increase the number of horses in use. This number is about all that can be carried on the 65 acres owned and the 45 acres rented. In fact, business may be curtailed soon because the rented land probably will be sold for real estate development and no other available land adjoins the farm. Other possible adjustment would be to reduce the usual herd of 20 to 25 beef calves bought each spring to help graze down the meadows, or the owner could buy more feed and simply expect the riders to use only the available 65 acres. Several regular riders probably would quit riding under these conditions.

The metropolitan area has grown rapidly and is sprawling up to this farm. A small subdivision was recently established behind it and speculators are

nibbling at nearby holdings. It will be only a matter of time until someone offers these people a price they can't afford to ignore or until conditions get so that they will give up the riding enterprise.

Real and personal property taxes on this place were appreciably more than doubled recently by a countywide reassessment. Rumor was that another increase was imminent. An appeal to the adjustment board was disallowed with the statement that this property was near subdivisions and was assessed at subdivision prices. They may very well sell--their real estate taxes this year on 65 acres used only for pasture and riding purposes (the residence is modest and the outbuildings have not been maintained) amount to almost \$100 a month.

Still another growing concern involves liability for accidents. The owners carried some insurance for a time until their lawyer advised them that the coverage was inadequate. Adequate coverage would be very expensive and hard to get. They now depend solely upon numerous posted signs disavowing responsibility for injury, try to match riders with suitable horses, and warn riders about the horses assigned.

Relatively few accidents occur. People fall off horses, get stepped on, or have other minor mishaps. A very few people have called to ascertain whether accident insurance was available to cover an injury, then dropped the case when they learned it was not. But, recently, a one-time rider started suit for alleged injuries and is claiming a large sum for pain, emotional disturbance, and other "losses." Regardless of the final outcome of this case, the owners will have expenses for lawyer's fees amounting to several hundred dollars. If they are unlucky and the case goes against them, their business could be wiped out. The question of insurance on this kind of enterprise is knotty and not easily solved.

So far, the income from the riding stable has been adequate to pay operating expenses and provide a satisfactory living for the family. The cost-price squeeze is increasing, however, and this couple is thinking more and more about selling out--they like the work, they like most of their guests, they don't particularly want to retire, but outside pressures are closing in.

This small private enterprise illustrates some of the very real economic problems of providing healthful outdoor recreation on the fringe of urban growth. It is an example of extensive land uses that could provide open space amenities and other urban values if society would recognize the situation.

Sprawling suburban development since World War II, the general speculative fever reflected in rapidly rising land values, and property taxes assessed on "the fair market value" have multiplied pressures on farms, estates, golf courses, and other low-intensity land uses on the fringes of urban growth. An unbalanced, undesirable, and ultimately expensive regional pattern of urbanization is developing. Operating or potential outdoor recreational enterprises, as well as site values related to access and open space, are being sacrificed.



#### EXAMPLE 49: A COMMUNITY-SPONSORED RODEO

Organized high school championship rodeo competition was first conducted at Hallettsville, Texas, in 1947. National competition followed there in 1949. As the movement took hold, the National Championship High School Rodeo Association was organized to insure a high level of integrity and sportsmanship for the contestants and the public standing of the activity. Professional rules and regulations for conduct of the competitions are used by the 18 separate State high school competitions as well as for the national rodeo.

The initial idea for high school rodeo competition was to capitalize on the interest American boys and girls have in ranch riding and to provide an opportunity for some of them to participate in a controlled sport that would help them become better sportsmen and better men and women. The first of these rodeos was closely related to the local high school program and to the agricultural (Future Farmers of America) activities. This focus was later abandoned as participants from other areas and other States joined in the annual competitions. Sponsorship for the activities varies by communities. In some, it may be the chamber of commerce, in others a service club or other group. In still others a special communitywide committee provides management on a voluntary service basis.

The Hallettsville rodeo is supported by the whole community. A committee representing major interest groups is in charge of the annual State competition. No local, county, or regional rodeos are held here. Nearly all local contestants enter other contests held in other parts of the State. The Texas State High School Rodeo has been self-supporting, although the local chamber of commerce has agreed to underwrite any losses.

The State championship rodeo of Texas is always held in Hallettsville because of the relatively large investment in facilities. Roughly \$25,000 have been spent for land, grandstands, pens, and other equipment. The bucking stock and cutting stock are rented. The boy and girl contestants furnish their own horses and equipment.

Staging a State championship rodeo costs about \$4,500. Roughly \$1,200 to \$1,500 is paid out in prize saddles, bridles, and other smaller items, three \$200 scholarships are awarded, about \$500 goes for advertising and \$500 for rider's numbers (mementos prized on a par with school letters). About a fourth of the gate receipts, less taxes, are paid to contestants on a mileage-traveled basis. This is the only subsidization provided. The effort is toward sportsmanship and away from professionalism in riding. The youngsters are encouraged to continue with their education and not become professional rodeo riders.

The Hallettsville Chamber of Commerce bought the rodeo grounds and donated them to the city. The buildings and grounds are maintained from rodeo funds. Repairs to bleachers and other wooden structures cost \$1,000 to \$1,200 annually in that climate.

Most of the work related to running the rodeo is donated labor. One secretary is paid for a few days during the year. Even the judges of events are provided only with hotel accommodations; they pay their own travel and other expenses. The governor usually attends during the last day of the rodeo.

Each rodeo can provide opportunities for about 300 boys and girls. Prizes are for roping, bareback riding, saddle bronc riding, steer wrestling, bull riding, barrel racing, and cutting-horse contest. Although girls do not compete in the rougher riding events, breadaway roping, barrel racing, pole bending, and cutting-horse events are popular with them. Nearly half of the entries are girls.

Growth in popularity of this sport is shown by the following: at the first (1947) State championship rodeo, calf roping was the sole activity and there were about 80 contestants. A girl's cutting-horse event was added the second year. Bareback riding, steer wrestling, and a girl's barrel race were added the third year, and the rodeo became a national championship event.

No entry fees are charged. Each contestant must have passing grades in school and cannot have graduated from high school prior to June of the rodeo year. Local people open their homes to the contestants, their parents, and other rodeo visitors.

One of the major benefits from this community activity has been the strong friendships that have developed between local families and the visitors, some of whom travel hundreds of miles to the rodeo. A second, and equally important, intangible benefit has been the growth of community pride in this annual event. The community is much less factional because of the cooperative efforts expended on this event. It has become an important social factor in community life.

The number of spectators ranges from 10,000 to 15,000 for a rodeo that lasts from Wednesday through Saturday. Usually about 5,000 attend on the final day. Gate sales the first year amounted to about \$5,000. Receipts rose to about \$8,000 but have dropped off in recent years as the novelty has worn off and as more high school rodeos are held in other places in the State and around the country. Many local riders compete in distant rodeos and some residents follow rodeos as other people follow baseball, football, or other sports.

Problems of recreationist control are relatively few. Traffic control, rowdiness, and similar problems are handled by city police and sheriff's staff. No drinking is tolerated on the grounds. Litter is a problem that volunteer clean-up must contend with. Adequate staffing for committees and events is donated by local citizens. A special Booster Committee from the Chamber of Commerce helps organize and arrange the labor force. All local organizations assist in many ways. Part of the repair expense each year has been for broken windows and other types of petty vandalism caused by irresponsible people during the year. Minor incidents are bound to occur, but no recurrence of important types of problems with people was mentioned. The widespread, active, com-

munity interest and the publicity about the rodeo have held to a minimum many possible types of problems.

Plans for the future are to carry on at about the same level. The number of events probably will not be increased, and the number of finalists cannot be increased perceptibly, because of the time element. Community interest and community volunteer efforts would not justify more than one event a year.

## WINTER SPORTS

Recreation on snow and ice has been an important social activity for many years. Sledding and ice-skating parties, sleighrides, and ice fishing were the heritage of many people still living who grew up in rural communities of the northern areas.

Commercialized winter snow sports started in various parts of New York State and New England in the 1920's and 1930's. Special weekend snow trains conveyed urban people into the mountains, where they made lodges and private homes their headquarters for skiing on the snowy slopes. The first commercial ski tow was installed in Woodbridge, Vermont, in 1936.

Increasing amounts of leisure time, better incomes, and a growing interest in outdoor sports have been important factors in the spread of winter sports across the Nation wherever slopes, cold weather, and adequate snow could be found reasonably close to transportation and housing facilities. Several recreation areas on the margins of these "natural" conditions have augmented natural snow with artificially made snow for ski slopes and jumps.

Four case examples of skiing operations are described here. Two are of skiing areas and two are of lodge and lift operations. Reference also should be made to Example 1, a small year-round resort, for an additional example of adjustments to the growing interest in winter sports.

### EXAMPLE 50: A SKIING AREA IN THE INTERMOUNTAIN STATES

A stock corporation operates four chair lifts in a Forest Service recreation area under a 20-year lease. The first lift was built in 1938, and others were added as demand grew.

Membership in the corporation includes more than 100 residents in a nearby metropolitan area. Their investment now amounts to more than \$1.5 million in the lifts, quarters for staff, small restaurant or snack bar on the mountain, and other equipment. The newest lift cost in excess of \$200,000 installed.

The combined capacity of the four lifts is almost 1,400 persons per hour. Two are single-chair and two are double-chair lifts. The oldest lift is really too small and inefficient, but it is operated as needed--and also as required under the lease. The

others are run continuously from 9:30 a.m. to 4:30 p.m. from mid-November to March 1 and from 9:30 a.m. to 5:00 p.m. March 1 to April 30.

Charges for riding the lifts are adjustable to fit individual needs. Single rides cost \$0.25 on the smallest lift and \$0.60 each on the others. In this way, beginners or those who wish to ski for only a short time can get part way up the mountain. Two 60-cent tickets would be required to reach the top under this arrangement. A daily pass for \$2.25 allows the skier to use the small lift as frequently as desired. The daily rate for use of all lifts is \$4. A week-long package deal including meals, lodging, lift use, and a daily ski lesson is available for from \$92 to \$200 per person, depending upon the accommodations.

Rounded totals of ticket sales during the 1959-60 season illustrate the variation in choice of facilities used. These represent 4,800 single rides, 5,100 books of 10 rides each, 7,300 afternoon tickets and 2,300 morning tickets, 20,000 day passes, and 1,420 ski-weeks (equivalent to 7-day tickets). Although the number of skier-days represented could not be calculated, there is little doubt that between 40,000 and 50,000 persons used the lifts during the season.

Gross sales during the 1959-60 season were about \$195,000. This was an increase of \$20,000 from the 1958-59 season. An appreciable growth in activity occurred, although much of the apparent net profit was offset by installation of the \$200,000 lift. Requirements for new equipment keep pace with the growth in numbers of skiers using the area. This business pays for the variable costs, depreciation on equipment, and a small contingency fund. No dividends have been taken by stockholders.

The association was established to develop ski facilities in this winter recreation area and to encourage growth of a new enterprise for the area. Its policy is to continue building additional lifts as the demand grows. It borrows funds to build each new lift and hopes to pay off most of the loan from the proceeds of the increased traffic before a new loan is needed for another expansion. An application has been submitted for a new lease that would allow construction of a fifth lift in the summer of 1962. Suitable sites are almost unlimited in this winter sports area of the National Forest. The Forest Service has been cooperative in lease arrangements.

The skiers using these facilities are of all ages "from 2 to 72," depending only upon their financial ability to pay the rates and their ability to ski. Users fall into two distinct groups: (1) residents of a nearby metropolitan area who drive up the mountain for recreation by the day, and (2) weekend or longer guests who reach the region by train or plane. California and the Midwest are represented heavily in this latter group. The number of guests from farther east has increased in the last few years. Most of the out-of-State visitors are white-collar people who can afford relatively expensive vacations. The weekly package deal is popular with these users.

Personnel required to operate the series of lifts

during the week include the manager, a superintendent of lifts, 2 subforemen, and 17 men on ski patrol as watchmen or performing other tasks. About 20 additional men are needed for weekend rush work. These men usually have regular jobs in town or are college students who want to spend their weekends in the mountains. The summer staff consists of the manager, the superintendent of lifts, the two subforemen, and two men on maintenance. These men are the core of the winter season staff and are kept on permanent payroll.

The problems involved in this example are relatively insignificant--the manager tries to anticipate trouble spots and takes countermeasures before difficulties arise. The equipment and operation methods are designed to take care of the poorest or least efficient user. Possibilities of danger always exist for the novice or the unwary. Obviously unskilled skiers are discouraged from using the high lifts, and the ski patrol is available to help skiers who injure themselves, get lost, or wander into danger zones. Most skiers are gentlemen and ladies who know the sport and cause little trouble. The Forest Service maintains an avalanche patrol, and provides safety inspection of equipment and other services to protect the skiers. All of them are needed and the responsible personnel have been generally reasonable and cooperative.

Insurance rates in this business are high. Until recently, the charge was \$3 per \$100 of gross business. This rate was based on national experience. Operators with good safety records were penalized. More recently, this firm was able to get its rate reduced to about \$2.25 per \$100 based on its individual experience record.

Although not a problem in this immediate recreation area, the operator expressed opposition to the Forest Service practice of putting new areas for lease up on bid. Inexperienced and inept operators, he contended, tend to bid unsoundly high in order to win the lease. This can cause trouble for others and hurt the growing winter recreation uses of forest lands. The experience and competence of potential lessees to provide safe and efficient service needs to be emphasized, according to this operator.

The operator spoke highly of local Forest Service personnel--he didn't always agree with them and they didn't always agree with him, but differences were adjusted in mutually acceptable terms. He recognized that most of the regulations are needed to protect the public interest or that, in some instances, apparently unreasonable requirements were out of the control of local men.

Plans for future growth are to try to build lifts as the demand warrants. Additional Forest Service leases are anticipated to be available as they are needed for the program.

#### EXAMPLE 51: A SKI OPERATOR IN NEW ENGLAND

A private inholding of about 150 acres in western New England provides winter recreation for skiers

and summer recreation for sightseers. It is surrounded by a National Forest.

During a good winter weekend, possible 6,000 skiers utilize the seven lifts and the numerous slopes and trails on this property. Probably 100,000 people ski here during the season. Additional thousands of sightseers utilize the lifts during the summer tourist season for picnics, hiking, or to reach the panoramic view from the mountaintop. Hunting is allowed on part of the property during the hunting season.

The ski lift facilities include a double chairlift, a Poma lift, J-bars, and rope tows. In addition to the ski lifts, the facilities include two cafeteria-shelters, a ski shop, a ski school, a nursery, and a parking lot. The cafeterias can seat 1,200 persons.

The skiing season is from about December 25 to March 31. Most of the visitors are from New York City and spend weekends skiing in the area. They must find housing accommodations in the vicinity because this corporation operates only the ski facilities.

The lifts also operate from May 27 to May 30, weekends through June 25, and daily from June 26 through October 22, for recreationists who want to sightsee, picnic, or hike on the mountain slopes.

Anyone except unaccompanied small children is allowed to use the lifts. Most of the skiers are young adults. Many of them return year after year for several weekends of skiing during the season.

Rates charged depend upon the services needed. A family special rate for the lifts, for example, is based on \$5.50 for the first parent, \$3.25 for the second parent, and \$3.25 apiece for each child under 16. Books of 20 coupons, good on any of the lifts, are available for \$4. Season tickets are available for \$125 for adults, or \$90 for juniors. A "Learn to Ski" rate of \$25 for 5 days' use (Monday through Friday) includes unlimited use of lifts, daily class lessons, and a 25-percent reduction on rental-equipment rates. Charges vary for the different lifts; they are \$1 more on weekends and holidays than during the week. Forty ski instructors are available to give lessons, which range in cost from \$20 for 8 class lessons or \$4 per 2-hour class lesson to \$10 for a 1-hour private lesson. The nursery charges \$1 per hour for a family's first child, and \$0.50 per hour for each additional child. The ski shop sells skis, boots, and poles, or they can be rented by paying a deposit plus a daily rental at rates that vary according to the type of equipment desired.

Hours of operation during the summer are from 9:45 a.m. to 5:00 p.m. during the week and 9:45 a.m. to 6:00 p.m. on weekends and holidays. The crew operates the lifts a bit later on days when large crowds arrive shortly before closing time.

Summer roundtrip fares on the lifts are \$1.50 for adults and \$1 for children 12 years old and under; children under 6 years old are admitted free. Special groups such as campers, Scouts, and others traveling in supervised groups are admitted for \$0.75 each. Tours or groups of 20 or more adults are charged \$1.25 apiece.

The capital investment for this enterprise is about

\$450,000, of which the ski lifts account for about \$185,000, the buildings and other facilities \$250,000, and the land about \$15,000. In summer, the staff includes 11 full-time and 4 or 5 part-time employees. This number is increased to about 125 people during the height of the skiing season. Some of the temporary employees frequently are high-cost, poor-quality labor.

Gross annual income is in the range of \$500,000 and operating costs take about 90 percent of it. The corporation sold stock originally to finance its operations and does not need to borrow funds for operation or expansion. Some thought is currently given to possible expansion of ski facilities, but no definite decision has been reached.

The guests cause no particular difficulties, although a considerable amount of littering sometimes occurs. Highway crews were reported to create considerable ill will by pushing snow onto parked cars and blocking parking lot entrances.

#### **EXAMPLE 52: A SUCCESSFUL SKI LODGE**

Close to timberline on one of our national forests of the intermountain States, a privately owned ski lodge operates from about Thanksgiving Day to the end of April under a Forest Service lease. Ski slopes and lifts in the area under other management or ownership provide recreation facilities for guests at this lodge.

The lodge, owned by a three-man corporation, was built about 20 years ago and has been under present management for the last 10 years. Its lease is for 20 years, with an annual fee of \$150 minimum plus 1.5 percent of gross receipts. The area involved is only slightly larger than that required for the building.

Lodge capacity is 64 guests. In addition to two dormitories (one for men, one for women), the sleeping rooms are doubles with a few equipped to hold four guests. A new wing was added in 1959 to allow for office space, additional storage, and a small increase in room capacity. The increased capacity required an amended lease from the Forest Service and coincided with an increased leasing charge. The net result was that the larger gross income provides practically no more net return than was realized before.

Most guests of this lodge are white-collar people. About 99 percent of them come from outside the State. They are ski enthusiasts who can afford to travel considerable distances and stay for several days. Most of them arrive at the nearest city by train or plane and are transported to the lodge by a charter bus service. Most stay for a full week. They seldom return for additional skiing during the same season, but 85 to 90 percent of them return year after year.

Lodge rates for American plan accommodations range from \$8.75 per day in the dormitory to the de luxe accommodations at \$20 per person daily.

This lodge grossed \$75,000 in 1958-59 and about \$98,000 in 1959-60. Business has increased in recent years although it has hardly kept abreast of expenses. A very small profit was reported last year. The 1960-61 winter season appeared to be showing slight gain over the previous season, although the weather had been unfavorable for satisfactory skiing.

The winter staff (mid-November to May 1) amounts to 18 or 19 employees including managers and office staff, kitchen staff and waitresses, housekeeper and maids, and two handymen. The staff is slightly larger than would normally be needed because a prerequisite of employment for most of these employees is that, in addition to room and board (and wages), they have time off for skiing. Several of the employees have taken leaves of absence from their regular employment to spend the winter season at the ski lodge.

The off-season staff consists only of the manager and assistant manager. Maintenance and repair workers are hired as needed during the summer.

Plans for the future involve little change from the present. Profit incentives and leasing conditions are not favorable for expansion. A nearby city government whose water supply comes from the adjacent highlands has caused considerable difficulty for this operator and several others interviewed. Despite studies and reports by expert sanitation engineers relative to the situation, the officials continue to require expensive and burdensome sanitation methods at private cabins and resorts.

A lesser problem concerns the morale of employees and of guests if the weather is bad for several days. Living together in rather confined quarters isolated from other contacts, people tend to get a mild form of "cabin fever." The manager has learned to anticipate these upsets and to take countermeasures that will keep everyone busy.

Very few problems occur with the guests. They spend much of their time during the good days on the slopes, and they retire early. On days when skiing is poor they are relatively easily entertained.

Relations with representatives of other government agencies were reported as reasonably satisfactory. Rules and regulations apparently were reasonable, and no one else was bearing down on the operators.

#### **EXAMPLE 53: A WINTER SPORTS OPERATION IN DIFFICULTIES**

An example of self-made difficulties was found in one of the National Forest recreation areas where the operator decided to develop an area for winter sports. He acquired several privately owned inholdings within the forest and leased some tracts from the Forest Service. He now owns or leases approximately 2,500 acres of mountain slopes and valleys.

Part of the new improvements was placed on Forest Service land under a 20-year lease arrangement. Part is located on both public and private lands. Construction of headquarters buildings still

was underway after several years of planning; dealing with city, county, State, and Federal agencies over numerous regulations; and other issues. This person recognizes that his public relations have left much to be desired.

He has proceeded with his development program despite the legal difficulties, and says he has invested nearly \$2 million already in lodge, lifts, rest huts, and other improvements and has plans for additional investments in excess of \$1.5 million. Partially as a result of legal difficulties, this operation was inoperative during the peak of the 1960-61 winter season.

This recreational operation has lost substantial sums during each year since it was opened for business. The operator mentioned expenses for remodeling some equipment and the need to build up a clientele. He had anticipated losses for the first 5 or 6 years.

His ski lift equipment includes Poma, T-bar, and double chairlifts. At least one more lift is planned for early construction and other plans include a ski jump, additional hotel facilities and recreation center, additional dormitory wings and luxury rooms on the present lodge, additional parking spaces, and so forth. One phase of plans for future development includes an active summer headquarters program for groups of college-age young people. He maintains that skiing alone will not support the kind of establishment he has planned.

Most of the skiers currently using his facilities are day users from the nearby metropolitan area. The lodge is incomplete and not yet equipped for overnight lodging.

Fees charged for the lifts, when operating, are \$2.50 per day on the Poma lift or a \$3.50 daily area pass for all lifts. The equipment has never operated during a full season, and no estimate of the numbers of actual or potential guests was available.

Although the plans could be modified to meet present legal requirements or practical alternative programs could be arbitrated, the future of this operation is in doubt.

#### RECREATION ON AN INDIAN RESERVATION

Most of our case studies are relatively simple business organizations, managed by single families or corporations. An outstanding example of commercial development by a community is discussed next.

#### EXAMPLE 54: THE WHITE MOUNTAIN RECREATION ENTERPRISE

The White Mountain Apache Indians of east-central Arizona have embarked on a massive recreation development program that encompasses essentially their entire reservation. The area is 2,600 square miles, or about 1.6 million acres, ranging in altitude

from 2,700 to more than 11,000 feet and in climate from semidesert to subalpine.

This recreation enterprise is managed by the Tribal Council and operated to make a profit, if possible, for its tribal owners at the same time that it provides employment and training for large numbers of residents. The council adopted a plan of operations and management methods similar to corporation bylaws. These needed approval from the Bureau of Indian Affairs, which is responsible by law for all tribal moneys. An enterprise manager was hired under contract to supervise the program, promote tourism to the reservation, cooperate with public agencies, guide the development program, and so forth.

The program was started in December 1954 with construction of a 15-unit motel and gas station at an important highway junction on the reservation and preparation of some camping areas. These were followed by more camping and picnic areas, and construction of dams, trails, and other facilities. Two full years of preparation were required before any appreciable tourism could occur. The first income year was 1957 and the first profits were made in 1958. Trade has increased 25 percent each year. A very slight dip in growth occurred in 1960 because of the recession.

Camping areas range upward in size from space for one car and no facilities to others with most modern conveniences. The largest has 50 camping units with toilets, tables, and other facilities. About 700 camping units are available now and others will be added as the program develops. Camping and picnicking are free for the first 10 days. A small fee is charged for staying longer in the same area. Fees are not collected for the shorter stays for two important reasons. First, because of the large geographical areas involved, the administrative and patrol costs would be high. Second, the enterprise is interested in attracting as many visitors as possible, assuming that the income from fishing permits, boat rentals, sale of groceries and supplies, and other services to tourists using the free camping areas will be adequate reimbursement. In the meantime, the free camping is an added incentive for prospective visitors. Camping fees will be charged when large numbers of campers can be concentrated in specific areas.

The recreation enterprise owns three motels with a total of 37 units, five service stations with tackle stores and light groceries, five man-made lakes averaging 30 acres of water surface each and a sixth of 250 acres, plus a dozen or more "tanks" holding up to one surface acre of water each. Twenty additional sites have been surveyed, and construction on some is to start shortly. Two boat concessions on two lakes have a total of 87 rental boats. Horses are available for riding, under a concession.

Intensive development of a large recreation area is planned for the largest lake. This will include a grocery and concession, a hotel-motel with restaurant, a public campground, an 18-hole golf course, a winter sports area with ski tow, an area with 500

homesites on 25-year leases, rental boats, horses, and other facilities as the need developments. Even in its undeveloped stages, homesite leaseholders of this project already represent seven States.

The rates charged for accommodations vary with location and quality. Cabins for four persons at \$7 per day, or \$42 per week, are available at Tonto Lake. At the Apache Indian Pine site, rates are: single units, \$4.50 a day and \$27 per week for one person; \$7.50 a day and \$45 per week for two persons. Duplex units \$7 a day and \$45 per week for two persons; \$12 a day and \$72 per week for three persons. An additional charge of \$1 per day is made for each additional person. All units have double beds. Trailer spaces are \$1.50 per day, \$10 per week, or \$30 per month. Camp trailer spaces are \$1.50 per day, \$8 per week, or \$25 per month. At Hon-Dah Motel, the rates for single units with double beds are \$8.50 per day, or \$51 per week; twin beds, \$9 per day, or \$57 per week. Kitchen facilities are an additional \$1 per day or \$6 per week. Duplex units range from \$9.50 a day to \$111 per week.

Where boating is possible, metal boats are available for \$1 per hour, \$3 per half-day, or \$5 per day.

Other special recreation features include guided trail rides and hikes over parts of the reservation (including its 130,000-acre wilderness area), tours to the ruins and historical sites, all-Indian rodeos, tribal fairs, ceremonial dances, and visits to shops.

Guides are available, at \$12 a day, for hunting, fishing, hiking, or riding. They will guide up to four people but try to limit hunting and fishing parties to two people per guide.

The majority of the recreation clientele comes from Phoenix and Tucson, although advertising and articles in magazines with nationwide coverage has increased the traffic from southern California, El Paso, Albuquerque, and other more distant places. Most travel is by automobile since the high elevations at developed areas would require a long airstrip. Most of the visitors (except hunters) are families. The average stay is about 3 days--most people stay over the weekend, although some camp for a week or more. The heaviest traffic is from May 1 to Labor Day.

Nontribal hunters and fishermen must have valid Arizona licenses and the necessary reservation permits. The fishing permit rates are \$0.60 for the first day and \$0.30 for each additional day, or \$3 for a 10-day permit. A season permit is \$15 for non-residents; reservation residents (nontribe) may buy \$10 season fishing permits.

Fees for non-Indians hunting on tribal lands are as follows: elk, \$15; bear, \$2; Javelina, \$1; and waterfowl and dove, \$2.

The U. S. Fish and Wildlife Service operates a large fish hatchery on the reservation and is responsible for stocking the streams and lakes. About 80,000 pounds of adapted fish of all sizes will be stocked in reservation waters during 1961. Additional hatching facilities to serve the growing needs of this region are being built.

The fishing is predominately trout, although bass

and channel catfish are increasing in the lakes and adapted streams. Several headwaters streams are posted against fishing to preserve the spawning grounds of native trout. With about 300 miles of trout fishing on the reservation, the Tribe controls half the fishing streams in the State. Some reaches of streams, where fishing drain is heavy, are operated virtually on a "put and take" basis. Others, less heavily fished, were stocked or restocked when the program started and are essentially self-sustaining.

Wildlife on the reservation includes deer, elk, antelope, bear, javelina, wild turkey, beaver, grouse, dove, wild pigeon, various other small animals and birds. Many types of predators also inhabit the region and may be hunted or trapped by permit under specified conditions.

Hunting by nontribal persons is limited to elk, bear, javelina, waterfowl, and dove. Bag limits apply to all except javelina and bear. About 400 elk permits were issued in 1960.

Deer hunting, currently restricted to tribal members, probably will be opened to the public within a few years. The Indians do not take adequate numbers and the herd is growing too large for the available range.

Antelope, introduced a few years ago, are multiplying rapidly. An open season on them may be practical by about 1965.

Wildlife and recreation must be compatible with other uses for the reservation lands. The Tribe currently has in excess of 20,000 beef cattle in its selected breeding herd. Sustained-yield logging is practical in the high country. Timber cutting provides access to hunting and fishing areas, improves wildlife habitat, and helps with water-production management. Logging along streambeds and around other intensive recreation areas is controlled. All enterprises must be operated on the general principle of multiple-purpose use.

About 50,000 visitors use the recreation facilities on the reservation during a holiday weekend. Visits in 1960 approached one million person-days. Paid permit fishing amounted to 150,000 man-days in 1960. This will increase as facilities are built, as stocking increases, and as the area becomes better known. The plans for growth during the next 5 years will provide for accommodating 200,000 visitors at a time (roughly a fourfold growth in facilities). Addition of winter sports, including a ski tow and ice fishing, will increase the present drawing power more than proportionately.

In addition to the land, roads, and other facilities already available, the recreation enterprise had about \$900,000 invested by 1960 and plans to add another \$1.5 million by 1965. To date, no funds have been borrowed except from within the Tribe. The large future investment will require some outside public or private financing.

The enterprise's gross business for 1960 was approximately \$620,000. A gross of about \$900,000 was expected for 1961.

Employment is provided for about 40 persons on a year-round payroll and increases to 90 seasonally.

The regular staff includes 5 administrative and office personnel, 4 game wardens, 11 maintenance men, and 20 store and gas station attendants. Seasonal employment expansion occurs primarily in the attendant, camp maintenance, and construction categories. Indians comprise 80 percent of all employees. Tribal members have first priority on available jobs if they can handle the work--part of the program is to train people for the jobs. The local payroll of \$180,000 in 1960 helped convince more tribal members that the recreation enterprise is of benefit in raising their levels of living.

The annual work program is planned to retain as many employees as possible during the slack tourist season. Major maintenance, construction, repair, signboard preparation, and similar projects are programmed for the off season.

Perhaps the greatest problem encounter is to keep ahead of the growing demand for recreation facilities. Some littering occurs, although it is not heavy--roadside litter is the worst, and it is admitted that local residents may be the worst offenders. Some vandalism occurs, largely by teenagers from off the reservation. Tribal law and control apparently are sufficiently strong to hold the resident teenagers in check reasonably well.

Most campers were reported as very careful with their campfires, and fire control around camping areas is not a serious problem except in extremely dry seasons. Four Tribal Game Wardens patrol the areas constantly and the Agency Fire Control Branch hires additional lookouts and other personnel during the dry months.

An interesting note about liability insurance was brought out. The enterprise carries complete liability insurance on all of its activities--except the horse concession. The cost of liability insurance on this enterprise is high, almost prohibitive. This is the only concession sublet to a non-Indian operator.

Controversy over water rights has occurred between the Indians and the water users in the valley. The water users and the State recognize no water rights for the Fort Apache Indian Reservation. Solution to this dispute hinges on a case before the Supreme Court. The Indians maintain that their small impoundments are adding to the sustained yield by recharging the underground flow and are not reducing the water supply to downstream users.

One local problem is the lack of suitable recreation for the Indian teenagers. A tribal program of summer work and study for 6 to 8 weeks has been instituted. Boys are taken to a woods camp where they perform constructive work along lines of the former CCC for their board and room plus \$6 a day toward their school needs. Teenage girls are taken to another camp where they also are provided programs of education and training. This program has been so well received that a group of Indian boys from a Colorado River tribe asked to cooperate in the program during 1960. Results were favorable in the exchange of ideas and broadening of the boys' acquaintances. The program may be expanded soon to bring in about half nonresident boys for the social

benefits to reservation boys from mixing with a wider range of people.

The manager spoke highly of relations with Federal and State agency employees whose duties required cooperation on the reservation. The Tribal Council also was praised highly. Apparently, much opposition to the recreation enterprise existed among the Tribe and within the council when the idea was first discussed. These groups were won over in time. The council uses a board of directors in its relations with the recreation enterprise. It recognizes that principles of business management must apply, and it has kept the business aspects separated from tribal politics. The program has been so successful that 21 other tribes have sent representatives here to observe and study possibilities for adapting parts of the program on their reservations.

Although the outdoor recreation business is highly competitive and tends to be seasonal, the Apaches anticipate that the growing demand for water-based facilities and high altitude, cool, climate, and scenery will justify the expansion program.

## EXAMPLES WITH RECREATION AS A SECONDARY INTEREST

### PROGRAMS OF INDUSTRY

Numerous industries provide many kinds of recreational opportunities ranging from conducted tours through production plans and laboratories to free lectures, free exhibits, donations for public purposes, and other services. Despite a common public impression, most industrial executives recognize the need for favorable public relations. They depend upon the public for a market and often must depend upon its backing in efforts for legislation at local, State, and national levels. Roadside parks, ball fields, and community parks donated and often maintained at company expenses are part of the public relations effort.

Less frequently in the spotlight are the quiet programs of cooperation with fish and game agencies, sportsmen's groups, and others whereby privately owned timber lands or mining lands are made available for hunting, and the waters are made available for fishing, boating, and other water sports.

Individuals frequently forget that these lands and waters are private property, taxes are being paid on them, management costs are incurred on them, and that the owners may be financially liable for injuries suffered by "guests" while on them. Most important is the danger of property loss through vandalism, accidental fire in the forests, or pollution of water needed for industrial purposes.

It is an unfortunate fact that our public manners too frequently leave much to be desired when we are visiting away from home on other people's domain.

The industrial sector of our case examples includes three timber-owning firms from the East,

the South, and the West, and a college-owned forest. These forest-based recreation examples are followed by two examples of power company programs and one industrial metals company plant's program for public recreational use of water resources.

#### **EXAMPLE 55: A WESTERN FOREST PRODUCTS COMPANY**

A nationally known forest-products company has opened practically all of its forest lands to public recreation use. Major restrictions are that hunters are not allowed in logging areas during the week, hunting is not allowed around camps, areas may be closed to access for any use during critical fire periods, some woods roads may be temporarily closed during wet weather to prevent undue damage, and similar reasonable requirements to prevent physical damage to facilities or danger to human life. None of its lands were closed because of fire hazard in 1959 because moisture conditions were adequate. The hazardous condition in the State during the 1960 season resulted in several days of closure during the first deer-hunting season. Generally, the company follows State forester's practices relative to fire-hazard days, although the tree farm supervisor has authority to limit access to company lands when he thinks conditions warrant it.

This company has nearly 1.5 million acres in the national tree farm program. It maintains that its major function is growth of trees and production of timber products, but it recognizes and encourages multiple-purpose usage of its lands. Generally, the people entering the tree farm lands recognize that they are guests, that the danger of fire exists, and that courtesy is reciprocal. The general forest-education programs, particularly "Keep Forests Green" and "Smokey Bear" have been well received. Only three hunter-caused fires in 1959 and six in 1960 were reported on company land. The areas burned in both years were small because company fire crews were able to extinguish all fires promptly.

Hunting is the major recreation activity on this company's northern holdings, although some fishing, picnicking, and camping also occur. The company provides and maintains several camping and picnic areas with tables, permanent fireplaces, running water, garbage cans, and sanitary facilities.

The program on its southern holdings is broader and includes trapping, swimming, berry picking, and other popular recreational activities. Five picnic areas totaling about 40 acres, 300 miles of forest roads, and 65 miles of streams for public fishing are part of the resources made available from the southern holdings. No estimate has been made of the number of recreationists using the facilities. A majority of the visitors to the holdings are from California.

Statistics on hunter use show a steady upward growth in numbers of hunters and in game taken. Data for 1959 show that 23,100 hunters took 2,700 large game animals from company-owned lands.

The 1960 data show 25,100 hunters and more than 3,700 animals taken. The species taken, in descending order, were deer, elk, bear, bobcats, and coyote.

The company assumes no responsibility for stocking streams or forest nor does it attempt to enforce State game laws. It cooperates with the State wildlife and recreation agencies by making its lands available.

The company recognizes that providing its lands for recreation causes a certain amount of expense. No records are kept, however, because the local crews service the areas as needed and the expense is repaid through public good will.

The first picnic areas on company land were opened informally before World War II. This activity increased areas were formally opened beginning about 1947.

Reasons for the increased emphasis and development of specific areas for recreation use were: (1) to improve public relations and emphasize need for forest safety, (2) to concentrate the hazards to areas where fire crews could gain ready access, and (3) to help community economic growth through additional tourist attractions and facilities.

No major types of complaints about recreationists were listed. Recreation is a bit of a nuisance to the maintenance crews during their busy season, and minor damage occurs to roads through wear and tear (especially wet weather rutting and subsequent erosion), but the good will is adequate payment. Enlightened self-interest among large private landowners requires that they enlist public support and knowledge in solution of their problems.

The company plans to develop camping, picnicking, and other recreation facilities as the demand grows and as areas suitable for recreation use are needed. It has no plans for further emphasizing recreation in the future, although this land use will be an important facet in its multiple-purpose land and forest use planning.

#### **EXAMPLE 56: LARGE HOLDINGS AND PUBLIC PRESSURE FOR RECREATION**

One of the largest owners of timberlands in the United States started a recreation program in 1957. Its primary goal was to gain public cooperation for fire control on its lands and to promote better understanding about forest management.

The company recognized public resentment toward large timber holdings and set out to improve its public relations through a widespread series of public recreation facilities, recreation activities, and assistance in various types of recreation conducted by local groups. It hired a full-time recreation specialist to coordinate its efforts, although its field staff and all other employees are expected to work constantly on improved public relations.

The program grew and expanded until the board of directors felt constrained to issue a 5-point statement of its forest recreation policies. Public access for recreation purposes on its lands was reaffirmed together with company cooperation in public forest



recreation programs, its desire to aid in fostering a sense of public responsibility for forest development and protection, its interest in research on fish and game management for forested areas, and its cooperation in educating individuals to the responsibilities of good forest conduct.

This firm believes that timber growing is fully as important as timber harvesting and that the public needs to cooperate in protecting the growing stock. Recreation can be a very satisfactory and inexpensive complementary use of forested lands when people follow accepted standards of conduct.

Local residents had trespassed for years over many company holdings, and local custom was one factor militating for a managed recreation program. Spring burning of timberland, for example, was a deeply embedded local custom inimical to the tree farm program. Incendiary fires were a favorite tool of revenge among a small segment of the population. Local people generally tended to resent any large block ownership of land and to feel that their "rights" were being infringed.

The top management of this corporation has preferred to establish no set policy about recreational activities on its holdings. The push for program came from local and regional offices, largely in response to expressed local recreational needs. One community needed a picnic area, another wanted a park, a third wanted to use a company-owned lake for boating and fishing, people wanted to hunt, fish, and trap over company lands. The growing volume of these requests from local people--many of whom were employees of the company or were related to employees--convinced an alert company official that here was an opportunity to extend forest education and effective public relations.

Recreation still does not appear in the company's operating budget, although there is serious question how much longer this expense can be put under other headings. The board of directors is beginning to recognize that service to public recreation is a mounting item in operating costs, and sooner or later its effect on stockholder profits will be questioned.

The program is financed partly from public relations, partly from woods operations, partly from maintenance. The company has a conservation forester and assistants in each State who work closely with State forestry, wildlife, and recreation officials. Company management policy is to sign agreements with the various States whereby the States develop hunting and fishing programs on company land. Primary reservations concerning such usage relate to areas in which forestry crews are working, periods of critical fire conditions, possible contamination of water stored for industrial purposes, and similar situations that might adversely affect the company's investment.

Many other types of programs are underway. Some are annual, short-term affairs like conducted deer hunts held on a free, first-come basis or annual trials for foxhunting dogs. Others involve long-term continuing commitments such as school forests. These

"outdoor laboratories" usually are about 40 acres, on which the company helps the school plant trees and manage the growing forest. The school gets the timber crop when it is harvested.

The company has constructed and is maintaining about 30 parks and roadside picnic areas on company land and has made several water bodies available for swimming, boating, fishing, duck hunting, and other uses. Most of these water areas require boat-launching ramps, docks, parking areas, and other facilities in addition to maintenance and cleanup. Several hundred acres, in the aggregate, are set aside and more or less permanently dedicated to various public uses unrelated to the company's primary purpose of timber production on its lands.

Nearly a half-million acres of company timberlands, including refuges, are covered by game management agreements with seven States and the Federal Government. This program is correlated with the timber-improvement policy whereby groups of trees and understory plants are preserved for animal feed or cover.

Public relations problems sometimes occur, and the company can be caught in the middle between public agency preference for a program and public sentiment for something else. Often, the adverse criticism and local repercussions are aimed at the innocent landowner rather than at the public game-management agency.

No concrete estimate of annual expense for recreation or of investment in recreation facilities was possible because of the way the work was done. The local maintenance crews cleaned up the picnic and camping areas, built and maintained the service roads, built the facilities, and so forth. Sometimes the conservation forester arranged with local people for small facilities on company land. Sometimes funds came from operating capital of a regional mill or from the public relations budget. One man on the public relations staff spends full time on recreation and related matters. He meets with interested groups, prepares press releases, works with State officials and company foresters relative to recreation on company land, and generally tries to reduce friction by creating a better understanding of forestry and industrial needs.

A partial tally of recreationists using this company's forest holdings and water areas last year showed between 1.5 and 2.0 million man-days spent on the five types of recreation analysed. Fishing and hunting were by far the most popular sports. They accounted for nearly 80 percent of the day-users tallied. Picnicking was next in order, followed by camping and water skiing.

Most users are local residents and many are company employees. Only a relatively few cause damage or management problems. One company official summarized the situation recently as follows: "Not everyone appreciates the welcome sign of the company-constructed park facilities. We have had instances of vandals smashing concrete tables, benches and grills, tearing out electric lights and breaking or stealing toilet bowls and seats. They use our

signs for target practice. More than once the tires of our wheel tractors and motor graders have been riddled. Some of our 'guests,' and I use the term loosely, even take property belonging to the logging crews. Others are careless with matches and campfires or even with themselves, exposing us to loss and liability. . . while none of this is dramatic, it does occur in a rather consistent, steady flow. If we had more elaborate facilities, we would no doubt have more elaborate vandalism.

"But for every one of these, there are hundreds of others who come, relax, enjoy themselves, and exercise due care. When they go, they take nothing but photographs or their legal limit and leave nothing but footprints and a good impression on the forester and landowner. These are the recreationists we enjoy having on our land."

Probably, this company will not expand its recreation program much further and then only as local needs develop. Because of the operating expenses involved in providing special recreation facilities unrelated to the company's primary purpose of timber production and manufacture, it may become necessary to charge for the use of some facilities. This step will not be taken until necessary and then only after the custom has become established in the area. A fine line for judgment lies between what the board of directors will allow in expense for public service and what certain elements of the public will demand before those elements retaliate with increased vandalism, set fires in growing timber, damage to equipment, and other overt actions.

#### EXAMPLE 57: A WESTERN LUMBER COMPANY

A western lumber company presented the case for practical planning in recreation-development programs that involve private lands. This firm is a relatively small operation when compared with some of the industrial giants. The fact that it will soon have been in business for a full century, however, testifies to its stability and also to its ability to adjust as conditions change. Management of this company is genuinely concerned about: (1) the growing need for outdoor recreation, (2) conflicts of interest between public recreation agencies and private business, and (3) the position its firm must adopt relative to recreation as a secondary user of its forested lands.

This firm is located in a State whose urban population has been growing by leaps and bounds. The State has an extensive program for highway improvement that enables its residents to move far and fast. Average incomes are high and a large proportion of the urban dwellers are avid recreationists.

Forest holdings of this firm are less than 200,000 acres. They are geographically isolated from national forests as a source of possible future timber inventory. This physical separation from national forest, and national parks as well, puts additional pressures on private and State forest lands to provide

required recreation. The main problem in this relationship, according to this operator, is that the responsible State agency "has steadily emphasized acquisition rather than development of its lands. Many instances could be cited where lands acquired many years ago have not been developed for public use; while, at the same time, public clamor is stirred up by State agencies who wish to segregate for single use and preservation ever greater acreages of private forest lands."

Although the company claims that it presently provides no outdoor recreation facilities as such, the fact is that in one way or another probably at least 30,000 person-days of recreation activity are conducted on company property. About 300 employees were allowed to hunt on company land last year. Approximately 2,000 individuals fished the many miles of streams on company land for one or more days. A Boy Scout group uses an old camp free of charge for about 2,000 man-days a year. And more than 20,000 people annually take conducted tours through the company's sawmill and factory. Additional recreation is provided by a company-maintained logging museum. The company has cooperated with wildlife agencies in removing debris from streams to facilitate fish spawning. Employees and their families, and a limited few others, have free use of a picnic area in a grove near the mill.

Despite the above list of activities going on, the company asserts that it has "made no arrangements to meet recreation demand except to facilitate the plant tours." It has no one specifically responsible for public relations and has made no particular arrangements with public agencies to develop fish and game habitat. Nominal costs are recognized for certain maintenance expenses and the time of staff members who are needed occasionally to conduct tours through the plant.

No plans have been formulated for an active program of development of recreational facilities on company lands. Absence of a definite program or indication of plans, however, is far from absence of thought and concern about recreation as both a public need and a private opportunity--as a possible supplementary enterprise, and as an additional cost of doing business. Our informant had studied the situation and presented the case so succinctly that his statement is quoted:

Much the most serious problem facing us as owners and operators of a large section of private forest land is general poor public relations on the part of our industry and general lack of understanding by the public of the economic necessity of operating as a private enterprise. We have had little trouble to date from damage to our lands by public recreationists because our lands are generally closed to them. . .

A system of recreational user fees on both private and public lands should be instituted to furnish sound financing for adequate recreational facilities. There is at present a great disparity in the financing of recreation as between the U.S.

Park Service, U. S. Forest Service, and private industry.

There is further serious disagreement on recreational financing methods within our industry . . . The reason for this . . . is that forest owners here tend to be smaller than they are in the South or Northwest. While very large companies, principally pulp and paper companies, can afford to have public relations staffs and can stand the expense of providing substantial recreations facilities, this is not feasible for medium-size companies and is completely out of the question for moderately sized and small ownerships.

The general thought was expressed that timber operators owning 300,000 acres or more usually have public relations departments and feel they can afford free recreational facilities for public use. However, the smaller operators generally cannot afford these additional overhead expenses.

The confusion in our national policies and actions toward ownership of resources is nowhere more evident than in the area of extensive private landholdings. Our informant stated that, as private forest owners, one of the serious problems lies "in the confusion in the public's mind as between 'conservation' and 'preservation.' It fosters a feeling that recreation can only be enjoyed in completely 'locked up' preserved areas."

This operator thought land leasing for recreational purposes was a sound economic trend that might well be encouraged and also that recreational users need to expect to pay for use of recreational facilities. This principle would be extended to include family camping.

Outstanding scenery can be retained and protected through public purchase of scenic easements from private landowners. This would allow retention of fee-ownership and most regular business activities (related particularly to forest management), but would prevent subdivision-type developments and other distracting uses in major scenic areas.

No definite plans have been formulated for developing a recreational land use program on lands controlled by this company, although it is obvious that considerable thought has been given to the subject. Assurance that use for recreation would not endanger the forest operation, and development of an acceptable schedule of fees to pay for the recreation opportunities provided, might bring supplemental income to the firm, additional employment to the community, and much-needed recreational opportunities in the area.

#### EXAMPLE 58: A COLLEGE-OWNED FOREST

One of the older colleges in the United States owns roughly 40,000 acres of wooded lands used for sustained timber production, recreation, and limited educational opportunities. Its holdings have been accumulated over approximately 200 years through a series of grants. The individual tracts range in size from the smallest, of about 70 acres, to the largest (and oldest), of 27,000 acres. They are widely scattered about the

State in 6 major locations and several secondary ones.

Each tract is managed separately. Timber sales are made from those not already dedicated to wilderness, parks, or other special uses for which the natural timber cover would be a desired permanent asset. Sales usually are by bid, with the bidder responsible for making certain specified improvements, and under timber-management cutting restrictions. The college lands are under the general supervision of a trained forester. Income from forest sales amounts to several thousand dollars annually. This represents a share of the college's profits and goes into the college treasury. Expenses for maintenance of the forested lands, operations, and taxes are paid from appropriations for the college budget.

Recreational activities developed on these lands vary widely among the properties. Some are located on good transportation lanes and relatively near populated areas. Others are virtually isolated. One has been developed for intensive winter sports activities and at least one other has some winter sports facilities on it. The others are available on a free-use basis to students and college staff for hunting, fishing, hiking, camping, swimming, canoeing or boating, bird watching, berry picking, photography, nature study, and other activities. Outsiders may use some of the facilities, such as the trails for hiking, free of charge. On others, they need special permits or are charged fees higher than are paid by students and staff for lodging or for other services. Generally, the facilities are operated primarily as a service to college personnel rather than for profit. The primary benefits from service to outsiders are in assistance on overhead expenses and in "good will."

Many students and staff members spend weekends on these lands several times during the year. Others utilize the facilities only for specialized recreation such as seasonal sports, camping out, vacationing, and so on that occur at specific seasons. Some of the lodge facilities are maintained by the college with the aid of student and outdoor groups on a cost-free basis for users. Sleeping bags, food, and other essentials must be provided by those using them. In other places, the facilities are sufficiently large and used sufficiently intensely to warrant staffing, bedding, food preparation, and similar services on a regular basis. At one such facility, the rates per person are \$5.50 and up in summer and \$5.75 and up in winter. They include three meals and lodging. This particular lodge can accommodate 100 guests. A weekly rate is 10 percent below the daily charges. Certain groups are allowed to bring sleeping bags and stay in a dormitory at a \$4 rate.

One tract of between 200 and 300 acres is developed especially for skiers, although parts of it are used for hiking, picnics, and some camping in season. The ski slopes are divided according to skier-skill requirements into those for novices, intermediate skiers, and experts. A Poma lift and a T-bar are used. Single rides on the T-bar are \$0.25 and on the Poma lift are \$0.50. Other rates are \$4.50 a day or \$50 for the season. The family rate for the season is \$100

to \$110. Students and children receive a discount of \$1 on day rates and \$10 on season rates.

The staff of this facility includes the manager and one or two helpers full time, plus numerous extra workers during the height of the skiing season. Annual costs range between \$100,000 and \$150,000, and the returns are only slightly higher. This is less a profit-making operation than a service to students and staff. However, skiers from all over this part of the country congregate here for recreation. Competitions are held here each year.

Roughly \$175,000 is invested in this particular facility. The lifts are worth about \$20,000 to \$25,000 and the remainder is in land, buildings, and improvements.

No particular problems were reported by the manager of all college lands. Most of the staff and students who use the resources for recreation recognize the rules of sportsmanship. Most of the areas are sufficiently isolated so that only the hardier sportsmen among non-college recreationists use them.

Plans for the future are to continue the present program, with a moderate expansion in recreation as the need becomes evident.

#### **EXAMPLE 59: RECREATION ON POWER COMPANY LANDS**

At least 250,000 recreation visits were made last year to the lands and waters of a power company. This company owns approximately 25,000 acres of reservoirs and pond areas and 35,000 acres of land surrounding its water areas. These were acquired and developed solely for producing power.

Outdoor recreation has been permitted for more than 40 years on this company's property. It has been of growing significance since a planned program for free public recreational use of company resources was initiated after World War II.

Several policy problems relative to use of its resources and public relations with privately owned recreation businesses in the region have been of concern to company management. It is primarily in the business of producing waterpower and does not want to compete with, nor appear to compete with, commercial recreation enterprises. Its policy is to keep its extensive forested lands in their natural timbered state except for relatively small areas developed for picnicking and boat launching.

Hunting, fishing, and boating (both motor and sail-boats) are permitted on all of its waters except in hazardous areas adjacent to dams and power plants. Hiking and berry picking are permitted also. Only one area on one reservoir is serviced by a bathhouse. However, people swim in seven other company-owned reservoirs. Pollution now prevents swimming in the rivers but the local-State-Federal cooperative program underway for cleaning up the river system eventually will make swimming possible in virtually all the waters this company uses.

Six boat-launching sites and eight boat-launching

site-picnic area combinations have been built; three launching ramps are partly hard-surfaced, the rest are gravel-topped. Nine other areas, solely for picnicking, have been developed. Most of these have tables, fire-places, and toilet facilities. Few have drinking water available because of the expense and also because, with it available, these picnic areas might draw people away from picnic areas run as business enterprises.

Some of these recreation facilities and a little league baseball field are sponsored jointly with local groups.

No camping is provided because (1) the company would be competing with commercial campsites, (2) the sites would be expensive, and (3) this is a venture foreign to power generation.

Visitor information centers near two powerhouse dams contain special exhibits. A guide at each lectures concerning the operation of the power plant and also conducts tours of the plant. Guest registration books show that the plants are visited each year by people from about 35 of the 50 States, from nearly all of the Canadian Provinces, and from about 15 foreign countries. Among the visitors are engineers from all over the world; many college students; and 4-H, Scout, and similar groups. These facilities and services have resulted in improved public relations and better public awareness of the company's function.

The average length of a visit to a picnic area or other recreation spots on company lands is a few hours. A number of people living nearby probably use these recreation facilities several times during the season, and some visitors return each weekend.

Relatively little recreational use is made of this property in winter. There is some ice fishing, some hunting, and a bit of cross-country skiing, but there are no developed facilities for these uses.

Visitors cause the company very little trouble. Trash barrels are provided at developed sites, and people use them. Some damage was done to some picnic tables at a few sites when they were first installed, but this has stopped. Near towns, in several of the areas developed cooperatively with local groups and used as community facilities, the groups do their own policing. Company employees police all other property.

The majority of the recreation facilities have been developed during the last 5 years. This company expects to continue developing family picnicking areas and boat-launching sites as the need arises.

Capital investment in the recreation facilities cannot be determined. But, except for the two visitors' information houses, it is not large. The only employees to care for these facilities are two guides who work year-round at the visitors' houses, two extra guides hired in the summer, and a summertime caretaker at each of the two picnic areas. Trash collection is done by regular company maintenance crews.

There are no real difficulties with government agencies of any level. Signs at all locations warn that swimming is at the person's own risk. To date, this has been satisfactory for the requirements of

State, county, and local authorities. However, sometimes local, State, or Federal agencies have indicated a desire to acquire some company forest or waterfront lands.

The company cannot relinquish control of land around its reservoirs because of its need to draw down water levels from 40 to 90 feet (depending upon the reservoir) during the year for its hydroelectric operations. If others owned the land around the reservoir, the company probably would have difficulty about withdrawing the necessary quantities of water. It has had firsthand experience with this type of situation. The company sold lands adjacent to the ponds used to retain a 7-day flow for a 5-day use. Problems are encountered now with adjacent property owners concerning the water level. Oddly enough, different people at the same pond on the same day will make opposing complaints--for one the water level is too high; for the other it is too low.

Although company policy is to retain full ownership of land around the reservoirs, it has been generous with other lands. A decade ago, it deeded several thousand acres as a public forest for a very small sum. More recently, large tracts in excellent fishing areas have been leased for \$1 a year to help the State with its fish-stocking and management program.

Forest management is becoming more significant in company planning. A small part of the company's lands has a virgin forest cover; some forest land is permitted to reseed itself; old farmland is reverting to brush and forest. Timber is cut on some parts of the forested areas. Studies are being made now to determine what future forest-management practices should be followed.

Although new picnic areas and boat-launching sites will be added as they are needed, additional varieties of intensive recreation activities will not be developed on company lands if this can be prevented. The company believes that in two or three decades its lands will be among the few natural areas remaining in a rapidly urbanizing region and that this is a good reason for preserving them in an undeveloped condition. The company's policy is in complete accord with its major purpose--to provide hydroelectric power.

#### **EXAMPLE 60: RECREATION ON POWER COMPANY LAKES**

More than 30 years ago, when a power company built a dam to store water for use in the generation of hydroelectric power, a large lake was created. Today, with its 5,700 acres of water surface and more than 50 miles of shoreline, this lake is the primary recreation resource for the hundreds of privately owned recreation places that have been built around it. These recreation facilities range from hotels, motels, lodges, and a camp, to a yacht club and several marinas.

From the beginning, the lake and its shoreline have been open to the public for recreational use at no cost.

Although the power company owns the entire shoreline, owners of adjacent lots are given access to the lake, and owners of lots farther back from the lake have access to it at several points by road. It is estimated that the summer population of the lakeside cottages alone is 10,000.

Brush has been cleared away in several places, and at one vantage point the company has prepared an area where cars may be parked off the highway, so the public can better view the dam and lake from nearby roads.

Four lakeshore parks and camping areas owned and operated by the company provide access to the lake for public recreation. These areas provide picnicking, camping, and boat launching and docking facilities. Approximately 275 tent sites are available at these four areas. A table, fireplace, tent base, refuse can, and car parking space are available at each tent space, and toilets are provided nearby. Showers and electric laundries are available at nominal sums. The camping charge is \$1 per site per night, or \$5 per week. Park caretakers operate camp stores stocked with food and supplies.

Although the supply of water for use in generating hydroelectric power is the reason for the existence of the lake, the company tries to hold the water level fairly stable during the summer and sufficiently high to satisfy the people who use the lake for recreation purposes.

The power company conducts sightseeing tours of the lake, the dam, and the power plant. The number of persons taking this tour increases yearly. In 1959, more than 1,100 persons took the tour, and in 1960, approximately 1,500 persons did so. People from 13 States and 5 foreign countries have made the tour. The approximate attendance of picnickers at the four sites is estimated at 40,000. The average camping stay is less than a week; most people use the campgrounds from Friday through Sunday.

The company owns some lands at lakes behind other power-generating dams. At one site, a predecessor company started a reforestation program more than 40 years ago. More than a million trees were planted on land not considered suitable for agricultural purposes. Some of the land is still owned by the present company, which is continuing the forestry program.

At another lake, the company owns a number of areas suitable for cottage sites, which are leased to the public for small fees averaging \$35 per year for a lot of approximately 75 by 150 feet. No public bathing beaches are maintained here, but in 1961, a boat-launching site was being constructed. Parking space is provided for 40 cars, and half a dozen picnic tables were being constructed.

Officials of this company stated that because of traffic conditions, people are seeking weekend recreation nearer home. One evidence of this is the fact that in 1956 when a survey was made of boats of lessees and transients on this lake, more than 300 boats were using the lake; during the summer of 1961, there were about twice as many boats on the lake.

At a lake upstream from the one mentioned previously, the company has also provided a boat-launching site. At this lake, a subsidiary company leased land to the State Fish Commission, which has built a dock and launching ramp. This lake is used by more than 1,200 boats on a single weekend.

This company has a small site of some 10 acres on a lakeshore at one of four steam stations. More than 50 lessees have built cottages there. At a second steam station, 35 lessees have built cottages. At a third, there are 26 cottage sites. At the 83-acre artificial reservoir for cooling water for another steam electric station, a 7-acre area along the shore is reserved for recreation and equipped with a clubhouse, a picnic grove, and a 200-foot bathing beach. This recreation area is used primarily by employees and for company activities, but it is made available at no charge to nonprofit groups and associations.

In addition to the recreation facilities and cottage sites mentioned above, the company permits trapping, berry picking, and hunting on various parts of its other lands. Another recreation feature is that when this power company took over one land area some years ago from another company, a museum and other buildings on the land were sold to a local soil conservation society for \$1, and a 50-year lease on the land was given the society. Recently, the company leased an additional 26 acres to the society for development as a park and bird sanctuary. The annual cost to the society for the lease is a sprig from a holly tree that stands on the property.

The estimated value of land and improvements at the recreation areas mentioned is about \$2 million. Altogether, at the three largest recreation areas, the power company employs two superintendents, a patrolman, a clerk, and four camp caretakers the year around; another caretaker is hired for the summer season. Supervision of other spots is generally from the main office or from the nearby plant. Much of the maintenance work at the four campgrounds and work at the other areas is done on contract.

Company representatives stated that, in general, the people using these facilities are rather well behaved. Litter is sometimes a problem as is petty thievery and destruction. People occasionally cut timber on company lands; usually they are caught and made to pay for the timber. This discourages such practices. It was said that not as much vandalism occurs at these recreation areas as at places nearer the big cities.

The principal problems seem to involve regulations of the State Health Department and those of local townships. The Health Department regulations require a lifeguard to be on duty at each bathing beach, toilet facilities at the beach, and a weekly water analysis. It was stated that only those enterprises that charge for swimming can afford to meet these requirements. Owners of small lodges, inns, and cottage developments find it difficult to make extra charges for swimming or to raise their general fees to include this additional overhead cost.

The company itself has difficulty concerning one of the four public campgrounds it provides. Three have

recently been renovated; they have modern chemical toilets similar to those in State parks. The fourth is in a different township, where the town supervisor requires that only flush toilets be used. The company planned to renovate this camp during 1961; that is, it would do part of the renovation, but anticipated that renovation of the toilet facilities to meet this township's requirements would create additional expense at other parks.

Plans for future recreational development are necessarily limited by the fact that most of the land owned by the company is already in use. However, the camping area at one of the four parks can be expanded to provide camping facilities on an additional 15 or 16 acres.

Company representatives stated that the recreation facilities are valuable because they provide good public relations, as evidenced by letters the company has received at the end of each summer. The company also believes that these recreation facilities bring more customers to the businessmen in the area and so are good for the community. As one official said, the company is "just trying to be a good neighbor to the people in the communities where we serve electric power."

#### **EXAMPLE 61: RECREATIONAL USE OF INDUSTRIAL WATER**

Beside the belching stacks of a huge industrial plant in one of our southern States, bass and bluegills are boated from a man-made lake. This lake has a surface area of more than 800 acres and its depths, ranging from a few inches to nearly 100 feet, provide ample variety for healthy fish growth.

The lake was excavated and the conduits for filling it were built in the early fifties. Almost before the basin was ready for water, people began asking permission to fish, swim, hunt ducks, and water ski on its surface. The company was in a quandary. It needed the water for its industrial processes. It feared responsibility for accidents that might occur on its premises if the public were allowed unlimited access. It needed to keep the water relatively clean. Yet, the opportunities for community service and for cementing favorable public relations were obvious. Study of alternatives provided what seems to be an excellent arrangement. Several steps were involved.

As the lake was filling, an agreement was developed with the State fisheries authorities. The lake was to be stocked scientifically by the State and a cooperative program of fish management would be followed over the years. Records would be kept of the fish caught. The State would acquire information for its recreation program.

The company developed a park in a wooded area lying between the highway and the lake. On this tract, of approximately 6 acres, it constructed a concession building, restrooms, stone grills, and permanent picnic tables, together with a system of roads and parking spots. A boat ramp and dock were built into the lake and as an added attraction,

a floating fishing barge was anchored some distance off shore for fishermen who preferred a base more solid than a small boat. Between \$20,000 and \$25,000 were invested in these facilities, including installation of lights, water, and heat for the buildings.

In return, the company established a rather strict but realistic set of rules and regulations under which these facilities were made available, at no cost to the public. Among the most significant are: no swimming or waterskiing (because of the hazard), no fishing from shore except in specified safe areas, all fishermen to register and get permits before fishing and report their catch before leaving, fishing only during specified periods (sunup to sundown). Also the number of people per boat is limited, no liquor is permitted on the premises, no camping is allowed, and similar rules are enforced for public safety. The company maintenance crew keeps the facilities in condition, the rubbish crew from the plant picks up the trash, and the guards patrol the premises periodically.

Actual operation of the concession was leased to an individual who is responsible for the orderly conduct of people while they are in the park or on the lake. The company reserves the right to close areas to fishing or to establish other restrictions if they are required by plant operations or for public safety.

The park and fishing privileges were opened to public use in June 1954. By the end of 1960, more than 100,000 fishing permits had been issued and literally tons of fish had been caught, recorded, and carried home. The daily record is maintained for reports to the company and for use by the fisheries experts who are interested in the productivity of this water body.

The original lessee, a well-known elderly man, operated the facilities satisfactorily to all until his death. The present lessee also appears to have a knack for good public service in this type of work.

The operator, his wife, and two full-time dockmen are required to provide service for the fishermen and picnickers who use these facilities. During 1960, nearly 15,000 permits were issued and many other people stopped by or used the picnic facilities. About 20 boats and a few motors are available for rental, bait is sold, and the usual soft drinks, candy, and fishing gear are for sale in the concession.

The personal investment in equipment and supplies is roughly \$15,000. The concession is open all year, although a few weeks in winter are too cold for much fishing and on some days the water is too rough for safe boating. The lessee is responsible for maintenance of safety measures required under State law.

He charges \$3 a day, or \$1.50 per half-day, for use of boats, \$4 a day for use of motors, and \$1 for fishing from the dock or the barge. Although the permits are required, there is no charge for them, as such. They are utilized as a record of who is on the lake. Also, they have a psychological effect--people act more responsibly when they sign permits.

Most fishermen to this lake come from the small cities nearby. Few come from farther than 50 miles. Some inveterate fishermen use the lake intensively.

Several are retired men who especially like to fish. On a busy day, there may be 100 people on the lake.

The operator reported that the visitors to this park are exceptionally well-mannered. Apparently, they use the trash containers around the picnic area and return the pop bottles for the deposit. Perhaps because this area is some distance from large cities, rowdiness and gang affairs just do not happen.

The present facilities appear to be adequate for the demand. The operator would add more boats if they were needed. The company has no plans for additional improvements although, again, this could be changed if the need were to develop.

## PROGRAMS OF FOUNDATIONS

A great deal of outdoor recreation is provided by schools, church organizations, nonprofit foundations established for special purposes, and other special-interest groups. Recreation is seldom the primary purpose for their being. Yet a majority of these groups recognize the values gained by association with nature study, walking, hiking, riding, boating, swimming, country quiet, and the numerous other active or passive uses for free time and energies.

The first of the two examples is owned by a national church organization. It was the gift of a previous owner and is to be used for specific uplifting purposes. The second example recently was incorporated as a nonprofit corporation and efforts for its transfer to a suitable foundation are underway.

### EXAMPLE 62: RECREATION, EDUCATION, AND DEMONSTRATION ON CHURCH-OWNED LANDS

A former desert ranch that had passed through settlement stages from the practically virgin state when first acquired under a Spanish land grant, to overgrazed working livestock ranch, and to dude ranch is now operated by a religious group for conferences, training experience, committee meetings, study and relaxation. This holding contains approximately 20,000 acres adjoining a national forest.

Guests are usually connected in some way with religious activities, although this definition is sufficiently broad to include 4-H Clubs and similar groups. More and more emphasis is placed on junior and senior high school age groups through nature study, hiking, camping out, archaeology and related subjects, using the ranch as a living laboratory.

A secondary emphasis on the ranch is a practical demonstration in rangeland reclamation and resource management. The ranch now supports no domestic livestock. Previous poor management had dangerously reduced the natural cover of native grasses. Erosion and weeds took over. The present owners, working closely with the county agricultural agent, the Soil Conservation Service, and the Agricultural Conservation and Stabilization Committee, are re-seeding some areas and building dams and terraces in others for soil and water conservation in order to

reclaim the range. Cattle will be reintroduced in another 10 years or so depending upon the new range cover. Future range use will be a demonstration of conservative land management practices. The property is dedicated to high ethics in education and conservation.

About 250 guests per week stay here from roughly mid-March to mid-October. Charges are \$4.50 a day for three meals and lodging in the regular buildings or \$3.50 a day in a tent village where visitors must provide their own bedding. In addition, several work camps are held each year. People in these programs spend roughly half days working as manual laborers on construction or other improvement programs on the ranch. The remainder of their time is free for study, discussions, exploration, or other personal interests. These volunteers receive three meals a day and lodging.

Seven people are employed year-round on the ranch. Six of them are three married couples, all trained specialists. The seventh is a cook. During the summer rush season, the staff grows to include an additional program director, 5 cooks, and 30 to 35 college boys and girls (for 3 months at \$50 per month).

The current annual operating budget, although in excess of \$125,000, is inadequate to meet expenses. The deficit is met by the national religious organization. Visitors often take up small collections for special purposes, such as several bushels of adapted grass seed, needed machinery, hand tools, or other equipment. Some visitors with industrial connections have donated several valuable larger items needed to further the resource conservation program.

The land and some of the present buildings were donated to the group by the former owner. Physical assets other than the land are valued at \$500,000 to \$700,000. Construction of additional facilities and range reclamation is proceeding slowly as funds become available.

Potable water is scarce. The present well and water storage tanks are adequate only for approximately present levels of use. A new water source must be located and developed before appreciably more people can be serviced. Several separate areas probably will be developed for special interest groups if water can be provided.

Relatively few problems of handling people occur. Most of the visitors represent religious groups or are students with special interests. They are usually self-policing and interested in the reclamation program underway. Finances are the greatest problem--fees are kept low to allow as many people as possible to utilize the facilities economically. It is not a "money-making" enterprise.

#### EXAMPLE 63: ONE MAN'S CULTURAL MONUMENT

Some 30 years ago a renowned artist-naturalist, author, lecturer, and man of many other interests moved to the Southwest with his wife, where they

established their new home on a 2,500-acre tract of mountain wilderness.

This couple, with wide-ranging interests, foresight, and effort, developed within their home and on the grounds a cultural and educational center whose impact on American recreational life cannot be estimated easily.

The large private dwelling has been almost taken over by an extensive library, rooms for museums, collections of natural history, paintings by the artist, music rooms, and studies. The library, containing about 70,000 volumes, is particularly valuable for research in natural history, religion and philosophy, crafts, Indian lore, and juvenile literature. The other collections are almost equally valuable for research in the specific subjects.

This dynamic couple gathered a following of friends, students, and co-workers over the years. Some became year-round residents in smaller houses tucked away over the grounds, some came for the summer, some stayed only weeks or days. Lectures and seminars on psychology, philosophy, comparative religion, and other subjects developed. Concerts by visiting artists were arranged for guests and a colony of artists emerged. A crafts shop provides an outlet for artisans of all local cultures so long as the workmanship is of high quality. Also included is a bookstore for the works of the man and his wife--who is also a well-known author and lecturer. Many valuable items are stored for lack of space.

Activities have been maintained since the owner's death several years ago although the widow has found the management details an increasingly heavy drain of her own professional work and on her strength. A major portion of the acreage was sold recently, but a tract of several hundred acres including all of the facilities was kept in order that the center for education might be maintained intact. Access rights for hiking and riding purposes were reserved in the sale. The new owner has no plans for development of the area.

The business affairs were recently incorporated into a nonprofit foundation with a 5-man board of directors who knew the developer, his way of life, and his desires about continuation of his work.

The entire tract of 2,500 acres was acquired in 1929 under a single deed of unbroken title going back to the original Spanish land grant. Building was begun in 1929. Housing facilities are available on the grounds for 200 guests in tourist cabins, small homes, and a few larger houses for permanent residents. Each of these has complete living facilities. Rentals range from \$75 to \$200 per month plus utilities. In addition, a large camping area is available for Boy Scout groups. Touring groups and individuals or families familiar with the work of the owners often stop for a tour of the premises or for a study period. A charge of \$0.50 per person was recently instituted for persons wishing a conducted tour through the main facilities.

Although the primary focus of present activities is educational and many leaders of recreational groups come here for training, the other facets of a cultured



life are recognized. Musical instruments are available for private practice or for impromptu recitals; lectures on a wide range of subjects are arranged depending on the specialist available; researchers often spend periods poring over volumes in the library; dances and community sings are held; a few horses are available for those who ride; others may hike if they wish. No hunting is allowed and no facilities are available for swimming or other sports. A small restaurant probably will be added to meet the needs of the short-time visitors.

It is almost impossible to evaluate the worth of the property, although appraisals already made on only part of the personal property run well over \$1 million.

The widow has lived alone in the family home since her husband died several years ago. Regular employees include one man who is a general overseer and a woman for housework. Day or special help is hired as needed. During the summer, a part-time secretary and three or four clerks for the shop are added. The tenants serve themselves.

The widow stated that she had no management troubles worth mentioning. The guests were serious people there for a purpose, and visitors usually recognized the significance of the place. A very small amount of litter developed from residents of the nearby local community who sometimes used the roads for parking purposes. Vandalism on the outlying property is a more serious problem.

The owner is elderly and freely admits that she does not have the time or ability to manage the facilities adequately. She believes that they could easily be self-supporting if a public-service group would take them over and continue the purposes for which the estate has been developed. She refuses to donate her property to the State because some of its policies conflict with her own standards for good public administration.

If she had the finances, the time, and the ability, she would improve the campgrounds somewhat above their present primitive condition; enlarge the craft shops; have a larger restaurant; and add an adequate professional staff (librarian, curator, artists in residence, etc.) to man the various departments and provide needed services to researchers and students as well as to the larger volume of tourists that probably would evolve. If a public group, a foundation or other group takes over, these steps will occur, but this lady can plan only to do her best while she remains in charge.

#### PROGRAMS OF ASSOCIATIONS

This series of three case examples represents special interests that own, or operate on, land where competition for resource use is keen and emotions about public policy often run high. The Sierra Club, of course, owns some lands, leases others, maintains a string of shelters, helps maintain trails, helps clear up litter in wilderness areas, and provides many other services for the ultimate benefit of

its members and others using the western mountainous areas. A somewhat similar association, although less well known, operates along the Appalachian Trail in eastern United States.

The last two associations include (1) a band of timber owners organized for mutual assistance in solving problems related to legislation, public policy, and numerous other matters; and (2) an association of conservation-minded citizens trying to preserve the best examples of primeval forest for present and future enjoyment.

#### EXAMPLE 64: THE SIERRA CLUB

The Sierra Club, a special interest club founded nearly 70 years ago, has devoted itself "to the study and protection of national scenic resources, particularly those of the mountain regions of the Pacific Coast." Its membership has grown from a few dedicated men to more than 17,000 persons, and its programs have been broadened to include many aspects of outdoor recreation in addition to those on its original agenda.

Among these activities are summer wilderness outings, mountaineering, skiing, snowshoeing, local trail trips, boating photography, nature study, various types of camping trips, river tours, and others. More closely associated with the concepts of preservation and conservation is the club's program for publishing authentic information concerning the mountain regions, efforts to gain support in preserving the forests and other natural features of the region, and preventing their exploitation.

Junior membership among persons of about high school age is encouraged. The group helps introduce young people into activities of the club and develops leadership potential among them for future club programs.

The club owns, operates, and maintains more than a dozen rustic lodge facilities generally in areas accessible only by foot or boat. Most of them are on lands leased from the Federal or State governments, although a few are on privately owned inholdings. A couple of other lodges are somewhat larger and have facilities for conferences, as well as sufficient usage to require staff services. The club also has a ski tow near one of its lodges. Some parcels of land were received as gifts, others were purchased.

The lodges and facilities are recreation centers for members and guests, centers for information, and emergency shelters. Committees appointed for the purpose, administer the lodges, huts, and lands. Approximately 1,200 acres in five areas are owned by the club. Buildings on other sites are on leased lands.

Annual dues for membership are: regular members \$7, spouse members \$3.50, junior members (ages 12 through 20) \$3.50. An initiation fee of \$5 is charged. Life membership is available for \$150.

Most of the hut and shelter facilities are operated on a donation system with a suggested daily use rate and "do your own work." Rates at lodges with

resident staff range from \$2 per person per night for lodging to \$5.50 for guests of members in others. Weekend package meal rates run from \$7 for four meals to \$11 for seven meals.

The club's outing program is available to non-members for a charge of \$15, which can be applied toward membership dues.

Few problems occur with litter and vandalism. Most facilities are far removed from civilization, and the few people who reach them are cooperative, conservation minded, and respectful of property rights.

Public relations with government agencies and representatives have been generally good. Major disagreement has been over policy matters about use or preservation of certain areas.

No particular plans for changes in the program are contemplated. It is expected to continue to grow and broaden with increasing membership as it has in the past.

#### **EXAMPLE 65: A TIMBER OPERATORS' ASSOCIATION**

An association of timber owners is struggling with mounting problems related to growing pressures from urban people for outdoor recreation opportunities. These owners recognize that their lands have high potential for human satisfaction but fear that public pressures for recreation and the absence of proper safeguards to growing trees will undermine their primary purpose for forest ownership.

Most owners try to cooperate with local residents and communities in recreation-resource development. A few have developed camping and picnicking areas for public use on their lands. These developed areas serve to concentrate the public users, reduce the damage to growing stock, reduce the danger of fires, and spot the places where fire-fighting or cleanup work must be conducted. Several association members let the public hunt over their lands under a permit system.

The general attitude, however, is that they are not organized to handle recreation enterprises. They are thinking about multiple uses of their lands, public relations, costs, and related matters. They recognize that growing pressures and public sentiment will force them to allow uses of their land in addition to their primary interest in growing trees. But they aren't ready for the deluge of vacationists they know would descend upon them from populous southern California.

As private owners of timberland, these people must consider costs and returns. They question the assumption that the public has use-rights to their lands and other resources without charge. They expressed the need for a basic policy from State and Federal agencies about fair and equitable charges for recreation services.

Also needed is a better understanding of forest management requirements by recreation interests. As an example of the cross purposes that can cause difficulties, the timing of deer hunting in parts of the region was cited. The early deer season occurs

during the worst period for forest fires. Timber owners are less than overjoyed at prospects that careless hunters might destroy whole forests. The available insurance will not compensate for either financial losses or growing stock destroyed.

They recognize that the State parks are under pressures to open dedicated forest areas to recreation. Restrictive covenants in some deeds and park-management policy force public recreation developments onto adjacent lands. Some of these private holdings would be ideal for camping recreation--if properly planned and properly controlled by a realistic recreation program. Several of the owners would dedicate small areas, or at least lease them out on a generous long-term basis, if adequate safeguards were on hand.

A part of the association's activities involves a tree-farming program including public relations and public education. Where tree farm lands adjoin major highways, areas may be set aside for picnics and rest stops. Signs, posters, and sometimes demonstration plots tell the forest-management story. At least one has a forestry trail with self-guided signs explaining what the visitor sees.

The association needs public support for its welfare as a group of landowners and as an industry. It needs help from people in protecting its growing stock and it needs friends to support its position when it supports or opposes legislative proposals. Recreational use of private timber holdings is a recognized fact, and the association indicates that it is cooperating as best it can during an interim when policy and standards of conduct for this use are being developed.

#### **EXAMPLE 66: CONSERVATION OF PRIMEVAL FOREST**

For more than 40 years a dedicated group of public-spirited citizens has been raising funds, buying forested lands, campaigning for ever-increasing public acquisition of outstanding remaining groves of primeval forest, and trying to arouse public awareness of the unique values sacrificed through unlimited harvest of ancient trees.

This group has been instrumental in the setting aside of individual trees, groves, and larger forested areas totaling several thousand acres. More than \$3 million have been donated by this group for this purpose. Its practice has been to buy the land, if necessary, and later donate the tract to the State for park purposes. Through the years, many outstanding, public-spirited, conservation-minded national figures have been members of this organization.

The group plans to continue its longstanding program for further acquisition of these forest lands, dedicating them for public enjoyment. Recreation and conservation are closely interrelated and inseparable in this program. The attitude is that the finest examples of forest species should be preserved from harvest for the benefit and use of the people. It recognizes that the rest of the forest probably should be harvested and the products used wisely.

## CHAPTER NINETEEN

## MISCELLANEOUS RECREATION ACTIVITIES

Several types of privately owned and privately operated recreation facilities that occur most frequently were the subject of previous chapters based on the mailed survey and many of the case examples in chapter 18. Data from other recent surveys of outdoor recreation facilities are described in this chapter.

### NATURAL RESOURCES DEPARTMENT, CHAMBER OF COMMERCE OF THE UNITED STATES

In 1960, the Chamber of Commerce of the United States conducted a study that was summarized in its report, Survey of Public Recreational Use of Private Lands. Although the sample is small, the chamber feels that it is representative of what chamber members are doing to make their lands available for public recreational use. This study includes data concerning the recreation use of land and water resources owned by 91 business and industry members of the chamber. These industries fall into five general categories: forest products, mining, oil and gas, water and power, and grazing.

Sixty-three of the firms reporting acreage (other than forest products firms) have a total of 1,721,280 acres of land and water, 96.46 percent (1,660,426 acres) of which is open to public use.<sup>1</sup> Among the outdoor recreation activities permitted on these lands are hunting, fishing, camping, hiking, riding, water sports, and winter sports. Among the facilities and services provided are skitows, boat-launching ramps, diving docks and swimming beaches, hunting information and maps, game and fish stocking, access roads, nature exhibits and trails, and camping and picnicking sites and facilities.

The chamber's report states that: "Those firms owning water areas, notably the water and power companies, presently contribute the most public services, with the forest products industries also having substantial programs of public service."

The two reporting firms in the grazing industry category permit public use of all their holdings (100,100 acres of land and water). All except 0.52 percent of the 1,068,516 acres of land and water owned by the 27 water and power firms is open. Only 0.77 percent of the 295,263 acres of land owned by six gas and oil firms is excluded from public recreation use. Mining companies permit fewer of their lands to be used for recreation--20.6 percent of the 257,401 acres owned by 28 firms is excluded. However, as the chamber's report states:

... a substantial portion of this figure (63,200 acres or 24.6 percent of the mining lands) rep-

resents lands in sand and gravel, quarrying, and strip mining operations. Pit and quarry operations present serious personal injury accident potentials. The injury or death liabilities of the landowners are too great to permit public recreational use of these lands. In some instances safe areas, which may be fenced off, are opened for public use.

The report continues:

But, after strip mining is completed on an area, the lands are often reclaimed for lake and recreational development, game management, home-site or park development, along with forest planting to improve the area. The lands are then available to many forms of outdoor recreation.

The report also states that:

Fee lands owned by the gas and oil companies generally are small in area and typically involve administrative and operating sites, so that wildlands are small in extent and their use is often restricted by the operations. On the large ownerships, which were reported, public use is permitted. This is shown by the fact that three owners report making more than 230,000 acres available to public use.

Slightly more than half of the companies replying to the question reported that some form of vandalism occurs. This is "generally minor in nature, such as littering, breaking locks on gates, or other small damage."

The conclusions stated in the chamber's report indicate that "the general attitude of the landowning natural resource industries toward public use of their lands for outdoor recreation. . . is one which recognizes a public responsibility, allowing public use of company lands when public safety can be assured and when any conflicts with company operations can be satisfactorily resolved." Also, "Private landowners have very real liability and some vandalism problems to face in allowing public use of their lands. But, in spite of this, they show a deep feeling of responsibility for public service in the recreational opportunities and the programs, service and facilities they provide the public."

<sup>1</sup> Because a more inclusive report on forest-product industries is discussed later in this chapter, the forest-products portion of the chamber's survey is not included here. However, the chamber survey results are substantially the same as those in the AFPI survey.

## AMERICAN FOREST PRODUCTS INDUSTRIES

Recreation on Forest Industry Lands, the 1960 survey made by the American Forest Products Industries, shows that "Forest industries of the United States are providing an ever increasing acreage of forest land for outdoor recreation. . . ." Slightly more than 86 percent of industry-owned commercial forest land in the United States was surveyed. This land is owned by 518 companies across the country which grow trees "on a permanent crop basis for manufacture into pulp, paper, lumber, plywood, and numerous other wood products." The chief forester for AFPI said that "Use of forest land for recreational purposes is an important part of the multiple-use management program which forest industries are following. . . . Wherever it is possible --without endangering personal safety of forest visitors--industrial timberland owners are making more and more land available to the public for recreation." Of the 58,140,936 acres surveyed, 97.4 percent is open for fishing (on 37,255 miles of stream, 496,666 acres of natural lakes; 237,034 acres of artificial lakes, and 1,112 acres of fish ponds), 92.3 percent is available for hunting, and between 83 and 90 percent of this acreage is open to camping, swimming, hiking, picnicking, and berry picking. Nearly 38 percent is open to winter sports, and almost 47 percent is open to various types of organized recreation.

The survey showed also that 107 companies offer 146 public parks and 157 picnic areas having a total of 19,690 acres. Also, 54,739 miles of roads that have been developed on forest products industry lands are open to the public.

Few companies charge for the recreation use of their lands or their facilities. Only 15.4 percent of the companies surveyed require use permits.

The AFPI survey shows two interesting points: more than 6 million recreation visits are made yearly to forest industry lands, and 84 companies have definite plans for further recreation development of their lands.

## AMERICAN CAMPING ASSOCIATION

The American Camping Association, Inc. prepared a report on Resident Camps for Children for the National Park Service in 1960. It shows the present status of such camps and the probable future need for them. The ACA estimates that "about 7,500 resident camps for children were in operation during the summer season of 1958 and . . . they served about 3,500,000 campers, or approximately 14 percent of the total population 9 to 16 years of age."

Usable questionnaires from 3,646 resident camps for children showed that 73 percent are organization camps (Scouts, churches, and other nonprofit groups), 25 percent are privately owned camps, and 2 percent are camps operated by public agencies (such as municipal park and recreation departments).

This survey indicated that the "average number of days a camp operated in the summer of 1958 was 52.4 days." On the average, public camps were open nearly 20 days longer than private camps, and 28 days longer than organization camps. "Nearly three-fourths of the private camps are not used except during the summer season, while the corresponding figures are 32 percent for the organization camps and 37 percent for the public camps." The average capacity of all camps in the survey is 134 campers. Again, public camps average more campers than do organization or private camps.

More than 976,000 acres are used by 3,646 camps whose questionnaires were analyzed. As the report states: "An average of 2.01 acres was available for each camper." It says also: "Seventy percent of the camps own their own sites." This varies from the public camps, 47 percent of which own their own sites, through organization camps (64 percent own their sites), to private camps, 91 percent of which own their sites. "In cases where the land is not owned, 62 percent is publicly owned land, 25 percent is owned by religious or nonprofit agencies, and 13 percent by private groups or individuals."

Concerning the adequacy of camps, the report states: "Camps that do not own their own sites appear to have need for additional camp-site facilities. Of the total reports received, 7 percent of the camps renting or borrowing sites reported they could use them for longer periods if they were available. . . ."

Lack of space at 37 percent of the camps caused the rejection of applications during the 1958 summer camping season. However, the report also states that:

Although a substantial volume of applications had to be rejected because of lack of space for the period requested, a considerable amount of total available camper space is unused. Only 55 percent of the camps reported what may be termed full occupancy; that is 90 percent or better of their stated capacity was occupied during the entire summer season. . . . Private camps have the highest percentage of occupancy with nearly three-fourths being 85 percent or better occupied. Public camps have the greatest number of unused spaces.

One interesting statement in the report is:

While it might be inferred from these figures that existing camps are sufficient to meet present needs if the space were wholly utilized, the facts are that shortages occur for those agencies that are operating at capacity; in given geographical areas; in serving special types of campers; and in camps for girls, for low income groups, and some cultural groups. That all available places are not used is often due to poor administration and promotion and the fact that facilities have been provided in areas where needs for them did not actually exist.

## AMERICAN YOUTH HOSTELS, INC.

President A. L. Pranses, in his June 1960 report, A Program for a Second Generation of Planned Progress for the American Youth Hostels, indicated that in 1960 there was in the United States a total of 70 chartered hostels. These hostels (which are for the young in mind as well as those young in age) are "inexpensive overnight accommodations for those who like to live and travel in a simple friendly fashion--biking, hiking, canoeing, skiing and horseback riding."<sup>2</sup>

Hostels provide dormitory accommodations and washing, toilet, and kitchen facilities. Although some are in cities (Boston, Mass. and Washington, D. C., for example), the majority are in rural areas of scenic, historic, or recreational importance. In some sections of the country, hostels are close enough together so that hostellers can take hiking or bicycling trips, spending each night in a different hostel. Some American hostels were built especially to provide these simple, overnight accommodations, but others may be schools, camps, or farmhouses.

Membership in the AYH is open to anyone from "4 to 94," and the membership fee for individuals is \$3 to \$6 per year, depending on age. An AYH membership pass is required for use of the hostels. Overnight fees at hostels in the United States range from \$0.75 to \$1.50. When facilities are used during the day, an additional fee of \$0.25 is charged, and in winter, a \$0.25 per day heating charge is made.

Hostels and supplemental accommodations (provided by other organizations permitting AYH members to use their facilities) presently are located in 30 States and the District of Columbia.

According to President Pranses' report, in 1960 there were 14,000 AYH passholders and, during 1960, 23,000 overnight visits were made to the hostels.

Plans for 1965 include increasing the number of chartered hostels to 105. These hostels would be of four different types. The transit hostel, averaging 20 beds, would be located in relationship to other hostels so as "to provide continuous travel by non-motorized means along integrated chains." The city hostels would be located in major cities where local AYH Councils are in operation; they would provide facilities for meetings and recreation, as well as 25 to 30 beds for overnight visits by out-of-town hostellers. The community hostels would be in scenic areas near large cities. They would provide both indoor and outdoor recreation facilities and would house 60 to 150 persons. Holiday hostels (25 planned for 1965) would be "located in resort areas where approximately 3,000 overnights per year are assured." They would have recreation facilities, 60 to 150 beds, and would be planned for "vacation stays of weekend, one or two weeks."

## NATIONAL ASSOCIATION OF ENGINE AND BOAT MANUFACTURERS, INC.

A study prepared for the National Association of

Engine and Boat Manufacturers, Inc., in December 1959, Marinas, Yacht Clubs, Boat Yards, showed that marinas offer more services to boat owners than do the yacht clubs, which, in turn, offer more services than the boatyards.

The report was based on the data in 412 questionnaires. Of these, 190 were from marinas, 118 from yacht clubs, and 104 from boatyards.

Slips and moorings available at these 412 facilities in 1959 totaled 30,712. Each of the marinas had an average of 90 slips or moorings, yacht clubs averaged 71, and boatyards had an average of 50.

The report states that:

In addition to offering slips or mooring accommodations for pleasure craft, all but a few of the 190 marinas sell motor fuel, boat accessories, hardware, etc.; a majority repair engines and hulls, provide winter storage facilities, and sell used and new boats and engines. Almost four out of ten rent boats, about a third operate restaurants or bars, and fifteen percent offer sleeping quarters.

As a whole, the yacht clubs that participated in the study offer fewer services than do the marinas. Most of the clubs sell fuel and lubricants and most provide winter storage facilities. About four out of ten have restaurants or bars--one out of ten have sleeping quarters. About three out of ten offer repair service.

The yards that participated in the study report an emphasis of maintenance and repair services, winter storage, and the sale of new and used boats and engines.

Concerning the income-producing importance of the services they render, the report states that marinas and yacht clubs surveyed indicated that rentals from slips and moorings were first in importance. As one would expect, income from repairs was first in importance at boatyards. The study shows that, based on information supplied by the 412 respondents, yacht clubs and boatyards generally charge less for use of slips than do marinas. The average open-slip rental charged by yacht clubs studied was \$20.55 and the charge at boatyards averaged \$20.54 while the marinas' average was \$27.22 per month. The report states: "A wide range of charges for slip rentals are reported--apparently each organization establishes its own rates according to the particular conditions of demand, services offered, convenience, etc."

Plans for expansion during the few years following the survey (1959) included 11 types of facilities ranging from restaurants and sleeping quarters to slips and piers; and from ramps and cranes to storage space and repair facilities. The marinas

<sup>2</sup>J. J. Cline, and W. A. Nelson, editors, AYH Handbook and Hostellers' Manual, 1960-1961, American Youth Hostels, Inc., New York City, 1960.

planned to expand 238 facilities, the yacht clubs 87, and the boatyards 95. More respondents indicated that they planned expansion of the number of open slips than of any other facility.

#### OTHER OUTDOOR RECREATION FACILITIES

In addition to the many types of recreation facilities considered in the inventory analysis, the case studies, and the reports and surveys just discussed, a large number of types of outdoor recreation facilities occur less frequently and probably have not been the subject of analytic studies. However, they do provide recreation each year for many people.

Each summer several hundred persons experience the unique thrills provided by helping to sail schooners and other sailing vessels of a bygone day along the coast of Maine. Cruises on similar ships also are available out of several Florida, Puerto Rico, and Virgin Island ports. Boat trips of completely different character provide outdoor recreation aboard the last of the passenger-carrying sternwheel riverboats plying the Mississippi. Cruises varying from a day to a week or more are available along the St. Lawrence Seaway, on the Great Lakes, and through the Inland Passage between Washington and Alaska, while other cruise routes connect Hawaii with California, and East Coast ports with Puerto Rico and the Virgin Islands. Overnight boat rides still are available between ports on the Chesapeake Bay, and overnight ferry trips connect Boston with Yarmouth, Nova Scotia. In addition, there are literally thousands of short, sightseeing boat trips available throughout the United States, from a boat ride around Manhattan Island in New York to glassbottom boat rides in Florida and California, to the excursion boat in California running between Long Beach and Catalina Island. Throughout the country, wherever there are rivers or lakes, one finds rental boats. They range from rowboats and canoes to sailboats and houseboats. Fishing party boats also are found throughout the country. Some of these may be hired by the day or week by a group of fishermen; others

charge each passenger a fee based on hourly or single-trip rates.

Other recreation facilities found throughout the United States are less well known. These are the industrial tours. Although probably a majority of industrial tours takes place within factories, others are outdoor activities. The latter includes such tours as those of the granite and marble quarries in Rhode Island and Vermont, the open-pit copper mines in Arizona and Montana, and logging and sawmill sites in Washington.

In addition to the sailing schools, one of which is discussed in depth in the chapter on case studies, other schools exist which provide instruction in the rudiments of a number of other outdoor activities. Among them are riding schools, found throughout the country, skin diving schools, which are found in several States, a well-known mountain climbing school in Wyoming, the less well-known rock-hunting school in Maine, and the Massachusetts school that teaches people to parachute jump for pleasure. Also, several airplane manufacturers provide schools where one may spend several hours each day learning to fly a sports plane, while enjoying other recreation facilities the rest of the day.

The number of recreation areas being developed by various kinds of clubs continues to increase. A majority of these are within 2 hours' driving time of major cities. These types of recreation areas are sometimes relatively small and are based on the development of a single recreation facility, such as a lake for fishing or a ski slope. Others are comparable to the large recreation resorts; they own hundreds or even thousands of acres and have facilities for a wide variety of recreation including swimming, fishing, boating, hiking, horseback riding, hunting, golf, tennis and other court games, and even skiing.

The foregoing are merely a sample of the wide variety of outdoor recreation facilities that exist in this country. However, they are indicative of the fact that among them there is a place where each man, woman, and child in this country may indulge in a favorite sport or may learn to enjoy a new type of outdoor recreation activity.

## CHAPTER TWENTY

## SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This study of privately owned and privately operated outdoor recreation facilities was undertaken to supplement other studies being made for the Outdoor Recreation Resources Review Commission; all are to provide the background for analysis of the outdoor recreation situation that can be expected in the years 1976 and 2000. This study was designed particularly to help evaluate the contribution that privately operated facilities can make in meeting the future outdoor recreation needs of the Nation. Except for the conclusions drawn from other studies (chapter 19) and the data concerning vacation farms, it is based entirely on original research. All other data were obtained by mail questionnaire and by personal interview.

The report is in three parts. The first part is an analysis of questionnaires mailed to a sample of resorts, dude ranches, campgrounds, commercial beaches, yacht clubs, boat clubs, shooting preserves, ski areas, resort hotels, private inholdings in national parks, industrial employee recreation areas, chapters of the Izaak Walton League, and hunting and fishing camps in Maine. In addition, analysis of data concerning farms that provide vacation facilities has been included, although the information was not gathered by use of the mail questionnaire.

The second part of the report is based on 66 case studies. These examples of privately operated outdoor recreation facilities are located in 20 States; they range from formal botanical gardens to wilderness trail rides. They include in-depth analysis of several questions studied in volume through the mailed questionnaires. Care was taken to select enterprises representing major types of recreation sampled in the mailed survey and, in addition, to select a wide variety of subjects illustrating the range of recreation opportunities.

Information summarized from several recently conducted surveys of various aspects of privately operated outdoor recreation facilities are included in the third part of the report. These surveys are: (1) the Survey of Public Recreational Use of Private Lands, prepared by the Natural Resources Department of the Chamber of Commerce of the United States (1961); (2) Recreation on Forest Industry Lands, a survey made by the American Forest Products Industries in 1960; (3) Resident Camps for Children, a report prepared by the American Camping Association, Inc., for the National Park Service (1960); (4) A Program for a Second Generation of Planned Pro-

gress for the American Youth Hostels, a report by A. L. Pranses, President, American Youth Hostels, (June 1, 1960); and (5) Marinas, Yacht Clubs, Boat Yards, a study prepared for the National Association of Engine and Boat Manufacturers, Inc. (December 1959). The third part also includes general information about several types of outdoor recreation facilities not discussed elsewhere in this report.

### ANALYSIS OF MAIL SURVEY QUESTIONNAIRE

Since no complete and inclusive compilation of privately owned and privately operated outdoor recreation facilities is available, a comprehensive inventory of these facilities was not possible in the limited time and with the funds available for the study. The authors were able to compile mailing lists for various types of private recreation facilities from various sources. Statistical reliability for the data is not claimed, because the universe for privately owned and privately operated recreation facilities is not known. Rather, the data are presented to illustrate the nature of (and to some extent the prevalence of) private recreation facilities and to indicate problems that private operators encounter in supplying these recreation opportunities to the public.

The sample selected included 4,045 operators of various types of private recreation facilities. A survey questionnaire was mailed to each operator and 2,290 were returned by these respondents by May 12 the cutoff date used. They represented about 57 percent of the total mailed. Results of the data obtained from 1,119 usable questionnaires were analyzed, reported in detail in previous chapters of the report, and summarized below. An additional 117 listings of farms offering vacation opportunities were analyzed for certain characteristics.

### PUBLIC AVAILABILITY

Most of the 1,236 facilities (those represented by the usable questionnaires plus the vacation farms)

are open to the public on a pay basis, and comparatively few of the total number actually are restricted to guests or members. Most campgrounds, all commercial beaches, nearly all skiing facilities, three in five Izaak Walton League facilities, and a majority of the shooting preserves are open to the public. Also, resorts, vacation farms, and hunting and fishing camps are usually open to any paying guest.

Recreation facilities available only to members and guests include several club-type resorts, most yacht and boat clubs, and all of the industrial recreation areas.

## OPERATION AND LAND OWNERSHIP

Many of the respondents listed their type of operation as "resort," "ranch," and so forth. Individual or family ownership of the enterprise was checked by a majority of respondents for ranches, campgrounds, shooting preserves, national park inholdings, and hunting and fishing camps. It is also probable that most of the farms offering vacation facilities are individually or family owned.

Companies or corporations own most recreation resorts and resort hotels, beaches, ski area facilities,

least part of their land, while more than half of the boat clubs and nearly half of the yacht clubs are on land that is wholly leased or similarly controlled.

The ownership of land leased or similarly held by the operators of facilities includes individuals or families, companies or corporations, foundations, and in addition virtually every level of government--from town and township through city, State, and Federal. The type of owner of the leased land varies by recreation category. For example, 31 percent of land leased by yacht clubs is leased from cities and towns, while boat clubs using leased land lease most frequently (43 percent) from companies or corporations. With shooting preserves, the variation between regions is great--most of the leased land in the North and the South is individually or family owned, while in the West it is in corporate ownership.

Generally, the campgrounds, beaches, yacht and boat clubs, national park inholdings, industrial recreation areas, Izaak Walton League facilities, and Maine hunting and fishing camps tend toward smaller holdings and more intensive land uses. Conversely, dude ranches, shooting preserves, and ski areas tend toward larger holdings and extensive types of land use--although each usually has areas of intensive uses within the holdings.

The acreage range and the acreage of a majority of the recreation facilities, by category, are shown as follows:

<u>Recreation</u>	<u>Acreage range</u>	<u>Acreage of majority</u>
Resorts .....	1 to 33,000	More than 50
Ranches .....	16 to 85,000	Less than 1,000
Campgrounds .....	1 to 1,600,000	Less than 100
Beaches .....	0.5 to 1,600	Less than 50
Yacht clubs .....	0.1 to 135	Less than 5
Boat clubs .....	0.25 to 33	Less than 5
Ski areas .....	5 to 18,000	More than 100
Shooting preserves .....	60 to 30,037	More than 500
Vacation farms .....	35 to 2,660	Less than 500
Resort hotels .....	2 to 17,000	More than 200
National park inholdings .....	0.5 to 2,670	Less than 10
Industrial recreation areas .....	3 to 760	Less than 50
Izaak Walton League .....	18 to 365	Less than 100
Hunting and fishing camps .....	1 to 500	Less than 100

and industrial employee recreation areas. Facilities of yacht and boat clubs and those of the Izaak Walton League chapters generally are owned and operated by them.

The type of ownership of the land utilized for the recreation facility varies with each recreation category. Land is operator-owned at the majority of recreation resorts, campgrounds, beaches, resort hotels, national park inholdings, industrial employee recreation facilities, Izaak Walton League chapters, Maine hunting and fishing camps, and probably that of most vacation farms. The majority of the ranch, ski area, and shooting preserve operators lease at

As a total, however, 23 percent of this sample (of 1,114 responding to the question) includes facilities for which the acreage reported was 9.9 acres or less, 18 percent have between 10 and 49 acres, 8 percent are on sites of 50 to 99 acres, and 10 percent control between 100 and 199 acres (table 31). The second largest grouping after those of less than 10 acres occurs in the 200- to 499-acre bracket, in which 18 percent of all these 1,114 facilities lie. Two hundred sixty-one, or 23 percent of the total number of recreation facilities, have 500 or more acres. (The latter is composed of 10 percent, which have between 500 and 999 acres, another 10 percent which have



Table 31. -- Range in acreage controlled by operators of various types of recreation enterprises 1/

Acreage	Recreation resorts	Dude ranches	Camp-grounds	Commercial beaches	Yacht clubs	Boat clubs	Ski areas
	Number	Number	Number	Number	Number	Number	Number
Under 1.0 -----	1	-	-	1	26	4	-
1 to 4.9 -----	19	-	5	5	74	24	2
5 to 9.9 -----	16	-	12	5	26	9	4
9.9 or less -----	36	-	17	11	126	37	6
10 to 19 -----	19	1	15	10	10	6	16
20 to 49 -----	28	1	17	20	11	3	22
50 to 99 -----	19	6	11	7	2	-	26
100 to 199 -----	21	8	13	6	3	-	33
200 to 499 -----	22	13	8	6	-	-	40
500 to 999 -----	16	12	2	1	-	-	19
1,000 to 4,999 -----	18	25	1	1	-	-	14
5,000 or more -----	5	11	3	-	-	-	2
Total -----	184	77	87	62	152	46	178

- continued

Table 31. -- Range in acreage controlled by operators of various types of recreation enterprises 1/ - Continued

Acreage	Shooting preserves	Resort hotels	National park in-holdings	Industrial recreation areas	Izaak Walton League	Hunting and fishing camps	All facilities	
	Number	Number	Number	Number	Number	Number	Number	Percent
Under 1.0 -----	-	-	1	-	-	-	33	3
1 to 4.9 -----	-	1	5	1	-	2	138	12
5 to 9.9 -----	-	2	4	4	-	2	84	8
9.9 or less -----	-	3	10	5	-	4	255	23
10 to 19 -----	-	1	6	4	1	2	91	8
20 to 49 -----	-	3	3	5	2	1	116	10
50 to 99 -----	3	-	3	2	3	4	86	8
100 to 199 -----	18	2	2	4	2	1	113	10
200 to 499 -----	91	3	4	3	1	2	193	17
500 to 999 -----	55	1	-	1	-	1	108	11
1,000 to 4,999 -----	55	3	1	-	-	-	118	10
5,000 or more -----	10	3	-	-	-	-	34	3
Total -----	232	19	29	24	9	15	1,114	100

1/ Does not include vacation farms.

1,000 to 4,999 acres, and 3 percent which have 5,000 or more acres.) It may be noted that the same percentage of facilities (3 percent) falls in the smallest acreage class (less than 1.0 acre) as falls in the largest. Still more noteworthy is the fact that nearly half (49 percent) of these recreation facilities are on sites of less than 100 acres; however, if the acreage ranges in vacation farms are added, this becomes 45 percent, as most of the farms are larger than 100 acres.

#### RECREATION AS PRIMARY LAND USE

Recreation is the primary use of most of the facilities inventoried. All respondents for boat clubs and resort hotels stated that recreation is the primary use of their land, while at the other extreme 46 percent of the shooting-preserve operators reported that recreation is the primary use. When recreation is not the primary use of the land, ranching, farming, or a combination of the two were most frequently

mentioned as primary land uses. Forestry was the next most frequently mentioned of the other primary uses. Also mentioned were mining, conservation, motels, industrial water supply, manufacturing, mineral baths, and a nursery.

Nearly 70 percent of all the acreage in this survey is used for recreation purposes. Campground operators reported recreation use for only 31 percent of their total acreage, while ranch operators reported that 83 percent and industrial groups that 92 percent of total acreage is used for recreation. Some operators apparently used a broader definition for recreation use than others; this fact needs to be remembered when comparing data in one category with those in others.

## TERRAIN AND COVER

Nearly half of all property discussed in this report is on either rolling or hilly land, although the type of terrain used varies from category to category (table 32). For example, more than 90 percent of that used by ski area operators is hilly or mountainous, as would be expected. On the other hand, one might not expect that more than 75 percent of the dude ranches are on land that is hilly to mountainous, or that the majority of campgrounds are on flat or rolling land.

The cover on these lands varies according to both the recreation category and the region. However, nearly a third is in grass, the same in forest, and nearly another third is in both grass and forest cover. Other cover mentioned by recreation facility operators ranged from sand, rock, and macadam to mesquite, brush, and marsh grass.

## RECREATION FACILITIES PROVIDED

Swimming is the facility most frequently offered among the recreation units of 10 of the 14 categories

inventoried (table 33). Fishing facilities are provided second most frequently, closely followed by boating. Hunting facilities are mentioned fourth most frequently, if one includes that done on shooting preserves, ski areas, and industrial recreation areas. Picnicking is fifth and winter sports facilities follow as the sixth most often provided recreation facility.

## POPULARITY OF RECREATION ACTIVITIES

More than 20 types of recreation activities are popular in the various recreation facility categories (table 34). Water sports account for 48 percent of the 2,570 total listings of first, second, and third choices. Sports and activities making extensive use of land, such as hunting, skiing, and picnicking, account for 41 percent of the listings. Intensive sports, such as tennis and baseball, account for 6 percent, and miscellaneous activities such as sightseeing and dancing account for the remaining 5 percent.

Of the individual sports and activities, swimming is most popular (16 percent of all listings), fishing is second (15 percent), and boating and hunting tie for third most popular (12 percent each). Skiing is fifth most popular (7 percent), riding and picnicking tie for sixth place (5 percent each), closely followed by camping (4 percent) in eighth place, and golf (3 percent) in ninth place. Other activities each mentioned frequently enough to account for 2 percent of the total listings are sailing and racing, water skiing, hiking and mountain climbing, and tennis. Miscellaneous winter sports, rifle shooting, sightseeing and photography, parties and entertainment, and dancing (including square dancing) each account for 1 percent of the total listings, and ice skating and baseball together account for 1 percent. Other water- and land-based activities, too infrequently mentioned to show separately, comprise the remaining 7 percent.

Table 32. -- Typical terrain, by types of vacation enterprises <sup>1/</sup>

Terrain	Recreation resorts	Dude ranches	Campgrounds	Commercial beaches	Ski areas	Shooting preserves	Resort hotels
	Number	Number	Number	Number	Number	Number	Number
Flat-----	43	2	23	28	-	48	6
Rolling-----	42	8	22	19	5	119	5
Hilly-----	41	9	13	5	73	20	2
Mountainous-----	35	41	9	1	88	4	3
Flat and rolling-----	2	-	3	2	-	10	-
Flat and hilly-----	1	-	4	2	1	14	-
Flat and mountainous-----	2	1	-	-	1	4	-
Rolly and hilly-----	1	3	2	1	2	10	-
Rolling and mountainous-----	3	3	-	-	2	1	1
Hilly and mountainous-----	8	8	1	-	6	-	1
Miscellaneous <sup>2/</sup> -----	5	2	9	4	-	-	1
Total-----	183	77	86	62	178	230	19

- continued

Table 32. -- Typical terrain, by types of vacation enterprises <sup>1/</sup> - Continued

Terrain	National park in- holdings	Industrial recreation areas	Izaak Walton League	Hunting and fishing camps	All facilities	
	Number	Number	Number	Number	Number	Percent
Flat -----	5	13	3	1	172	19
Rolling -----	3	8	3	5	239	26
Hilly -----	3	-	2	6	174	19
Mountainous -----	14	-	1	1	197	22
Flat and rolling -----	-	1	1	-	19	2
Flat and hilly -----	-	-	-	1	23	2
Flat and mountainous -----	-	1	-	-	9	1
Rolling and hilly -----	-	1	-	-	20	2
Rolling and mountainous -----	4	-	-	1	15	2
Hilly and mountainous -----	-	-	-	-	24	3
Miscellaneous <sup>2/</sup> -----	-	-	-	-	21	2
Total -----	29	24	10	15	913	100

<sup>1/</sup> Does not include vacation farms or<sup>2/</sup> yacht clubs and boat clubs, which are on waterfront lands, usually flat or rolling.<sup>3/</sup> Includes waterfront and canyon bottom.**FEES CHARGED: AVAILABILITY OF OVERNIGHT FACILITIES**

Fees of some type are charged by most of the recreation enterprises inventoried. These fees vary from the so-called American Plan at many resorts and ranches (which usually includes the use of virtually all recreation facilities as well as room and board) to entrance fee and/or swimming charges at commercial beaches; ski lift and tow charges at ski areas; per person, per family, or tent-site charges at campgrounds; membership dues at clubs; hourly or daily rates for use of rowboats and riding horses, and numerous other rates for hunting or fishing.

Rooms in hotels, lodges, or motels; cabins, cottages, or apartments; improved and unimproved campsites and trailer sites; and dormitories and bunkhouses are among the many types of overnight lodging provided by the recreation enterprises in this sample. Resorts, ranches, hunting and fishing camps, vacation farms, and campgrounds naturally provide some type of overnight accommodations. It is rather surprising, however, that a number of commercial beaches, several ski areas, an industrial recreation facility, and a few shooting preserves and yacht clubs also provide them.

**OTHER RECREATION RESOURCES**

Most (about 90 percent of those whose operators replied) of the 1,119 facilities inventoried by questionnaire, and many of the vacation farms, are near public lands or water used for recreation. Nearly half of the operators responding indicated that other privately owned recreation facilities are nearby.

**ESTIMATED PROPERTY VALUE AND RECEIPTS FROM RECREATION**

Replies concerning the operator's estimated value of his recreation unit indicated that many different things were included. Among these were the replacement cost of old buildings at 1961 construction costs and value of extensive lands if subdivided for vacation home sales. Still others included "good will." The question concerning receipts from "recreation use of this unit last year" also elicited a varied response. Because of these variations, total values and total recreation incomes are not meaningful.

Approximately 60 percent of the respondents (and many did not answer the question) indicated that receipts covered cash operating expenses last year. Several wrote that they "barely met" expenses, and several others wrote that income "nearly" met cash operating expenses.

**PROBLEMS**

Fifty-one percent of the operators who replied to the question reported no problems. The 512 recreation-enterprise operators listing problems amassed a total of 722--of which 72 percent are guest-created (table 35). Vandalism, trash, and fire, in that order, are the most frequently mentioned. Business-related problems account for 19 percent of the total; of this group of problems, crowded conditions were most frequently mentioned. Policy at various levels of government accounts for 5 percent of all problems. Human relations problems, such as the quality of seasonal labor, comprise 2 percent of the total, as do acts of God, such as bad weather and lack of water or snow. Laws, which result in high

Table 33. -- Summary of available recreation facilities by type of recreation enterprises 1/

Type of facility	Resorts	Dude ranches	Camp- grounds	Commercial beaches	Yacht clubs	Boat clubs
	Number	Number	Number	Number	Number	Number
Fishing -----	148	65	62	46	84	35
Swimming -----	173	60	72	62	100	33
Boating -----	122	25	60	48	155	46
Water Skiing -----	16	-	6	1	2	-
Other -----	4	1	1	1	5	-
Total water sports -----	463	151	201	158	346	114
Riding -----	30	69	-	-	-	-
Hunting -----	58	61	29	8	3	1
Hiking -----	21	16	9	-	-	-
Camping -----	31	50	87	22	12	20
Picnicking -----	69	58	69	55	52	41
Golf -----	31	-	1	-	3	-
Winter sports -----	30	11	11	9	7	3
Other -----	2	1	-	-	-	-
Total extensive sports -----	272	266	206	94	77	65
Tennis -----	31	3	1	-	16	-
Shuffleboard -----	14	-	-	-	-	-
Lawn games -----	15	-	1	1	-	-
Archery -----	5	3	1	-	-	-
Putting and miniature golf -----	6	-	-	2	-	-
Ball--volley, base, etc. -----	6	-	1	2	-	1
Other -----	10	4	3	12	2	-
Total intensive sports -----	87	10	7	17	18	1
Dancing (including square) -----	4	4	3	11	-	-
Other -----	13	1	8	22	11	2
Total miscellaneous -----	17	5	11	33	11	2
Total -----	839	432	425	302	452	182

- continued

taxes and higher minimum wages, accounted for less than 1 percent of all problems.

Altogether, problems connected with the private sectors of the economy account for 91 percent of all problems mentioned. Some level of government is involved in some way with 7 percent of all problems. As previously mentioned, acts of God account for the remaining 2 percent.

#### PLANS FOR EXPANSION

Despite the problems involved in provision of recreation facilities, many respondents have plans to expand their present facilities within the next few years. Some expect to build additional facilities on presently held land, others plan to buy or lease more land, and still others intend to expand both on

presently held land and on land to be acquired. Altogether, a total of 781 additional recreation facilities are being planned by those of the 854 respondents who replied to this question (table 36).

Extensive sports (riding, hunting, etc.) account for 54 percent of all facilities planned,<sup>1</sup> water sports for 34 percent, intensive sport for 4 percent, and miscellaneous sports and activities for the remaining 8 percent.

Of all recreation facilities planned, winter sports are mentioned most frequently; they account for 22 percent of the total. Boating (13 percent); swimming, camping, and picnicking (12 percent each); and fishing

<sup>1</sup> Based on replies of operators in all categories except shooting preserves, vacation farms, and national park inholdings.

Table 33. -- Summary of available recreation facilities by type of recreation enterprises <sup>1/</sup> -- Continued

Type of facility	Resort hotels	National park in- holdings	Izaak Walton League	Hunting and fishing camps	All facilities	
	Number	Number	Number	Number	Number	Percent
Fishing -----	15	21	7	15	498	17
Swimming -----	16	19	1	14	550	19
Boating -----	11	10	3	14	494	17
Water skiing -----	-	1	-	2	28	1
Other -----	-	-	-	-	12	(2/)
Total water sports -----	42	51	11	45	1,582	54
Riding -----	4	8	-	-	111	4
Hunting -----	1	7	3	11	182	6
Hiking -----	2	10	-	-	58	2
Camping -----	-	12	9	3	246	8
Picnicking -----	4	14	7	3	372	13
Golf -----	11	-	-	-	46	2
Winter sports -----	3	5	1	2	82	3
Other -----	-	-	-	-	3	(2/)
Total extensive sports -----	25	56	20	19	1,100	38
Tennis -----	4	-	-	1	56	2
Shuffleboard -----	2	-	-	-	16	1
Lawn games -----	1	-	-	-	18	1
Archery -----	-	-	3	-	12	(2/)
Putting and miniature golf -----	2	-	-	-	10	(2/)
Ball--volley, base, etc. -----	-	-	-	1	11	(2/)
Other -----	1	1	11	-	44	1
Total intensive sports -----	10	1	14	2	167	5
Dancing (including square) -----	-	-	-	-	22	1
Other -----	-	4	-	-	61	2
Total miscellaneous -----	-	4	-	-	83	3
Total -----	77	112	45	66	2,932	100

<sup>1/</sup> Shooting preserves, industrial recreation, ski areas, and vacation farms omitted.<sup>2/</sup> Less than 1 percent.

(8 percent) are also high on the list of facilities planned. Hunting (4 percent), riding (2 percent), and golf (2 percent) were mentioned also by at least a dozen respondents as on their list of future facilities. The remaining 13 percent of planned recreation facilities include those for putting greens and miniature golf; volleyball, softball, baseball, and football; social activities, amusements, and additional lodging.

#### SUMMARY OF THE CASE EXAMPLES

The 66 business operations described in chapter 18 represent a cross section of private enterprise in outdoor recreation. Operating conditions and clien-

tele vary widely. Capital investment ranges from a few hundred dollars in one case to millions in others. Many examples represent the accumulated experience and business efforts of an operator's lifetime. Others are large and complex corporate enterprises. A few are poorly managed; most are managed at least competently; few are outstandingly successful.

Recreation is the major enterprise for most of the managers interviewed. Other, like the power and manufacturing industries or the tree farms, must keep recreation in secondary position.

#### PERSONAL ATTRIBUTES

Regardless of what one calls it, the personality of management is reflected in relations with the public.

Table 34. -- Summary of popularity distribution of specified recreation activities by types of recreation enterprises 1/

Recreation activity	Resorts	Dude ranches	Campgrounds	Commercial beaches	Yacht clubs
	Number	Number	Number	Number	Number
Swimming-----	137	28	46	55	69
Fishing-----	96	49	45	15	30
Boating-----	70	2	25	26	122
Sailing and racing-----	-	-	-	-	53
Water Skiing-----	25	2	3	-	8
Other-----	6	2	2	2	7
Total water sports-----	334	83	121	98	289
Hunting-----	18	25	8	-	1
Skiing-----	8	2	3	-	-
Picnicking-----	5	5	18	37	16
Riding-----	22	78	2	-	-
Camping-----	6	5	55	-	-
Golf-----	42	1	-	2	3
Hiking and mountain climbing-----	13	6	8	-	-
Winter sports-----	7	-	-	-	-
Other-----	3	4	2	2	-
Total extensive sports-----	124	126	96	41	20
Tennis-----	23	2	-	-	14
Rifle shooting-----	-	1	-	-	-
Ice skating-----	1	-	1	-	-
Baseball-----	-	-	1	-	-
Other-----	11	1	1	20	2
Total intensive sports-----	35	4	3	20	16
Sightseeing and photo-----	3	2	5	-	-
Parties and entertainment-----	2	-	1	-	20
Dancing (including square)-----	4	1	2	9	2
Other-----	21	6	5	7	1
Total miscellaneous-----	30	9	13	16	23
Total-----	523	222	233	175	348

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A strict disciplinarian gathers a following of people who appreciate discipline, a manager who allows lax standards of conduct collects a clientele whose standards are similar.

These are extremes; a majority of people serving the public consciously or unconsciously recognizes that the various age groups, family compositions, income brackets, regional derivations, and other characteristics of people affect their requirements. Elderly couples and young couples with noisy romping children, for example, usually require widely differing kinds of services and a different atmosphere.

Case example 1, a small year-round resort, illustrates this point. It is operated by a family of small-

town or rural background whose growing children help around the resort. The tone is one of friendliness, comradeship, respectability, and reasonably good taste. Most of the summer tenants are older couples ranging in age from 50 to 70 years; rowdy, flamboyant people would feel out of place--and probably would not be tolerated. Most of the winter guests are winter sports enthusiasts; people not interested in skiing and those preferring quiet probably would feel out of place.

The personality of the operator in example 28 makes his river-running boat trips unique. He provides a certain flair and background that no others in the same business quite duplicate. His clientele value

Table 34. -- Summary of popularity distribution of specified recreation activities by types of recreation enterprises <sup>1/</sup> -- Continued

Recreation activity	Boat clubs	Ski areas	Shooting preserves	Other <sup>2/</sup>	All facilities	
	Number	Number	Number	Number	Number	Percent
Swimming-----	17	11	6	35	404	16
Fishing-----	19	14	74	43	385	15
Boating-----	45	1	-	17	308	12
Sailing and racing-----	1	-	-	-	54	2
Water skiing-----	17	1	-	1	57	2
Other-----	2	1	-	2	24	1
Total water sports-----	101	28	80	98	1,232	48
Hunting-----	-	26	218	14	310	12
Skiing-----	-	173	-	4	190	7
Picnicking-----	18	11	8	23	141	5
Riding-----	-	5	4	11	122	5
Camping-----	6	9	4	9	94	4
Golf-----	-	1	1	20	70	3
Hiking and mountain climbing-----	-	18	-	10	55	2
Winter sports-----	-	26	2	1	36	1
Other-----	-	3	23	3	40	2
Total extensive sports-----	24	272	260	95	1,058	41
Tennis-----	-	1	-	8	48	2
Rifle shooting-----	-	-	20	6	27	1
Ice skating-----	-	7	-	-	9	) 1
Baseball-----	1	-	-	10	12	
Other-----	-	1	7	11	54	2
Total intensive sports-----	1	9	27	35	150	6
Sightseeing and photo-----	-	13	-	7	30	1
Parties and entertainment-----	2	2	-	2	29	1
Dancing (including square)-----	-	1	-	-	19	1
Other-----	-	1	-	11	52	2
Total miscellaneous-----	2	17	-	20	130	5
Total-----	128	326	367	248	2,570	100

<sup>1/</sup> Does not include vacation farms.<sup>2/</sup> Includes resort hotels, national park inholdings, industrial recreation areas, Izaak Walton League chapters, and hunting and fishing camps.

their associations with him in addition to the outdoor experience.

Operator 34 tries to assure that visitors always receive unhurried, polite, courteous attention while visiting his cave. They must be made to feel important, that they are among friends, and that they are getting their money's worth.

Time after time during this series of interviews, the operators mentioned that the general public expected to receive less than "its money's worth." Almost universally, these operators indicated that one of the best advertisements for their facilities are the pleasantly surprised, satisfied customers who received their money's worth--and a little more.

Good management naturally involves experience, but experience without judgment and ability is of little value. As shown in example 53, one operator lacked experience in winter-sports administration and also lacked good judgment in public relations. For contrast, the operator in example 41 took over a "white elephant" and made it into a world-renowned attraction through his service to the public interest in the kinds of enterprises he developed.

Possibly the best overall management policy advice was provided by one very successful operator. He said: "The best way to avoid problems is to overcome them before they develop, anticipate situations and take action, know people and their habits, use

Table 35. -- Problems reported by operators of 512 recreation enterprises

Problems	Number	Problems	Number
<u>Private sector of the economy</u>		<u>Acts of God</u>	
Guest-created:		Lack of water or snow -----	12
Vandalism -----	192	Bad weather -----	3
Trash -----	180	Total -----	<u>15</u>
Fire -----	132		
Poaching -----	11	<u>Government sector of the economy</u>	
Rowdiness -----	3	Policy:	
Leaving gates open -----	1	Policies and rules -----	8
"People" -----	1	Predator control -----	9
Total -----	<u>520</u>	Poor roads -----	8
		Zoning -----	3
Human relations:		Sewage disposal -----	2
Staffing -----	8	Fish management -----	1
Seasonal help -----	4	Beach erosion -----	1
Total -----	<u>12</u>	Dirty lake -----	1
		Competition from public campgrounds -----	1
Business-related:		Total -----	<u>34</u>
Crowded conditions -----	98	Laws:	
Financing -----	14	High taxes -----	4
Lack of guests -----	6	Minimum wage -----	1
Insects -----	4	Total -----	<u>5</u>
Parking space -----	4	Sub-total -----	<u>39</u>
Maintenance -----	4		
Publicity -----	3	Total -----	722
High costs -----	1		
Other -----	2		
Total -----	<u>136</u>		
Sub-total -----	<u>668</u>		

bits of psychology, be firm and businesslike but pleasant and courteous, be dignified, and never be subservient. Treat people as respected friends and expect to be treated the same way by them."

#### SIZE OF BUSINESS

Is there an optimum size of business in recreation development? Yes, but it varies for each individual undertaking and for each operator. It varies with the age and ability of the operator, the dependability of his labor force, the location of the business relative to potential demand, seasonal fluctuations, the degree and quality of competition, and many other factors.

Operator 12, for example, is a retired educator who developed a summer camp for girls. She has found the optimum combination of girls to counselors

to program to resources for her situation. Additional girls could be accommodated only at increasing losses to aspects of the camp program.

Operator 7, on the other hand, has found that too few guests at a working ranch require too much staff time for entertainment and service. Operator 26 must seek winter employment because his sailing operations provide an inadequate annual income. Operator 45 limits the guest ranch operations to what the family could handle if the hired labor force quit or gave trouble.

The small area controlled by operator 11 for his public shooting preserve limits the number of hunters he can serve per day and the total volume of business that can be handled. Generally, however, many opportunities exist for intensive use on a "put and take" basis. These services can be expanded within short periods if the pressures are sufficiently great.

Enterprises catering to spectators rather than participants generally are operating at less than



Table 36. -- Summary of planned recreation facilities, by types of recreation enterprises 1/

Type of facility	Recreation resorts	Dude ranches	Camp- grounds	Commercial beaches	Yacht clubs	Boat clubs
	Number	Number	Number	Number	Number	Number
Fishing-----	8	6	14	4	5	7
Swimming-----	17	1	25	10	13	9
Boating-----	12	2	17	6	44	12
Other-----	-	1	1	-	-	1
Total water sports-----	37	10	57	20	62	29
Riding-----	2	8	1	-	-	-
Hunting-----	5	7	8	2	-	-
Camping-----	5	4	54	7	-	5
Picnicking-----	7	1	26	13	6	11
Golfing-----	10	-	-	-	1	-
Winter sports-----	16	3	6	1	1	-
Other-----	1	1	1	-	-	-
Total extensive sports-----	46	24	95	23	8	16
Tennis-----	1	-	-	-	-	-
Putting and miniature golf-----	2	-	-	-	-	-
Ball--volley, base, etc.-----	-	-	1	-	-	-
Summer sports-----	1	-	-	-	3	-
Other-----	8	-	2	3	-	-
Total intensive sports-----	12	-	3	3	3	-
Social activities-----	-	-	-	-	4	-
Amusements-----	-	-	1	6	-	-
Lodging-----	10	1	10	1	-	-
Other-----	2	2/ 6	8	1	1	3
Total miscellaneous-----	12	7	19	8	5	3
Total-----	107	41	175	54	78	48

- continued

capacity. The grounds could serve considerably larger number of visitors and the staff could be expanded easily and quickly. Small and relatively inexpensive changes in facilities might be required in situations such as that of example 39. This operator might need to cage small birds to protect them from tourists, use more substantial surfacing on his walks, and protect some of the more valuable plants from vandalism and pilferage.

Some rather isolated recreation attractions face the problem of complementary services for guests. Operator 37 probably could not support his scenic attraction enterprise from sightseers alone. He has combined numerous eating, lodging, and entertainment enterprises into a multimillion dollar business. He concurs with operator 34, that scenic attractions must be kept natural, although he has

developed a nearby area intensively, whereas operator 34 hesitates to add even a restaurant to serve visitors because "the cave is the attraction here."

#### OVERHEAD COSTS

High, relatively fixed costs that vary little, if any, in relation to numbers of guests are a burden on some types of recreation enterprises. Advertising, animal feed, and caretaking expenses are examples of such costs.

Example 44 was developed as a unit in anticipation that business would increase rapidly to at least the break-even point. Approximately 40 percent of the short-term operating budget in 1960 was spent for publicity. A staff of six full-time employees is

Table 36. -- Summary of planned recreation facilities, by types of recreation enterprises 1/ - Continued

Type of facility	Ski areas	Resort hotels	Industrial recreation areas	Izaak Walton League	Hunting and fishing camps	All facilities	
	Number	Number	Number	Number	Number	Number	Percent
Fishing -----	10	1	1	1	5	62	8
Swimming -----	14	2	1	1	3	96	12
Boating -----	5	1	-	-	2	101	13
Other -----	2	-	-	-	-	5	1
Total water sports -----	31	4	2	2	10	264	34
Riding -----	1	-	-	-	-	12	2
Hunting -----	4	-	-	1	1	28	4
Camping -----	20	-	1	2	-	98	12
Picnicking -----	16	-	7	3	1	91	12
Golfing -----	1	4	2	-	1	19	2
Winter sports -----	136	1	1	1	2	168	22
Other -----	-	-	-	-	-	3	(3/)
Total extensive sports -----	178	5	11	7	5	419	54
Tennis -----	-	-	2	-	-	3	(3/)
Putting and miniature golf -----	-	-	-	-	-	2	(3/)
Ball-volley, base, etc. -----	-	-	4	-	-	5	1
Summer sports -----	6	-	-	-	-	10	1
Other -----	-	-	-	-	-	13	2
Total intensive sports -----	6	-	6	-	-	33	4
Social activities -----	-	-	1	-	-	5	1
Amusements -----	-	-	-	1	-	8	1
Lodging -----	4	2	-	-	2	30	4
Other -----	-	-	1	-	-	22	2
Total miscellaneous -----	4	2	2	1	2	65	8
Total -----	219	11	21	10	17	781	100

1/ Shooting preserves, vacation farms, and National Park inholdings omitted.

2/ Additional grazing for riding horses.

3/ Less than 1 percent.

required year-round to feed animals and maintain the buildings and grounds. The feed bill for the animals goes on whether or not guests pay admissions.

Several other operators have been able to capitalize on word-of-mouth advertising, special-interest stories in magazines with nationwide coverage, news items, and other media to promote the popularity of their facilities. Several family-type operations do little or no formal advertising; their guests return year after year, introduce their friends to the facility, and generally maintain the level of business.

Liability insurance is a serious problem for certain types of recreation facilities. Ski-facility operators, beach operators, and those using horses are examples. Personal liability insurance on these activities is

written by relatively few reputable companies; the rates are almost prohibitive. As a result, too many operators trust to luck that no suits will occur.

Operator 48 carried insurance for a while on his riding stable but dropped it when advised by his lawyer that it was inadequate. He depends on posted signs, word-of-mouth directions to riders, and experience in matching rider ability to horse temperament. Operator 54 leases out the horse concession primarily because liability insurance rates are too high. Operator 25 complains about insurance rates and requirements for lifeguards, first aid equipment, and other insurance-type items for his public beach. The industry in example 61 divests itself of responsibility by leasing swimming and fishing rights on its

storage lake to a private operator. Several forest operators mention danger of suits for personal liability to hunters, fishermen, campers, or other injured while on company lands.

Operator 30 mentioned the increasing burden of State permits for boats, trailers, and equipment used in several States.

Private clubs catering entirely or largely to business and industrial clients reported that they are adversely affected by the Internal Revenue ruling tightening up on allowable entertainment expenses. Examples 15 and 16 are affected in this way.

The operator of example 48, a suburban riding stable, is contemplating a real estate sale because farm property is taxed at subdivision rates rather than at use rates.

The owners of example 25, a small beach operation, listed the large number of Federal, State, county and local taxes, business licenses; and special stamps required. These fees and taxes amounted to a significant proportion of the gross income in 1960.

#### FINANCIAL ASSISTANCE

Although few of the case-example operators mentioned financing as a limiting factor in their plans for the future, frequently, it is very important. Private bankers and governmental lending agencies alike apparently are reluctant to finance the recreation industry.

Examples 15, 25, 35, 36, 39, 40, and 44 are handicapped by inability to borrow money for expansion or to help them weather temporary periods of economic depression. Private sources of capital frequently can be utilized for investment purposes: Two industrialists invested in the small resort of example 1. The two boat and bait operators in example 19 have private sources available if needed. Example 23 is a secondary enterprise, as are examples 39 and 52. Operator 26 was financed primarily because he was known personally to the local banker.

#### GOVERNMENTAL PROGRAMS AND POLICIES

Complaints were expressed against some of the policies, attitudes, and programs of both the U. S. Forest Service and the National Park Service, causing what complainants said were undue hardships and expense through "letter of the law" interpretations of regulations.

The very real controversy over regulation, control, and use of wilderness was mentioned frequently. Some suggested easier access and increasing use; others, however, wanted to maintain isolation and frontier conditions.

In one region, local health and water boards that had gained control of watershed use on public lands were apparently in opposition to the multiple-purpose development and use principle of land management.

In other instances, the hunting season occurred during the most dangerous season for forest fires

(example 65); operators of regulated shooting preserves disagree with State game departments about the ability of pen-reared birds to survive in the open and want their operating seasons changed (example 15); hunting seasons in adjoining States are dissimilar (example 13) and hunters risk arrest when they wander across State lines or follow wounded game across to dispose of it. Regulations differ among adjoining States on a river (example 30).

#### PROBLEMS OF POSSESSION AND OPERATION

Outright malicious mischief and vandalism occur all too frequently on private property that cannot be closely guarded. Hunters destroy equipment in the woods, cut fences, shoot domestic livestock, and cause other damage. Vandals break up and burn wooden picnic tables, destroy stonework, tear up lavatories, carve initials on walls and trees, and create other havoc. All too few of these miscreants are caught and punished adequately. The maladjusted and comparatively few vandals cause additional operating expense and create poor relations with people providing recreation facilities. Owners of resources used by the public without charge are particularly bitter about these losses.

Litter often becomes a problem wherever people congregate. Several operators add employees during peak tourist seasons solely for clean-up details. Others instruct all employees to clean up litter whenever it is found. A few stated that proper placement of receptacles and a neat, clean place encourage visitors to help keep it clean.

Most of the operators with gift and curio concessions expect a certain amount of shoplifting. Touring groups of school children and most other groups are watched closely because these operators have learned that some groups actually compete in how much they can steal while on these trips. Experience also teaches salespeople to spot some light-fingered individuals, who are then watched closely. It is impossible to catch all thieves. The losses are figured into overhead, and the cost is passed on to others.

Shooting preserves, in particular, have problems caused by foxes, hawks, and other wildlife that prey on pen-reared game birds. Losses are severe in some areas. The plea is for intensified local predator-control measures to keep predator numbers within reasonable limits.

#### ATTITUDES OF INDUSTRY

Companies that control large bodies of water or large forested land areas recognize the potential multiple-purpose uses that can be made of their holdings. They also recognize the conflicts of interest, personal liability claims, increased costs of operations, danger of vandalism, need for increased fire protection, and other problems that increase when public access is allowed.

Example 61 divested itself of certain responsibilities for control of fishing and boating on its lake

through contract with a private operator. It absorbs the costs of maintaining and policing its park for public use. Examples 55 and 56 contract with State fish and game agencies for stocking their forests and waters, regulations for hunting and fishing, and for policing of recreationists. Examples 55, 56, 59, 60, 61, 64, and 66 have spent thousands of dollars each in developing picnic areas, loading ramps, docks, parking areas, and similar facilities for recreation use. Example 65, an association of forest owners, is concerned about settling many practical problems before their lands are opened to outdoor recreation development and use. These include proper safeguards for private property of its members, standardized rates to be charged for the recreational services provided, and physical control of the mass of recreation seekers expected to descend upon them.

### SPECIAL SITUATIONS

Last to be mentioned in this summary are the estates, the private benefactors, the institutions, the associations, the foundations, and the miscellaneous organizations that make their formal gardens, special collections, unique resources, and other attractions available to the public. Although most of these enterprises are made available under the assumption that gate receipts will at least pay the short-term cash costs, this frequently does not happen. In effect, the owners are subsidizing recreation. The formal garden, the exotic birds, and the collection of tropical plants in example 39 are not fully supported by the thousands of visitors who enjoy them. The owner pays the difference partly as a connoisseur and collector but partly as a humanitarian.

### OTHER STUDIES

More than 96 percent of the holdings (both land and water) of 63 mining, oil and gas, water and power, and grazing enterprises is open to the public for recreation use.<sup>2</sup> The acreage open to such use, expressed as a percentage of the total acreage owned by responding firms, varied from those in the grazing, water and power, and gas and oil industries, which exclude less than 1 percent of their land from recreation use, to mining companies, which permit use of approximately 80 percent of their holdings.

More than 90 percent of the holdings of 518 companies (accounting for 86 percent of industry-owned commercial forest land in the United States) is open for hunting and fishing.<sup>3</sup> Between 83 and 90 percent of the total acreage is available for camping, swimming, hiking, picnicking, and berry picking.

Seventy percent of 3,646 resident camps for children own their land, and the major part of land not owned by the camps is publicly owned.<sup>4</sup> These camps were operated for an average of 52.4 days in the summer of 1958. Nearly 75 percent of the private camps, 37 percent of the public camps, and 32 percent of the

organization camps are used only during the summer season.

In 1960, 70 youth hostels were in operation in the U.S.<sup>5</sup> These youth hostels are open only to members, but the membership is open to anyone from "4 to 94" who is interested in simple living and traveling--by bicycle, canoe, ski, horseback, or on foot. Plans for the future include a 50-percent increase in the number of hostels by 1965, and a 100-percent increase in the number of hostellers is expected by that time.

Marinas offer more services to boat owners than do yacht clubs or boatyards.<sup>6</sup> At marinas and yacht clubs, rentals from slips and mooring are first in income-producing importance, while at boatyards income from repairs is first. Plans for expansion during the next few years include 11 types of facilities, with plans for expansion of the number of open slips leading those for all other types of facilities.

### CONCLUSIONS

The following conclusions, based on the information provided by the 1,119 questionnaires, the 117 vacation farms, and the 66 case examples, are assumed to be representative of the situations of privately owned and privately operated recreation facilities in the United States.

A majority of the privately owned recreation enterprises are open to the public and are operated for profit. Most are owned by individuals or families although many are owned by companies or corporations. Comparatively few are operated as private clubs, although the number of such club-type operations is increasing and probably will continue to increase. Still fewer recreation facilities are operated by industrial and commercial firms for their employees.

In recreation categories in which the ratio of improvement values to land values is high, the land is generally operator owned. In those categories in which the ratio of land values to improvement values is high, greater proportions of land are leased. Exceptions to this general rule seemed to be yacht and boat clubs, where leasing predominates, yet the ratio of improvement values to land values is high.

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<sup>2</sup>Survey of Public Recreational Use of Private Lands, Natural Resources Department, Chamber of Commerce of the U. S., 1961.

<sup>3</sup>Recreation on Forest Industry Lands, American Forest Products Industries, 1960.

<sup>4</sup>Resident Camps for Children, prepared by the American Camping Association, Inc., for the National Park Service, 1960.

<sup>5</sup>A Program for a Second Generation of Planned Progress for the American Youth Hostels, A. L. Pranses, June 1960.

<sup>6</sup>Marinas, Yacht Clubs, Boat Yards, National Association of Engine and Boat Manufacturers, Inc., December 1959.

A majority of the popular recreation activities is of two types: water-related sports and those making extensive uses of land. Recreation facilities in this survey generally are located on rolling or hilly lands. Cover is usually grass, forest, or combinations of grass and forest. Flat or mountainous terrain and other types of cover are utilized less frequently.

The optimum size of business varies with individual conditions. Factors involved in establishing this optimum include the age and ability of the operator, the dependability of the labor force, the location of the business relative to potential demand, the seasonal fluctuations, and the degree and quality of competition. The capacity of some enterprises (shooting preserves, for example), can be expanded more easily and more rapidly than other (resorts, for example).

Many people who are trying to manage recreation enterprises are not well adapted to the work. Personal attributes are important; the manager largely creates the "atmosphere" of his recreation facility and recreationists usually search for places and conditions to which they can adjust easily.

Apparently, about half of the privately owned recreation enterprises have problems related to doing business that were worth mentioning. Most of these problems are caused by antisocial actions of the guests--the most frequent being vandalism, trash and littering, and carelessness with fire. Government-created problems of two types also occur--those caused by conflicting regulations in adjoining jurisdictions and those caused by the absence of adequate understanding and communication between operators and public officials. Standardization of regulations and reciprocity among jurisdictions appear to be essential, as do better training and closer supervision in public relations for governmental personnel dealing with the public.

Intensive operations have a greater variety of guest-created problems than extensive ones because a greater number of people must be watched. Conversely, it is often easier to police crowds than it is to catch the vandals and other troublemakers on extensive holdings, such as shooting preserves and industrial forest lands.

The fact is that too many people neglect proper public manners. Because of their carelessness and thoughtlessness, they add to the costs of recreation services and increase private operators' resistance to expanding their recreation opportunities.

Despite their problems, many recreation-facility owners plan to expand their facilities during the next 5 years. Expansion will be both on land presently owned or leased and on land to be acquired. Most frequently, facilities for extensive sports (such as skiing, riding, and hunting), will be increased; expansion of water-sports facilities also is planned by many operators. Comparatively few owners plan to add or increase facilities for sports making intensive use of the land.

Owners of extensive holdings already utilized for hunting, fishing, hiking, picnicking, and so forth, anticipate increasing demands for more privileges.

Many of those whose lands and waters are still closed recognize that public sentiment will sooner or later force removal of limits where recreation can be practiced safely. Many would welcome sound standard, fair treatment relative to governmental requirements proper compensation, and a logical balance between publicly owned and developed resources and privately owned recreation facilities. Owners of a number of facilities open to the public for recreation activities, in effect, subsidize such recreation by providing outstanding opportunities for public enjoyment at less than actual cost. Situations of this kind should be recognized and further encouraged.

Although the business of providing private outdoor recreation opportunities is not particularly unique, it is an exacting occupation with many specialized branches. It offers opportunities to operators who can provide sound business management, promotion, and investment, and whose personalities are adapted to the task. However, the remnants of our national antipathy against play must be overcome and many problems typical of the growing pains of new types of enterprises will need to be alleviated. The variety of mass-produced, economy-packaged recreation demanded today by vacationers was almost unknown a generation ago. Even government--National, State, and local--often looks askance at this burgeoning business.

Despite the problems and the setbacks, private recreation development will move ahead--with or without government assistance. Public developments alone will not satisfy the unfilled demand for recreation opportunities. Many people want a variety of recreation experiences incompatible with the practical limitation of public facilities. Many of the expressed desires for recreation services are outside the traditional realm of public service. For maximum development, public recreation programs should complement rather than compete with private recreation enterprise; should be compatible rather than combatant; and each should operate in its own area of responsibility.

## RECOMMENDATIONS

1. Greater emphasis should be placed by all levels of government on the larger role that private enterprise can and needs to have in providing the facilities and services required for outdoor recreation. Programs for public information about the role of private enterprise in outdoor recreation need to be emphasized and strengthened.

2. Public relations programs need to be developed by private recreation enterprise to explain its position, its functions, and its problems to the public--its potential customers.

3. Both research and technical assistance programs need to be developed to help new recreation enterprises get started and to help established enterprises improve their operations. Research on possible new fields of outdoor recreation is needed. The assistance programs could well foster development of new fields

of endeavor by private enterprise. Technical assistance including educational and informational services for owners, operators, and employees in this field is needed also.

4. Financial assistance, through simplified borrowing procedures, guaranteed loans, public loan programs, or other appropriate means, needs to be made available to competent persons developing privately owned recreation facilities of acceptable quality for public use.

5. Research is needed to determine the impact of laws, codes, regulations, policies, taxes, licenses, inspections, required reports, and other regulatory or administrative requirements of the various levels of government to learn where they impose undue hardship or discrimination. The results from this research (both positive and negative) could be translated into necessary reforms to alleviate unsatis-

factory situations and to facilitate favorable ones.

6. Agencies at all levels of government might well initiate informational and educational programs to help improve the behavior of persons using recreation facilities. Private recreation, as an industry, could cooperate in this activity.

7. Law-enforcement programs need to be strengthened or extended to help private (and public) recreational-resource managers combat the vandal, the thief, the litterer, and others who carelessly or maliciously cause damage to recreation facilities.

If these guides are followed--if private operators, public agencies, and the people using recreation facilities work together toward the common goal--the total supply of outdoor recreation resources available for use will be increased and the satisfaction the public gains from use of these resources will be multiplied.

## THE ADVISORY COUNCIL

The act establishing the Commission provided for an Advisory Council consisting of Federal liaison officers from agencies having a responsibility for outdoor recreation and 25 other members representative of various major geographical areas and citizen interest groups. The following persons served on the Council.

### FEDERAL LIAISON MEMBERS

Department of the Treasury  
A. Gilmore Flues  
*Assistant Secretary*

Department of Defense  
Carlisle P. Runge  
*Assistant Secretary*

Department of Justice  
Robert F. Kennedy  
*Attorney General*

Department of the Interior  
Stewart L. Udall  
*Secretary of the Interior*

Department of Agriculture  
Orville L. Freeman  
*Secretary of Agriculture*

Department of Commerce  
Edward Gudeman  
*Under Secretary*

Department of Labor  
Jerry R. Holleman  
*Assistant Secretary*

Department of Health, Education,  
and Welfare  
Ivan A. Nestingen  
*Under Secretary*

Federal Power Commission  
Howard Morgan  
*Commissioner*

Housing and Home Finance Agency  
Milton Davis  
*Office of Program Policy*

Interstate Commerce Commission  
Bernard F. Schmid  
*Managing Director*

Small Business Administration  
John J. Hurley  
*Special Assistant to the  
Administrator*

Smithsonian Institution  
Albert C. Smith  
*Director  
Museum of Natural History*

Tennessee Valley Authority  
Robert M. Howes  
*Director  
Division of Reservoir Properties*

Veterans Administration  
W. J. Driver  
*Deputy Administrator*

### OTHER MEMBERS

Horace M. Albright  
*Director-Consultant  
U.S. Borax & Chemical Association  
New York, New York*

A. D. Aldrich  
*Director  
Game and Fresh Water Fish  
Commission  
Tallahassee, Florida*

Harvey O. Banks  
*Water Resources Consultant  
San Francisco, California*

Andrew J. Biemiller  
*Director  
Department of Legislation, AFL-CIO  
Washington, D.C.*

James Lee Bossemeyer  
*Executive Director*  
*National Assn of Travel Organizations*  
*Washington, D.C.*

Harvey Broome  
*President*  
*The Wilderness Society*  
*Knoxville, Tennessee*

A. D. Brownfield, Sr.  
*American National Cattlemen's Assn*  
*Deming, New Mexico*

Erwin D. Canham  
*Editor*  
*Christian Science Monitor*  
*Boston, Massachusetts*

Kenneth Chorley  
*Chairman*  
*Executive and Finance Committees*  
*Colonial Williamsburg*  
*New York, New York*

Mrs. Harold Christensen  
*Chairman*  
*Conservation Department*  
*General Federation of Women's Clubs*  
*Springville, Utah*

LeRoy Collins  
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*National Association of Broadcasters*  
*Washington, D.C.*

Kenneth R. Cougill  
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*Division of State Parks*  
*Indiana Department of Conservation*  
*Indianapolis, Indiana*

David L. Francis  
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*Princess Coals, Inc.*  
*Huntington, West Virginia*

Ira N. Gabrielson  
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Pat Griffin  
*President*  
*Pat Griffin Company*  
*Fort Collins, Colorado*

Luther Gulick  
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*New York, New York*

Charles E. Jackson  
*General Manager*  
*National Fisheries Institute, Inc.*  
*Washington, D.C.*

Joseph E. McCaffrey  
*Vice President*  
*International Paper Company*  
*Mobile, Alabama*

Dwight F. Metzler  
*Director*  
*Division of Sanitation*  
*Kansas State Board of Health*  
*Topeka, Kansas*

DeWitt Nelson  
*Director*  
*Department of Conservation*  
*State of California*  
*Sacramento, California*

Lloyd E. Partain  
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*The Curtis Publishing Company*  
*Philadelphia, Pennsylvania*

Joseph Prendergast  
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T. J. Rouner  
*Vice President*  
*New England Power Company*  
*Boston, Massachusetts*

David A. Shepard  
*Executive Vice President*  
*Standard Oil Company of New Jersey*  
*New York, New York*

Gilbert F. White  
*Chairman of the Department of*  
*Geography*  
*The University of Chicago*  
*Chicago, Illinois*



## FORMER MEMBERS

(Titles indicate affiliation at time of membership on Council)

Bertha S. Adkins  
*Under Secretary*  
*Department of Health, Education, and*  
*Welfare*

Elmer F. Bennett  
*Under Secretary*  
*Department of the Interior*

Newell Brown  
*Assistant Secretary*  
*Department of Labor*

Ward Duffy (deceased)  
*Editor*  
*Hartford Times*  
*Hartford, Connecticut*

Charles C. Finucane  
*Assistant Secretary*  
*Department of Defense*

Clyde C. Hall  
*National Science Foundation*

Flora Y. Hatcher  
*Assistant to the Administrator*  
*Housing and Home Finance Agency*

Marion F. Hetherington  
*Deputy Chief*  
*Federal Power Commission*

Mrs. Oveta Culp Hobby  
*President*  
*The Houston Post*  
*Houston, Texas*

Robert C. Jones  
*Assistant to the Administrator*  
*Small Business Administration*

James M. Mitchell  
*Associate Director*  
*National Science Foundation*

Bradford Morse  
*Deputy Administrator*  
*Veterans Administration*

Perry W. Morton  
*Assistant Attorney General*  
*Lands Division*  
*Department of Justice*

Carl F. Oechsle  
*Assistant Secretary*  
*Department of Commerce*

E. L. Peterson  
*Assistant Secretary*  
*Department of Agriculture*

Matthew A. Reese, Jr.  
*Special Assistant to the Administrator*  
*Small Business Administration*

Frederick Stueck (deceased)  
*Commissioner*  
*Federal Power Commission*

# ORRRC STUDY REPORTS

Page counts are estimates. All are for sale by the Superintendent of Documents, U.S. Government Printing Office, Washington 25, D.C.

**1. Public Outdoor Recreation Areas—Acreage, Use, Potential**, 260 pages, prepared by the Commission staff, presents a description and analysis of all nonurban public designated recreation areas in the 50 States, Puerto Rico, and the Virgin Islands. Nearly 10,000 named areas, and an additional 15,000 small areas, are included, with pertinent data on their acreage, location, and management agency. Areas containing more than 40 acres are evaluated and analyzed in terms of visits, use pressures, major activities, facilities, number of employees, and future expansion potential. This study contains a separate inventory of recreation use of military areas, public domain, and Indian lands in the United States. Definitions and procedures utilized in the study are included.

**2. List of Public Outdoor Recreation Areas—1960**, 190 pages, prepared by the Commission staff, contains the names of approximately 10,000 recreation areas, grouped by State and managing agency, and provides data on their acreage and county location. Additional aggregate data for minor recreation areas, such as waysides and picnic areas, are included. Data on areas are presented by census region, management agency, and size category. Definitions and procedures utilized in obtaining these data are included.

**3. Wilderness and Recreation—A Report on Resources, Values, and Problems**, 340 pages, prepared by The Wildland Research Center, University of California, Berkeley, presents a comprehensive discussion and analysis of wilderness preservation. The study contains an inventory of 64 areas, containing approximately 28 million acres. It discusses traditional concepts of wilderness, various approaches to its economic evaluation, and basic legal and administrative considerations and problems involved in wilderness preservation. An evaluation is made of the commercial potential of existing wilderness areas—timber, grazing, water, and mineral resources. An analysis of the social and economic characteristics of wilderness users is based upon a sample survey carried out in three specified areas.

**4. Shoreline Recreation Resources of the United States**, 150 pages, prepared by The George Washington University, contains an analysis of the Great Lakes and ocean shoreline of the contiguous States, and presents a detailed State-by-State summary of quantitative and qualitative factors affecting their recreational use. It includes a classification of national shoreline resources—beach, marsh, and bluff. Problems of private ownership, access, and suitability are discussed, and recommendations are made.

**5. The Quality of Outdoor Recreation: As Evidenced by User Satisfaction**, 95 pages, prepared by the Department of Resource Development, Michigan State University, presents the findings of a study designed to test the usefulness of user satisfaction as a measure of area quality. This study is based in part upon a user survey of 24 recreation areas, Federal, State, and local. Data from the survey are summarized and evaluated in terms of socioeconomic characteristics and activities engaged in. Field appraisals of various elements which affect quality—facilities, physical characteristics, cleanliness, degree of congestion—of each site were carried out by a team of resource technicians to provide a framework for relating and assessing the survey findings. An analysis is made of the validity of employing expressions of

user satisfaction as a measure of area quality, and the resulting implications for public policy are discussed.

**6. Hunting in the United States—Its Present and Future Role**, 180 pages, prepared by the Department of Conservation, School of Natural Resources, The University of Michigan, examines the forces affecting game supply and summarizes a State-by-State survey of factors influencing hunting in the 48 contiguous States. Attention is given to wildlife regulations, limitation of hunting access, public hunting areas, fee hunting, and shooting preserves. The significance of land-use trends and Federal land-use programs as they affect game supply are evaluated. Problems affecting State game agencies are analyzed and suggested solutions are offered.

**7. Sport Fishing—Today and Tomorrow**, 130 pages, prepared by the Bureau of Sport Fisheries and Wildlife, U.S. Department of the Interior, presents an appraisal of fishing as a form of recreation in the United States and includes a State-by-State survey of the problems of supply, status of fishing waters, and management policies and responsibilities. It covers present and future supply of both warm- and cold-water fish and makes projections of the status of sport fishing in the years ahead. It summarizes the future prospects by regions.

**8. Potential New Sites for Outdoor Recreation in the Northeast**, 170 pages, prepared by the Economic Research Service, U.S. Department of Agriculture, presents the findings of a study designed to determine the existence of potential recreation sites of 30 acres or more, currently in private ownership and located in the 10 densely populated Northeastern States. The location of sites is based upon an analysis of aerial photographs. Site potentiality is determined according to land type, recreation suitability, and proximity to major metropolitan concentrations. Case studies carried out in New Hampshire, Pennsylvania, and Connecticut are utilized to illustrate ownership patterns, problems, history of land transfer, current land use, and availability for public purchase. The report describes procedures used by and available to State agencies for land acquisition and development.

**9. Alaska Outdoor Recreation Potential**, 50 pages, prepared by The Conservation Foundation, appraises the major factors affecting the development of Alaska's recreation potential. It discusses land control and disposition patterns and economic development problems. It evaluates the present status of recreation, examines the essentials of sound recreation planning, and concludes with a summary of current problems and recommendations for future development of Alaska's recreation potential.

**10. Water for Recreation—Values and Opportunities**, 130 pages, prepared by the Geological Survey, U.S. Department of the Interior, presents an analysis of future water-based recreation in the United States. It relates recreation uses of water to other types of water development and discusses the importance of including recreation in the planning of water resource projects. The problem of access is discussed, and the effects of such factors as water quality and reservoir management upon recreation use are analyzed.

**11. Private Outdoor Recreation Facilities**, 150 pages, prepared by the Economic Research Service, U.S. Department of Agriculture, consists of two parts. The first reports on a mail survey of private owners of recreation facilities such as resorts, dude ranches, campgrounds, ski areas, vacation farms, and resort hotels, and includes a partial inventory from secondary sources of industrial recreation areas, including large commercial timber holdings. The second phase of the study is a qualitative appraisal of 66 cases representing various types of private recreation facilities scattered

throughout the United States. Included is a discussion of such factors as type of specific activities provided, amount of land used, number of visitors, fees charged, problems encountered, and plans for expansion.

**12. Financing Public Recreation Facilities**, 100 pages, prepared by the National Planning Association, contains an analysis of the difficulties involved in obtaining long-term financing for recreation facilities. The role of concessioners is the principal focus with particular emphasis on factors such as Federal policy, short season, contract provisions, and general philosophy. Some consideration is given to State policies. The analysis is supplemented by 18 case studies of concession operations on Federal lands and the approach of seven selected States: California, Indiana, Kentucky, New Hampshire, New York, Oklahoma, and West Virginia.

**13. Federal Agencies and Outdoor Recreation**, 130 pages, prepared by The Frederic Burk Foundation for Education, San Francisco State College, presents a descriptive analysis of the organizational and administrative structure of Federal agencies concerned with outdoor recreation. While the traditional Federal land-managing agencies receive primary consideration, attention is also given to other agencies which indirectly affect the total supply of outdoor recreation opportunities. The study is focused upon recreation program objectives and policies of the agencies. Important problems encountered are analyzed, and opportunities for more effective program coordination and cooperation are identified.

**14. Directory of State Outdoor Recreation Administration**, 195 pages, a Commission staff project based on an American Political Science Association study, presents a State-by-State description of recreation administration. It is designed to serve as a directory of State agencies concerned with outdoor recreation, together with a brief description of agency authority, organization, and programs. Attention is given to significant or unique activities or administrative features.

**15. Open Space Action**, 60 pages, prepared by William H. Whyte, deals with ways and means of acquiring open space in the fast developing areas of this country. Part I is a brief history of significant Federal, State, and local developments in open space action. Part II contains observations and guidelines for open space action programs. Specific recommendations for action by all levels of government are presented in part III. An appendix contains examples of Federal and State legislation, tax abatement measures, easement forms and costs, and plans incorporating new devices such as cluster development.

**16. Land Acquisition for Outdoor Recreation—Analysis of Selected Legal Problems**, 60 pages, prepared by Norman Williams, Jr., reviews the constitutional power of State and local governments to acquire land by purchase or condemnation for recreational purposes and for related open space, and the constitutional power of the Federal Government to condemn land for such purposes. The study also examines legal problems involved in acquiring easements and other less-than-fee rights in land for recreation and open space.

**17. Multiple Use of Land and Water Areas**, 45 pages, prepared by John Shanklin, discusses multiple use both in a statutory and in a management sense and analyzes the relationship of recreation to other uses of land and water. It reviews the multiple-use concepts of the land management agencies of the U.S. Government and includes sections on multiple use at the State level and on private land. The volume contains sections on multiple-use criteria and suggestions for multiple-use management of public lands. Comments on the study from Federal, State, and private land management agencies are included in the report.

**18. A Look Abroad: The Effect of Foreign Travel on Domestic Outdoor Recreation and a Brief Survey of Outdoor Recreation in Six Countries**, 45 pages, prepared by Pauline Tait, discusses the effect of Americans going abroad as a substitute for major outdoor recreation trips in this country and the impact upon our own outdoor recreation resources of foreign travelers coming to this country. It presents travel projections to the years 1976 and 2000. A second part contains a brief review of outdoor recreation programs in Great Britain, France, West Germany, Denmark, The Netherlands, and Japan. Attention is directed to innovations that might be applicable in this country.

**19. National Recreation Survey**, 300 pages, prepared by the Commission staff on the basis of data collected by the Bureau of the Census, contains the tabular results and analysis of a nationwide survey of the outdoor recreation habits and preferences of the American people 12 years of age and over. These data are derived from four separate samples, each involving approximately 4,000 interviews. Tables show various participation rates by activity and region, according to age, sex, place of residence, education, occupation, and race. Activity rates are also shown by state of health, physical impairment, and size of community. Activity preference and data on vacation trips and outings are expressed according to selected socioeconomic characteristics. Estimates are made of expenditures, proportion of leisure time devoted to outdoor recreation, and other factors. Descriptive analyses of the results of the survey include socioeconomic factors associated with participation in 17 specified outdoor activities; expenditures on vacations, trips, and outings; and background factors associated with participation in certain groups of activities.

**20. Participation in Outdoor Recreation: Factors Affecting Demand Among American Adults**, 100 pages, by Eva Mueller and Gerald Gurin with the assistance of Margaret Wood, contains the results of a survey conducted by the Survey Research Center, The University of Michigan. It discusses the effect upon participation of income, education, occupation, paid vacations, place of residence, region, sex, age, life cycle, and race. Included are discussions of outdoor recreation in relation to leisure-time use, vacation and weekend trips, parks and recreation areas. It contains a chapter on camping. The study is based upon 2,759 interviews with a representative sample of U.S. adults.

**21. The Future of Outdoor Recreation in Metropolitan Regions of the United States**, 640 pages, prepared jointly by the Commission staff and selected universities and planning agencies. One part describes the general characteristics of outdoor recreation activities and particular problems of metropolitan residents, including the problem of access. It contrasts present and future outdoor recreation opportunities against the backdrop of expanding urbanization. It contains separate studies of five selected metropolitan regions: New York-New Jersey-Philadelphia (The Institute of Public Administration), Atlanta (Center for Continuing Education, University of Georgia), St. Louis (Washington University), Chicago (Northeastern Illinois Metropolitan Area Planning Commission), and Los Angeles (University of California, Los Angeles). The central topic in each study is an analysis of the supply and demand aspects of outdoor recreation. In each case, central problems are identified and possible solutions suggested.

**22. Trends in American Living and Outdoor Recreation**, 315 pages, contains a group of essays dealing with the effects of current social and cultural trends upon future needs and preferences for outdoor recreation. These essays, prepared independently by recognized scholars in the behavioral sciences, are focused upon the

following topics as they relate to outdoor recreation: historical development; cultural change; demographic factors; the family; mass communication; physical and mental health; education; voluntary groups; political institutions; urban growth; and the planning process. Authors include Lawrence K. Frank, Herbert J. Gans, William J. Goode, Morton Grodzins, Philip M. Hauser, Max Kaplan and Paul F. Lazarsfeld, Margaret Mead, Jay B. Nash, Harvey S. Perloff and Lowdon Wingo, Jr., Julian W. Smith, George D. Stoddard, and Melvin M. Webber.

**23. Projections to the Years 1976 and 2000: Economic Growth, Population, Labor Force and Leisure, and Transportation**, 510 pages, contains a set of four fundamental studies which project the size, distribution, income, leisure, and mobility of the American population to 1976 and 2000. The population studies are by the Commission staff, economic projections by the National Planning Association, labor force and leisure projections by the Bureau of Labor Statistics, U.S. Department of Labor, and the transportation study by A. J. Goldenthal, Washington, D.C. In addition to national aggregates, attention is directed to regional and State characteristics.

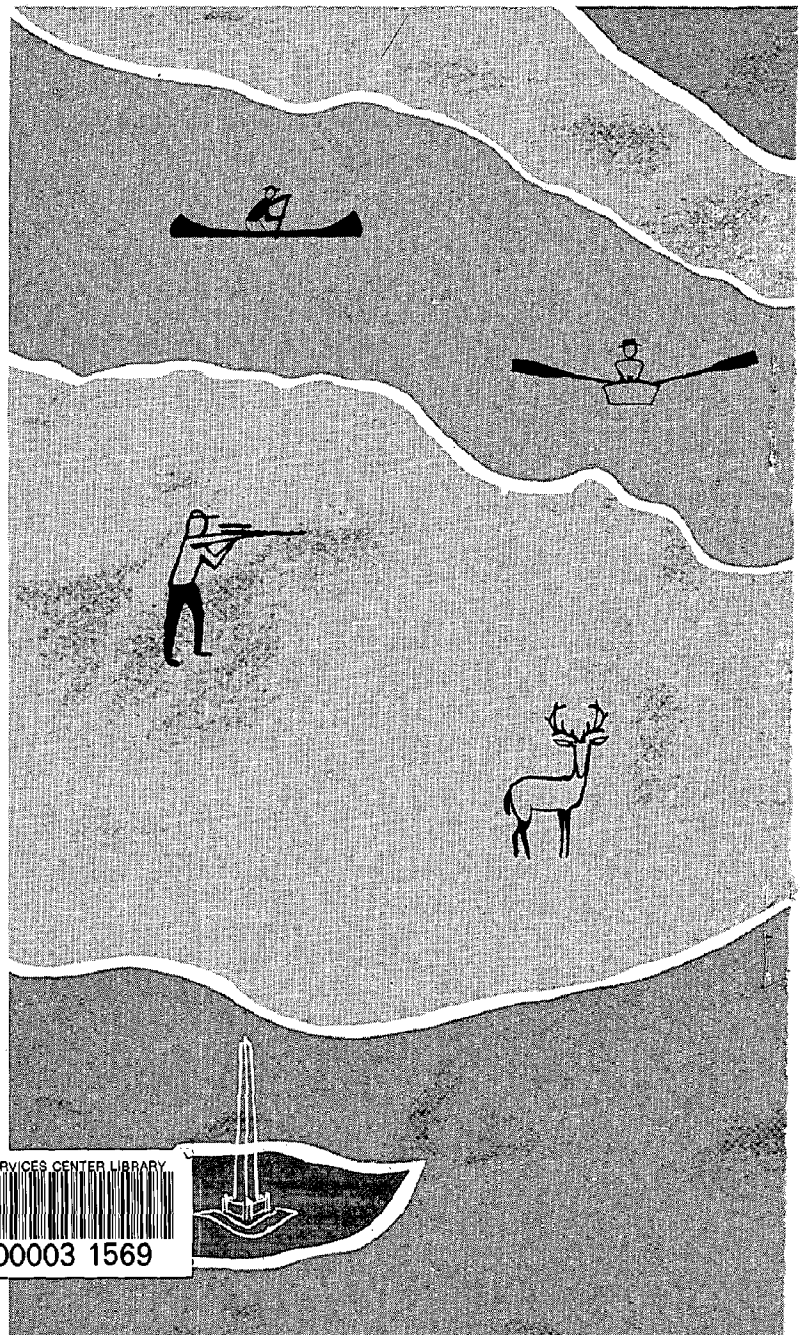
**24. Economic Studies of Outdoor Recreation**, 150 pages, contains a group of essays dealing with various economic aspects of outdoor recreation. Both theoretical and practical approaches are taken to some basic economic problems of recreation development, including those of investment, pricing, timing, benefit-cost evaluation, public-private relationships; and economic impact. Methods of economic analysis and evaluation utilized by various Federal resource development agencies are discussed. In addition to Commission staff, contributors include Marion Clawson, Resources for the Future; Arthur L. Moore, the National Planning Association; and Ivan M. Lee, University of California, Berkeley.

**25. Public Expenditures for Outdoor Recreation**, 90 pages, prepared by the Commission staff, indicates the total direct expenditures made by Federal, State, and local governments for providing outdoor recreation opportunities, facilities, and services during the period 1951-60. An analysis is made of the relative amounts spent within each State and each major census region, as well as among the agencies concerned, for land acquisition, development, construction, operation and maintenance. Appendix tables show detailed data on annual expenditures by level of government, by agency, and by objective.

**26. Prospective Demand for Outdoor Recreation**, 150 pages, prepared by the Commission staff, measures the needs and preferences of the American people for a number of outdoor recreation activities. This comprehensive analysis is based on data obtained from the National Recreation Survey, the Commission inventory, the metropolitan studies, and the essays concerned with trends and patterns of American life.

**27. Outdoor Recreation Literature: A Survey**, 100 pages, by the Library of Congress, discusses the problems of preparing a bibliography on outdoor recreation—the diversity of the field, and its relationship with other fields—and includes a listing, description, and assessment of some of the more important references. The discussion is divided into literature on resources and literature on users. Two appendixes contain separate bibliographies on leisure and intergovernmental problems.

*"The outdoors lies deep in American tradition. It has had immeasurable impact on the Nation's character and on those who made its history. . . . When an American looks for the meaning of his past, he seeks it not in ancient ruins, but more likely in mountains and forests, by a river, or at the edge of the sea. . . . Today's challenge is to assure all Americans permanent access to their outdoor heritage."*



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