

COMMERCIAL CAMPGROUNDS IN MICHIGAN:
A STUDY OF THE FACTORS THAT CONTRIBUTE
TO THEIR FINANCIAL SUCCESS

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ABSTRACT

COMMERCIAL CAMPGROUNDS IN MICHIGAN: A STUDY OF THE FACTORS THAT CONTRIBUTE TO THEIR FINANCIAL SUCCESS

By

Roger Dee Murray

The number of commercial campgrounds have increased phenominally in Michigan since the early 1950's and it would appear that this growth will continue through the 1970's. One of the factors that has influenced the development of commercial campgrounds is the highly reported inadequacies in the supply of governmentally owned campgrounds. This reporting plus the apparent attractiveness of the lifestyle of campground managers has generated a large interest among potential investors to study the feasibility of commercial campground development.

The basic information to make an investment decision is for the most part not available. A number of studies

on the commercial campground studies have been made in other states but information has not been gathered on the Michigan camping industry. The purpose of this study was to identify some of the facilities and programs that contribute to the financial success of commercial family campgrounds in Michigan.

These indexes were developed from previous studies on commercial campgrounds in states other than Michigan. The indexes are a combination of variables that had been identified as being correlated with successful campgrounds in these studies. These variables were grouped into three indexes to test the hypotheses. The hypotheses that were tested concerned: (1) physical and locational factors, (2) recreation programs and facilities, and (3) managerial skills.

A questionnaire was mailed to all commercial campgrounds to gather information to test the hypotheses. The information from respondents that indicated that they had been in the campground business for three or more years was used in the study.

The hypothesis that the sum of the frequency of occurrence of specific physical and locational features for an

individual campground will be higher for financially successful campgrounds than for financially unsuccessful campgrounds was found to be significant at the .05 level using the Chi-square test.

Neither of the other two hypothesis concerning recreation programs and facilities and managerial skills were significant at the .10 level using the Chi-square test. Campground owners did not appear to have put any emphasis in developing these areas. The mean frequency of occurrence for the recreation programs and facilities items was low when compared to the physical and locational items.

It would appear from the information given by the respondents that the overwhelming majority of campground owners derive satisfactions from operating their campgrounds other than the financial returns that they receive. The majority of the respondents indicated that their business was successful even when their financial returns indicated that this success was not based on financial returns.

From the results of this study it was recommended that the commercial campground owners should concentrate

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on developing their recreational programs and facilities and their managerial skills. Once the basic campground facilities have been fully developed these two areas appear to offer the greatest opportunity for a commercial campground owner to obtain an advantage in the market place over his competitors, whether they are publically or privately financed.

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CHAPTER I

INTRODUCTION

The purpose of this study is to identify some of the facilities and programs that contribute to the financial success of commercial family campgrounds in Michigan. It is exploratory in nature, attempting to replicate the findings from other studies by developing indexes to measure financial success.

Commercial campgrounds have increased phenominally since the early 1950's and it would appear that this growth will continue through the 1970's. The growth in this sector has been matched by the governmental sector and yet there does not appear to be enough campsites to satisfy the demand by the camping public.

Historically, Michigan has had the reputation of providing high quality family camping opportunities among those who seek this type of activity as an outdoor recreation experience. In 1971 there were 464,541 camp permits written in the 69 state parks with campgrounds.

This was an increase of 13.5 percent over the number of permits written in 1969¹ and represented an occupancy rate in the state parks of 75 percent during the peak season June 15 to September 7 in 1970. The occupancy rate for the months of July and August were close to 100 percent in many northern lower peninsula state park campgrounds and many forest campgrounds reached over 100 percent occupancy rate during July and August because many of them are not supervised and two or more camping families may occupy one site.²

In state parks alone, visitor days per thousand residents of the state have increased from 250 in 1964 to 435 in 1970 and it is estimated that the visitor days per thousand in public campgrounds in 1970 was 850. Historically, the majority of campsites available for public use in Michigan have been provided by governmental agencies. In 1970 there were 26,121 campsites supplied

¹State Park Camp Permit, Parks Division Report, Michigan Department of Natural Resources, 1970.

²Michigan Recreation Plan 1970, Office of Planning Services, Michigan Department of Natural Resources, pg. 109.

by the public sector³ while the commercial campground industry provided 8,910 campsites.⁴

The Michigan Department of Natural Resources estimates that an additional 15,049 publically owned campsites would have been required to meet their demand in 1970. This figure was estimated from their high "turnaway" rate and estimates of the large number of potential campers who do not go camping because of the fear of being turned away. They have estimated that this deficiency in the public supply of campsites will increase to 33,215 campsites by 1985.⁵

The large number of campers who have been turned away from publically owned campgrounds plus the potential latent demand of those who do not attempt to go camping because of the fear of becoming a "turnaway" has brought

³Ibid., pg. 111.

⁴Eugene F. Dice, Tat Wah Chiang, and Timothy Smythe, Privately Operated Campgrounds in Michigan, Extension Bulletin E-717 (East Lansing, Michigan Cooperative Extension Service, Michigan State University, 1971) pg. 5.

⁵Michigan Recreation Plan 1970, pg. 111.

about a surge in development and interest in development of commercial campgrounds.⁶ In 1954 there were only 342 commercial campsites in Michigan, but by 1970 an additional 8,568 commercial campsites had been developed for a total of 8,910 campsites located in 198 campgrounds.⁷ It has been estimated that private investment in additional commercial campsites in the years 1971, 1972, and 1973 will total approximately \$36,212,000.00.⁸

THE PROBLEM

The highly reported inadequacies in the supply of governmently owned campgrounds plus the apparent attractiveness of the lifestyle of campground managers has generated a large interest among potential investors to study the feasibility of commercial campground development. It would appear that many of these investors are willing

⁶"Turnaway" campers may find a campsite in another state, federal or commercial campground, and therefore "turnaway" figures may be a poor method of measuring demand to construct additional campsites in a park other than the one where the "turnaway" occurred.

⁷Dice, Chiang, Smythe, Privately Operated Campgrounds in Michigan, pg. 5.

⁸Michigan Recreation Plan 1970, pg. 28.

to commit their resources to take advantage of the projected demand for additional campsites, but they first need some basic information before an investment decision can be made.

This information for the most part is not available in Michigan. It must instead be gathered from studies that have been completed in other states that focus on their own camping industry and includes occupancy rates, returns on investments, development costs and the type of commercial campground developments that are required to attract large numbers of campers.

Johnson suggests that three out of five recreation enterprises will fail and probably not more than half of the remainder will be financially successful. He feels that this high rate of failure can be lowered if meaningful data can be provided on the economic potential, management factors and the recreation facilities and programs required on site to facilitate decision making. If this data is not provided to potential recreation developers,

consultants and agencies providing poor advice can expect to receive unfavorable reaction from investors.⁹

Meaningful data for potential investors in commercial campgrounds in Michigan is needed to answer the question of whether or not there are a number of factors pertaining to campground location, campground management, and campground facilities that can be correlated with profitable campground enterprises? A survey of the literature suggests three possible hypotheses.

HYPOTHESES

HYPOTHESIS I.

The sum of the frequency of occurrence of specific physical and locational features for an individual campground will be higher for financially successful campgrounds than for financially unsuccessful campgrounds.

HYPOTHESIS II.

The sum of the frequency of occurrence of specific recreation programs and facilities for an individual

⁹Hugh A. Johnson, "Opportunities and Limitations In Private Recreation Development" (paper presented at recreation workshop at Wilkes-Barre, Penn., April 6, 1966).

campground will be higher for financially successful campgrounds than for financially unsuccessful campgrounds.

HYPOTHESIS III.

The sum of the frequency of occurrence of specific managerial skills for an individual campground will be higher for financially successful campgrounds than for financially unsuccessful campgrounds.

DEFINITIONS

Commercial Campground: Any campground that is developed with private capital, provides family camping, and is open to the general public on a fee basis. There must be an interest in making a profit but this does not need to be the primary objective.

This definition is one that is commonly referred to in the literature as a private campground. Describing campgrounds as defined above with the word private is an imprecise use of the word. It is usually used in this context to mean that the campground is developed with private capital in contrast to governmental funds but this does not necessarily mean that the organization is profit oriented. Many non-profit organizations develop family

campgrounds with private capital and yet these campgrounds are not included in the literature on private campgrounds. Commercial campgrounds is a more definitive description of this sector of the campground industry.

Successful Campground: For the purpose of this study a successful campground is a campground with a net income above the mean of the campgrounds that indicated that they had made a profit in 1971 and had been in business for at least three years prior to 1971.

This definition was used in order to compare the campgrounds with relatively high financial returns with those that were actually losing money. By comparing the extremes, the differences in operation between them should be more evident. If all of the respondents were used, an equally arbitrary definition of financial success would have to be used.

Unsuccessful Campgrounds: For the purpose of this study an unsuccessful campground is one that had been in business for at least three years prior to 1971 with a net loss in 1971.

RESEARCH DESIGN

The study was designed to correlate the frequency of occurrence within a campground of certain physical and locational features, recreation programs, and managerial techniques with the economic success of commercial campgrounds. A number of other studies have suggested a wide variety of camper preferences and operating procedures that are important in the campground industry. An index was derived from the sum of selected variables from these studies for each of the successful and unsuccessful commercial campgrounds. The indexes will be expressed in the form of a percentage of the observed frequency of the variables to the total of the maximum frequency possible. The index for each hypotheses will be used to compare the successful and the unsuccessful campgrounds and to test the hypothesis.

LIMITATIONS

The results of this study may be affected and the value limited because of problems in the data gathering phase. Non-response was a problem and the bias, if any, introduced by non-response is unknown. The study is based

on the assumption that the non-respondents were a random sample of the total population. The potential problem of non-response bias was not investigated because of a number of future studies that were being developed. It was felt that a strong possibility existed that the non-respondents would be alienated by pressure placed upon them for answers on the questionnaire, especially the financial questions, and thereby jeopardize future studies.

Another major problem was the non-response to the request for financial data. Thirty-six percent of the respondents either failed to answer the financial questions or responded with figures that appeared to be highly questionable. If the respondents indicated that other income was included in the answers for campground rental or if the net income or loss was identical to the gross income or loss, the questionnaire was not used. A further description of these returns is included in Chapter III. Neither the questionnaires without the financial data or the ones with questionable figures could be used in the analysis of the data for testing the hypothesis.

As the completed questionnaires were being analyzed, a major problem became apparent. Financial comparisons using all recreation oriented income that was a reasonable extension of the camping industry had been planned in the original proposal. This could not be done because the question asking for financial returns from other recreation related activities was non-selective. Some answers to this question gave the financial returns for motel room and cottage rentals. Because this information could not be separated from the total amount of money received for those activities that were a logical extension of the campground business this data could not be used in analysis of the data.

Perhaps the most serious limitation of the study was the inability to measure the quality of the factors that received positive responses on the questionnaires. Ideally, follow-up with on-site visits should have been made to the successful and unsuccessful campgrounds to measure the quality of the entire camping operation. This was not attempted because of financial and time restrictions.

The results obtained in this study are based solely on the information from campground operators who completed the questionnaire and returned it and not the entire population of campground owners who had been in business three or more years. It is also restricted to the year 1971 which may or may not be a representative year for the camping industry.

CHAPTER II

CONDUCTING THE STUDY

Because of the lack of financial resources and the geographically dispersed location of commercial campgrounds in Michigan, the method chosen to collect the data for this study was a mail questionnaire. This decision was made with the full knowledge that the most commonly criticized disadvantage of self-administered questionnaires is the bias involved from non-response to the questionnaire. The problem of non-response and the potential of biasing the results of the study are directly related to the extent to which non-respondents differ from respondents. The most inexpensive method of preventing this type of bias is to reduce non-response to a minimum.¹

¹Douglas M. Crapo and Michael Chubb, Recreation Day-Use Investigation Techniques: A Study of Survey Methodology, Recreation Research and Planning Unit, Technical Report No. 6 (East Lansing, Michigan, Department of Park and Recreation Resources, Michigan State University, April 1969) pg. 27.

DEVELOPING THE STUDY

SPONSOR.--The Department of Park and Recreation Resources, Michigan State University, has had an ongoing cooperative extension program for commercial campground managers. This study was planned as an additional input into this educational program. It has been suggested that the sponsorship of the survey also has an impact on the response rate. If the sponsoring body is involved with the population to be surveyed the study will have a better rate of response. If the study is conducted with official backing from a sponsoring body not connected with the population, it would elicit the next most desirable response and the sponsorship of a university or research agency not directly involved with the population would be the least desirable.² Because of its involvement with the population it was decided that the Cooperative Extension Service would be the sponsor of the study.

COVER LETTER.--A cover letter should also be enclosed with the questionnaire that explains the purpose of the

²Crapo and Chubb, Survey Methodology, p. 20.

study and how the responses will be used. The letter should be on official stationery with an official title after the signature. A personal letter appears to be more successful than a form letter.³ Because of a technical problem involving the federal regulations covering the frank mailing privilege, a personal cover letter was not used. In order to meet the regulations that require an authorized signature on correspondence using the frank mailing privilege, it was determined that the cover letter would be printed on a facsimile of cooperative extension stationery and the official letter-head and used as the first page of the questionnaire booklet. This insured that an authorized signature would appear in the correspondence when the questionnaires were returned in a franked envelope. The effect that this decision, not to use personal cover letters, had on the rate of response is not known, but the assumption is that it would be small compared to the advantages of having

³R. A. Young, I. I. Holland, and A. R. Gilmore, "Getting Better Returns from Mail Questionnaires," Journal of Forestry, November, 1970, pg. 724.

received mail in the customary fashion from a well known sponsor.

THE QUESTIONNAIRE

The physical appearance of the questionnaire is one of the factors that has been shown to increase the response rate,⁴ and considerable time was spent attempting to maximize this benefit. The questionnaire was assembled into a booklet of ten pages printed front and back because it tended to be lengthy. The type size and style were varied to emphasize instructions and key words, and the questions and the spaces for response were positioned close together to avoid confusion. A picture was used on the first page of the actual questionnaire because Young, Holland, and Gilmore had suggested that a photograph or other graphics is a method of improving the appearance of the questionnaire with a corresponding improvement in the

⁴S. Levine and G. Gordon, "Maximizing Return on Mail Questionnaires." Public Opinion Quarterly, Vol. 27,

response rate.⁵ A facsimile of the questionnaire may be found in Appendix I.

QUESTIONS.--The questions that furnished the basic data for this study were developed after a survey of the literature on commercial campgrounds and interviews with individuals involved in the commercial campground industry. Whenever possible, the respondent only had to check the response that was correct for his campground. All of the open ended economic questions were placed at the end of the questionnaire following a statement that reinforced the cover letter's assurance that all individual answers would be held in strictest confidence.

DISTRIBUTION.--Questionnaires were sent to all commercial campgrounds that were open to the general public. Act 171, Public Act of 1970, requires that campgrounds be licensed annually. The Michigan Department of Public Health distributes a list of privately and municipally owned campgrounds. This list covering the 1971-72 licensing period was used to identify the 351 campgrounds

⁵Young, Holland, and Gilmore, "Mail Questionnaires", p. 723.

that would receive the questionnaire.⁶ It was decided that a complete census of commercial campgrounds would be surveyed. The number of commercial campgrounds was limited and the data obtained could be used for comparison in future studies.

For the purpose of this study, only commercial campgrounds that had been in operation for three years or longer would be used. It was necessary to contact all existing campgrounds because prior to Public Act 171 of 1970, campgrounds were registered under the mobile home act. The potential for error of trying to determine which mobile home park was in reality a campground was too great to risk. A more accurate determination of the number of campgrounds that had been in operation for three or more years could be made if the respondents were asked to indicate the year that they opened for business.

⁶"Licensed and Proposed Campgrounds in Michigan", Michigan Department of Health, Lansing, February, 1972. (Mimeographed.)

Three years of operation was arbitrarily picked as a period of time that was adequate to have a business operating at a level that would approach its final development. It was felt that by this time the physical development, recreation programs and managerial skills should begin to have their influence on profit or loss.

FOLLOW-UP.--It has been demonstrated that follow-up letters can significantly increase the response from the questionnaire. Researchers at the University of Illinois used two follow-up letters, mailed three weeks and five weeks after the original mailing with the first follow-up bringing in an additional 18.2 percent.⁷ The response after three follow-ups does not appear to justify the additional effort required.⁸

⁷E. L. Shafer, Jr., and J. F. Hamilton, Jr., A Comparison of Four Survey Techniques Used in Outdoor Recreation Research, U. S. Forest Service, N. E. Experiment Station, Resource Paper NI-86, p. 22.

⁸R. A. Young, I. I. Holland, and A. R. Gilmore, "Getting Better Returns from Mail Questionnaires," p. 721.

A postcard was mailed to non-respondents in this study three weeks after the first mailing and a new questionnaire including a follow-up letter was mailed three weeks following the post card. No attempt was made to survey those who did not respond to the questionnaire and the follow-up attempts because additional studies were being prepared and the author did not want to take the chance of alienating campground operators and jeopardizing future studies. It was felt that one of the main reasons for non-response was the financial questions. This is an extremely sensitive area to many people including campground operators.

DATA COLLECTION

Questions 1 through 4 were designed to collect basic information for this and future studies but the information was not required to test the hypothesis. The purpose of question 1 was to obtain information on ownership patterns for future studies. Question 2 was designed to identify the respondents position in the organization and question 3 obtained information on whether or not the

campground was the owners major source of income.

Question 4 identified the owner's goals for operating the campground.⁹

Question number 5 asked the respondent to indicate the month and year that the campground first opened. The study would involve those campgrounds that had been in business three or more years. A campground had to be in operation prior to January 1, 1970 in order to be included.

Questions 6 through 9 and 11 through 14 were developed to collect basic data as a bench mark for future studies. The data obtained from these questions was not used in testing the hypothesis.

Questions 30, 31, 36, 38, 39, 43, 49, 51, 66, 67, and 68 were collected for information purposes either to gather background information or to substantiate or explain other answers given in the questionnaire.

The remaining questions were used to develop indexes to test the hypotheses. Fifteen items were developed into

⁹A facsimile of the questionnaire is located in Appendix I.

an index to test hypothesis I, thirty-seven items were developed into an index to test hypothesis II, and forty-nine items were developed into an index to test hypothesis III.

TABLE 1

Questions And Maximum Scores Used To Gather

Data For Each Index To Test The Hypothesis.

Hypothesis I Physical and Locational		Hypothesis II Recreation Pro- grams and Facilities		Hypothesis III Managerial Skills	
Ques. #	# of Items	Ques. #	# of Items	Ques. #	# of Items
17	1	33	1	10	1
18	1	45	36	15	1
19	1			16	1
20	1			26	1
21	1			27	1
22	1			32	1
23	1			37	1
24	1			40	1
25	1			41	1
28	1			42	1
29	3			44	1
34	1			46	23
35	1			47	12
				48	1
				50	1
				52	1

INDEX DEVELOPMENT

An index is an ordinal measure of variables constructed by the simple cumulation of scores assigned to specific responses to the individual items comprising the index. The items included in the index should meet the required criteria of face validity and unidimensionality. Face validity requires that items included in the index should appear to measure the independent variable that is the subject of the index. Unidimensionality in index construction requires that the composite construction measure only one dimension. Therefore, only items reflecting on the subject of the index directly should be used even though two variables are empirically related to one another.¹⁰

The items for inclusion in the indexes were developed from previous studies on commercial campgrounds in states other than Michigan. The indexes are a combination of

¹⁰Earl R. Babbie, Survey Research Methods (Belmont, California: Wadsworth Publishing Company, Inc., 1973), pp. 254-256.

variables that have been identified as being correlated with successful campgrounds in these studies. These variables have been grouped into three indexes to test the hypotheses.

Another concern in selecting items for inclusion in an index is the amount of variance provided by these items.¹¹ An item that was equally divided between successful and unsuccessful campgrounds or had been indicated by only a very small number of respondents would be of little use in the index.

QUESTION DEVELOPMENT FOR HYPOTHESIS I

The questions to develop the necessary information to test the hypothesis that the sum of the frequency of specific physical and locational features will be higher for financially successful campgrounds than for financially unsuccessful campgrounds were developed from studies of public and commercial campgrounds. A search of the literature indicated that a number of authors suggested

¹¹Ibid., pg. 256

that the same factors might be correlated with financially successful campground operations or camper preferences.

Brown and Holemo¹² sought to determine where private campgrounds should be located. They found that nearly one-half of the campers using commercial campgrounds did not want to travel over five miles off a major highway on a hard surfaced road or over one mile on a gravel road. They also found that the older the camper, the less the distance they were willing to travel from major highways.

Bond and Ouellete asked campers to indicate their preferences for selected facilities. From this data they developed a chart which is Table 2 in this study showing selected facilities desired by campers in public and private campgrounds. Campers in private campgrounds preferred nine of fourteen facilities by a greater percentage than campers in public campgrounds.

¹²E. Evan Brown and Fred J. Holemo, Private Campground Operations in Georgia, University of Georgia College of Agriculture Experiment Stations Research Bulletin 89, March, 1971, (Athens, Georgia: U. of Georgia, 1971).

TABLE 2

FACILITIES DESIRED BY CAMPERS

Facility	Public Campground	Commercial Campgrounds
Flush Toilets	83%	90%
Picnic Tables and Fireplaces	87%	89%
Swimming	80%	86%
Hot Showers	69%	72%
Children's Play Area	38%	51%
Laundromat	31%	42%
Concession	22%	31%
Stocked Fish Pond	24%	24%
Electricity at Site	15%	14%
Sport and Game Facilities	16%	16%
Boating Facilities	14%	15%
Cabins	5%	3%
No Special Facilities	4%	2%

Source: Bond and Ouellete, Characteristics of Campers,
p. 21.

They found that in three of these nine cases the differences were statistically significant. These were children's play areas, laundromats, and snack bars or concessions, all of which were important to summer dwellers. Summer dwellers represented a greater proportion of campers in private campgrounds compared to public campgrounds.¹³

¹³Robert S. Bond and Gerald J. Ouellete, Characteristics of Campers in Massachusetts, Planning and Resource Development Series No. 6, Holdsworth Natural Resources Center, Publication No. 572, November 1968, Massachusetts, Agricultural Experiment Station and The Massachusetts Cooperative Extension Service, University of Massachusetts, 1968.

They also asked campers if they would be willing to pay higher fees for additional facilities and 44.3 percent of commercial campground users were willing to pay additional fees. Their study did not indicate what these facilities should be and they can only be inferred by the results of the questions dealing with the most desired facilities.

Their study also substantiated the often reported preference of campers for campgrounds located on lakes. Rivers were much less popular with campers with a total of approximately 42 percent preferring lakes in contrast with approximately 3 percent of private campground campers preferring rivers. This preference for campgrounds located on water has been well documented¹⁴ and based on this expressed desire of campers it was felt that this factor should be weighted heavier than all other physical and locational factors. An arbitrary scale was developed that gave a weight of 3 for location on a natural or artificial lake or pond,

¹⁴ Ronald W. Hodgson, "Campground Features Attractive to Michigan State Park Campers", (Unpublished M.S. Thesis, Department of Park and Recreation Resources, Michigan State University, 1971), David W. Lime, Factors Influencing Campground Use In The Superior National Forest of Minnesota, U. S. Forest Service Research Paper NC-60 (St. Paul, Minn.: U.S.D.A., 1971.) and others.

a weight of 2 for large rivers, and a weight of 1 for small streams.

Brown and Holermo also studied the facilities that campers desired. Table 3 is a figure developed by the authors showing preferences of private campground facilities. The respondents also were asked which of the desired facilities should be included in the basic campground fee.¹⁵

Cordell and Sykes in their study of the Indian Boundry Campground in Tennessee found that 91 percent of respondents selected a clean comfort station as one of the most important facilities for camping satisfaction. Seventy-six percent indicated a bathhouse with hot showers and fifty-eight percent indicated a campstore as the next most important facilities in a campground.

Ninety-three percent of their respondents preferred modern flush toilets in the comfort stations and seventy-four percent of the individuals answering the questionnaire

¹⁵Brown and Holerma, Campground Operations, pg. 15.

TABLE 3

DESIRED FACILITIES OR CONVENIENCES THAT SHOULD BE
INCLUDED IN ONE PRIVATE CAMPGROUND FEE, GEORGIA, 1969

Basic Facilities or Conveniences	Facilities or Con- veniences Desired	
	Number	Percent
Restrooms	514	94
Water Outlets	502	92
Showers	496	91
Picnic Tables	465	85
Water Hookup	340	62
Electric Hookup	331	60
Playground	267	49
Swimming Area	263	48
Fireplaces	249	45
Grocery Store	162	30
Sewage Hookup	157	29
Laundry	146	27
Dumping Station	142	26
Fishing	134	24
Firewood	127	23
Bottled Gas	72	13
Badminton	29	5
Volleyball	29	5
Miniature Golf	11	2
Hunting	8	1
Par 3 Golf	6	1
Driving Range	5	1

Source: Brown and Holerma, Campground Operations, pg. 15.

wanted these located within 100 to 200 feet of their camp-
site.¹⁶

¹⁶ Harold K. Cordell and Clinton K. Sykes, User Preferences for Developed-Site Camping, U. S. Forest Service Research Note SE-122, December 1969, (Asheville, North Carolina: U.S.D.A., 1969.)

The facilities that were discussed in the literature and considered important by campers were included in questions for this study. For the purpose of this study facilities were considered without regard to quality. Ideally, a visit should have been made to the campgrounds to rate quality because a facility of poor quality could be detrimental to the overall campground operation. In this study, a poor quality facility carries as much weight as a high quality facility.

The literature of camper preferences and physical campground features associated with financially successful campgrounds would indicate that a successful campground operation would require a number of basic physical facilities and locational features as a prerequisite to successful operation. Table 4 indicates the physical and locational features that comprise the index for testing hypothesis I. As discussed previously, a campground located on water was weighted up to a maximum of 3 depending on the body of water with a lake or pond receiving the maximum weight for this item. All other yes or positive responses were given a weight of one. It was expected that financially successful campgrounds would have a larger

number of these physical and locational features than unsuccessful campgrounds.

TABLE 4
PHYSICAL AND LOCATIONAL INDEX ITEMS
USED TO TEST HYPOTHESIS I

Index Item Hyp. I	Index Item Hyp. I
1. Water Hookups	8. Picnic Tables
2. Sewer Hookups	9. Fireplaces
3. Electrical Hookups	10. Paved Campground Rds.
4. Dumping Station	11. Located on Water
5. Portable Pump Unit	12. Located 1 Mi. Highway
6. Flush Toilets	13. Located on Hard Rd.
7. Hot Showers	

QUESTION DEVELOPMENT FOR HYPOTHESIS II

Recreation programs and facilities are potentially the services that can provide a competitive advantage for commercial campgrounds. The fees charged by the public sector of the industry that is subsidized by taxes are lower than a commercial operator can charge and expect to make return on his investment. By providing a superior recreation service that is above and beyond

the service provided by the public sector the commercial sector can charge the higher fees to at least have the potential of a fair return on its investment.¹⁷

The list of activities and facilities in questions 33 and 45 were designed to develop frequency counts for the index to test the hypothesis that the sum of the frequency of occurrence of specific recreation programs and facilities will be higher for financially successful campgrounds than for financially unsuccessful campgrounds were limited to those facilities and programs that were feasible in a campground. A review of the literature did not seem to suggest specific recreation programs with the exception of swimming that had been correlated with financially successful campgrounds or with camper preferences. Without suggesting any particular recreation programs, LaPage and other authors suggest that the importance is that the campground user has a variety

¹⁷Edward G. Bernstein, "Recreation Program in a Private Family Campground." Park Practice Program, December, 1970, pp. 51-58.

of recreation programs from which to make his selection.¹⁸

The only exception to the lack of specific suggestions for recreation programs is swimming. Nearly every publication on both commercial and public campgrounds stress the importance of swimming. The importance of this specific recreation activity seemed to dictate that it not be treated on an equal basis with other recreation programs. An attempt to weight swimming heavier than other recreation programs was made by giving campground operators an opportunity to give four responses for activities involving swimming. Question 33, and swimming lessons, swimming pool, and swimming beach are possible responses in question 45. Table 5 shows the specific items that were used in the index to test hypothesis II. All yes or other positive responses were given a weight of one. It was expected that financially successful campgrounds would

¹⁸ Wilbur F. LaPage, The Role of Customer Satisfaction In Managing Commercial Campgrounds, U.S. Forest Service Research Paper NE-105, 1968 (Upper Darby, Pa.: U.S.D.A., 1968), pg. 7.

have a larger number of these specific recreation programs and facilities than unsuccessful campgrounds.

TABLE 5

RECREATION PROGRAM AND FACILITY INDEX ITEMS
USED TO TEST HYPOTHESIS II

INDEX ITEM HYP. II	
1. Campfire program	20. Fishing
2. Swimming lessons	21. Ice skating
3. Tennis	22. Ball diamond
4. Snowmobile trails	23. Boating
5. Roller skating	24. Canoeing
6. Boat launching ramp	25. Volleyball
7. Horseshoes	26. Skiing (cross country)
8. Shuffleboard court	27. Water skiing area
9. Skiing (downhill)	28. Movies
10. Recreation building	29. Dancing
11. Hunting	30. Pool table
12. Marina	31. Swimming beach
13. Teen activities	32. Golf
14. Table tennis	33. Badminton
15. Swimming pool	34. Other
16. Firewood	35. Other
17. Fishing poles	36. Other
18. Hiking trails	37. Swimming
19. Playground equipment	

QUESTION DEVELOPMENT FOR HYPOTHESIS III

The operator of a commercial campground must be a competent manager if his campground is going to be financially successful. This competency must be based not only on technical knowledge and the ability to carry out principles

of management but it must be linked to a desire on the part of the manager to provide a service for his customers. The campers in Michigan have traditionally camped at publically owned facilities. In many cases, the public sector has the monopoly on the best locations and the most unique natural resources forcing the commercial operator to rely on superior services for the public to outweigh the public sectors advantage in location and resources.

The questions to obtain frequency counts for the index to test the hypothesis that the sum total of the frequency of occurrence of specific managerial skills will be higher for financially successful campgrounds than for financially unsuccessful campgrounds, were developed from studies on commercial campgrounds.

Advertising should be an important means of attracting business to the campground. Respondents were asked to indicate the number of different types of advertising that they used in question 47. The total number of different

methods being used was felt to be important by a number of previous studies.¹⁹

One factor that appears to be ignored in the literature is the importance of delivering the advertising to potential market areas. Bond and Ouellette discovered this importance when they found that visitors most frequently obtained information about commercial campgrounds from automobile associations.²⁰ While realizing the major importance of distribution of advertising in potential market areas, this was not measured in this study because of the difficulty of having to first determine the potential market area of all the campgrounds included in the study.

Question 46 was designed to measure potential sources of income that were being used by campground operators.

¹⁹A. B. Sherling and E. W. McCoy, Considerations In Establishing Camping Facilities in Alabama, Agricultural Experiment Station, Circular 193, January, 1972 (Auburn, Alabama, Auburn University, 1972), pg. 10, and Rudolph A. Christiansen, Sidney D. Staniforth, Aaron Johnson and Rollin Cooper, Privately Owned Campgrounds in Wisconsin, Research Division, College of Agricultural and Life Sciences Research Report 43, March, 1969, (Madison, Wis., U. of Wisconsin, 1969), pg. 12.

²⁰Bond and Ouellette, Characteristics of Campers, p. 19.

The author of this study developed the list and each item was required to be a logical extension of a campground enterprise and closely related to the anticipated needs of the campground user. A large number of studies have indicated that the financial return for campground enterprises has been low and a good manager would be aware of this and try to maximize his income by selling other services or goods.

LaPage found that campers who made advance reservations camp more frequently and spent more days per visit. Forty-eight percent of the campgrounds in his study reported that their business was predominantly by advance reservation.²¹ This would appear to indicate that there was a large demand for advance reservations and this demand plus the fact that very few publically owned campgrounds in Michigan have a reservation system should make an advance reservation system a high priority for commercial campground operators.

Many other services appear to be necessary to increase the chance of financial success for a commercial campground.

²¹Wilbur F. LaPage, Successful Private Campgrounds, U.S. Forest Service Research Paper NE-58, 1967 (Upper Darby, Pa.: U.S.D.A., 1967), pg. 13.

LaPage suggests services such as; adequate and appropriate directional signs, long seasons, 24-hour attendants, telephone availability, competence in first aid, children's activities, babysitting, bulletin boards, rental equipment, instructional services, camp stores, regular firewood deliveries and trash removal, pre-season notices of changes in rates and services, assistance to new campers, camp-ground maps, area maps showing tour routes, arrangements for discount rates at nearby attractions, posted rules and regulations, liability insurance, and almost anything that reflects a concern for the camper's convenience, enjoyment, and protection. The remainder of the questions in this section were developed by extracting the basic ideas in LaPage's study.²²

Table 6 lists the managerial skills items in the index item to test hypothesis III. All yes or other positive responses were given a weight of one with the exception of question 15 dealing with whether or not the owner and his family go camping. A no response for this question was given a weight of one.

²²LaPage, Customer Satisfaction, pp. 15-16.

LaPage found that if a campground owner was a camper there were significant reductions in visit lengths, frequencies, and return intentions of the campers in his campground. Therefore, a positive response indicating that the owner and his family were campers was a negative response in this study.²³

It was expected that financially successful campgrounds would have a larger number of these specific managerial skills used in the operation of the campground than the unsuccessful campgrounds.

²³LaPage, Successful Private Campgrounds, p. 8.

TABLE 6

MANAGERIAL SKILLS INDEX ITEMS USED TO TEST

HYPOTHESIS III

INDEX ITEM HYPOTHESIS III

1. Off-season rates
2. Manager goes camping
3. Discount rates over one week
4. Garbage removal
5. Telephone available
6. 24-hour attendant
7. Advance reservations
8. Christmas cards
9. Tourist information
10. Discount rates at tourist attractions
11. Acquainted with state park personnel
12. Clothes dryer
13. Washing machines
14. Camping trailer sales
15. Tent sales
16. Camping trailer rentals
17. Tent rental
18. Bicycle rental
19. Camping trailer storage
20. Snowmobile sales
21. Snowmobile rental
22. Grocery items
23. White gas
24. Babysitting
25. Riding horse rental
26. Canoe rental
27. Boat rental
28. Paddleboat rental
29. Outboard motor rental
30. Boat sales
31. Bottled gas
32. Gifts and Souvenirs
33. Other
34. Other
35. Brochures
36. Campground directories
37. Direct mail
38. Roadside signs
39. Camping magazines
40. Radio

TABLE 6 (cont'd.)

- 41. TV
- 42. Displays at sportshows
- 43. Newspapers (general)
- 44. Newspapers (camping and sports)
- 45. Other
- 46. Other
- 47. Campground owners organization
- 48. Educational meetings
- 49. Accept credit cards

CHAPTER III

ANALYSIS AND RESULTS

RESPONSE TO QUESTIONNAIRE

The questionnaire was sent to campgrounds that had been identified as commercial campgrounds. Eleven of these questionnaires were returned by the post office as undeliverable. Of the remaining 340 questionnaires which were assumed to have been delivered, 181 questionnaires or 53.2 percent were returned.

Response bias is a concern in all mail surveys. This bias is significant if the non-respondents differ significantly from the total population surveyed. It has been suggested that the overall response rate is one guide to the representativeness of the respondents. It has also been suggested that 50 percent is adequate for analysis and reporting, 60 percent is good, and 70 percent or more is very good. Babbie cautions that these figures

are only rough guides that have no statistical basis, but can be used as a rough guideline.¹

If large or small campgrounds were overly represented in the sample, it could bias the results of the study. The following table gives the percentage of respondents for each of the campground size groups. The variance in returns among the groups was not felt to be a major problem for the purpose of this study.

TABLE 7
SUMMARY OF RESPONDENTS BY CAMPGROUND SIZE

	Number of Campsites/Campground				
	1-25	26-50	51-100	101-200	201+
Percentage of Respondents	46%	60%	56%	63%	55%

Only the commercial campgrounds that had been in operation for three years including the 1971 camping season were analyzed in this study. Campground operators were asked to indicate the month and year that the campground

¹Babbie, Research Methods, p. 165.

first opened. From their responses 110 campgrounds were identified that had been in the campground business for three or more years. Three of these campgrounds were not commercial campgrounds leaving a total of 107 campgrounds to be studied.

Thirty-one of the 107 campgrounds that returned the questionnaire did not answer the financial questions and another twelve campground operators indicated that they could not separate camping from their other sources of income. Without the financial data, these returns were not of any value in testing the hypotheses.

The financial responses of the remaining questionnaires were carefully inspected and another eight questionnaires had to be eliminated because of extremely questionable data. If the net income was exactly the same or larger than the gross income, the questionnaire was not used to test the hypothesis. Seven of the questionnaires reported net incomes that were the same or larger than the gross income and one campground operator indicated that day-use returned the most income and it appeared that he reported day-use income as campsite rental. These problems made the questionnaire

unuseable for testing the hypothesis. The following table gives a summary of the respondents with three years in the commercial campground business.

TABLE 8
SUMMARY OF RETURNS AND USABLE
QUESTIONNAIRES OF COMMERCIAL CAMPGROUNDS
WITH THREE OR MORE YEARS OF OPERATION

Total Returns	Unable To Seperate Camping Income	Non-Response To Financial Data	Question-able Financial Data	No.of Usable Returns	% of Usable Returns
107	12	31	8	56	52.3%

CAPITAL INVESTMENT AND RETURN ON INVESTMENT

The fifty-six campgrounds had a total capital investment of better than three million dollars (See Table 9) geographically dispersed in thirty lower peninsula counties and five upper peninsula counties. There was no apparent correlation between geographical location within the state and the financial success of the campgrounds.

NET INCOME.--The net income for camping was added to income paid to family members who worked in the camping

portion of the business. The fifty-six campgrounds had a net income of \$145,798. This is an average of \$43 per campsite. This represents a 4 percent average return for salaries of the family members who work in the campground and return on their investment.

Forty-two campgrounds indicated that they had shown a profit in 1971. Nineteen campgrounds were above the mean for this group and by definition these were the financially successful campgrounds. As indicated in Table 9 the successful campgrounds' net income was approximately 99% of the income for all fifty-six campgrounds.

Fourteen campground operators indicated that their campgrounds had a net loss for the 1971 season. This loss totaled \$32,472 or an average of \$32 per campsite. By definition, these campgrounds were the financially unsuccessful campgrounds.

SELECTED CHARACTERISTICS

SUCCESSFUL CAMPGROUNDS

The ownership pattern of the campgrounds did not appear to have any correlation to their success. Fifteen of the successful campgrounds are individually owned, three are

TABLE 9
SUMMARY OF CAPITAL INVESTMENT AND NET INCOME OF COMMERCIAL CAMPGROUNDS

	# of Sites	Av. # of Sites	Capital Investment	Capital Invest-ment Per Site	Net Income Total	Net Income Per Site
56	3,382	64	¹ \$3,264,194	\$1,007	\$145,798	\$43
19	1,263	66	² \$1,432,099	\$1,175	\$145,730	\$115
14	1,021	73	³ \$ 844,000	\$ 926	\$ 32,472	-\$ 32

1. This figure does not include three campgrounds that did not furnish figures on capital investment.
2. This figure does not include two campgrounds that did not furnish figures on capital investment.
3. This figure does not include one campground that did not furnish figures on capital investment.

partnerships, and one is organized as a corporation.

The primary goal of eleven of these campground owners was to develop their campgrounds so that it would be their main means of support. Four of the campground owners with this goal indicated that they in fact had reached this goal in 1971. The remaining seven were still not able to exist on their campground incomes alone. Four of the owners indicated that their goal was to supplement family income and the remaining four owners indicated that their goal was to operate their campground to obtain rewards other than financial.

The final question that was asked of the owners was if they felt that their business was a success. All nineteen of these owners felt that their business was successful. Twelve of them also indicated that they were going to expand their business by adding more campsites. Two of the successful campgrounds were open year around.

The owners were asked if the majority of campers stayed more than two nights. Eighteen of the successful operators indicated that this was the case in their campgrounds.

UNSUCCESSFUL CAMPGROUNDS

Ten of the unsuccessful campgrounds were individually owned, two were partnerships, and two were corporations. The goals of the unsuccessful campground owners were divided amongst the choices given to them in the questionnaire. Six responded that their objective was to develop their campground so that it would be their major source of income and two of the owners indicated that this was their main means of support. Supplemental income was the goal of six of the owners and goals other than financial were indicated by the remaining two owners.

Eleven of the fourteen unsuccessful campground owners indicated that their campground was a success. One of the two who indicated that they were interested in satisfactions other than financial was among those who did not consider their campground a success. This leaves ten owners who indicated that financial returns were important who are losing money, and yet, they consider their campground a success. This would appear to indicate that financial returns, even when indicated as a goal, may be of minor importance to campground owners.

Two of the unsuccessful campground owners indicated that they are open year around and thirteen of them plan to develop more campsites in the future.

When asked to indicate the length of visit by campers, nine of the owners indicated that the majority of campers stayed longer than one night. This appeared to be significantly different results than were obtained from the successful campground operators. The campground user appears to be using the successful campgrounds as a destination campground while the unsuccessful campground user has more of a tendency to stay only one night. Using the Chi-square test this is significant at the 10 percent level. Table 10 illustrates the length of camper visit in commercial campgrounds.

TABLE 10
LENGTH OF CAMPER VISIT IN
SUCCESSFUL AND UNSUCCESSFUL COMMERCIAL CAMPGROUNDS

	Two or More Nights	One night
Successful	18	1
Unsuccessful	5	9

TESTING THE HYPOTHESES

Indexes were computed for the successful and unsuccessful campgrounds by dividing the sum of the responses for each hypothesis by the maximum number of responses possible for each hypothesis. Table 11 summarizes the indexes, number of campsites, and the financial return per campsite for each of the successful and unsuccessful commercial campgrounds.

The hypothesis were tested individually using simple 2 X 2 crossbreak analysis to determine the nature of the relations between the variables. For a complete discussion of crossbreaks see Foundations of Behavioral Research.²

Hypothesis I

The sum of the frequency of occurrence of specific physical and locational features will be higher for financially successful campgrounds than for financially unsuccessful campgrounds.

²Fred N. Kerlinger, Foundations of Behavioral Research, (New York, N.Y.: Holt, Rinehart and Winston, Inc., 1964), pp. 624-649.

TABLE 11

SUMMARY OF SUCCESSFUL AND UNSUCCESSFUL
CAMPGROUND SIZE AND INDEX OF
FREQUENCY OF OCCURANCE OF SELECTED FACTORS

No. of Campsites	Net Income or Loss Per Site	Index Hypothesis I	Index Hypothesis II	Index Hypothesis III
Successful				
13	\$138	.82	.35	.43
15	67	.45	.38	.20
30	100	.45	.16	.18
30	67	.73	.11	.20
35	94	.55	.05	.20
38	86	.73	.30	.31
44	136	.64	.41	.31
54	231	.82	.35	.31
57	145	.73	.24	.31
60	102	.82	.32	.31
60	123	.82	.51	.43
63	68	.91	.19	.37
70	129	.82	.22	.39
75	80	.82	.51	.53
80	80	.82	.38	.49
89	103	.73	.35	.45
109	92	.73	.35	.45
123	72	.82	.68	.53
218	172	.73	.38	.43
Unsuccessful				
30	- 37	.82	.35	.24
30	-103	.55	.14	.22
43	- 0	.27	.30	.33
44	- 82	.27	.11	.31
45	- 33	.45	.35	.35
48	- 13	.64	.22	.41
50	- 10	.82	.30	.41
57	- 31	.73	.46	.51
59	- 61	.36	.30	.31
65	- 94	.45	.41	.37
65	- 77	.36	.27	.27
95	- 13	.73	.32	.43
140	- 31	.55	.24	.33
250	- 1	.27	.35	.45

The percentage of positive responses for the index items for hypothesis I are shown in Table 12. The mean frequency for the composite index is 66. Item analysis indicates that four items should be eliminated from the index because the results of the survey indicate that they do not make an independent contribution to the index. These were: 1) Sanitary dumping station, 2) Location within 1 mile of a state highway, 3) Location on a hard surface road, and 4) Electrical hookups.

TABLE 12
SUMMARY OF RESPONSES TO INDEX ITEMS
TO TEST HYPOTHESIS I

Item	% of Positive Response Successful	% of Positive Response Unsuccessful
Water Hookups	84%	71%
Sewer Hookups	68	50
Electrical Hookups	100	100
Dumping Station	79	93
Portable Pump Unit	32	14
Flush Toilets	89	79
Hot Showers	84	79
Picnic Tables	89	57
Fireplaces	63	43
Paved Campground Rds.	0	0
Located on Water	93	62
Located 1 mi. Highway	42	57
Located on Hard Rd.	58	57

The mean frequency for physical and locational factors is .64. As indicated in Table 13, sixteen of the successful campgrounds had scores of .64 or above and three had scores below the mean. Four of the unsuccessful campgrounds had frequency counts above the mean and 10 had frequencies below this figure.

TABLE 13

A CROSSBREAK SHOWING THE NUMBER OF
SUCCESSFUL AND UNSUCCESSFUL COMMERCIAL CAMPGROUNDS
ABOVE AND BELOW THE MEAN FREQUENCY OF
PHYSICAL AND LOCATIONAL ITEMS

	Above Mean	Below Mean
Successful	16	3
Unsuccessful	4	10

TABLE 14

PERCENTAGE CROSSBREAK OF TABLE 13 DATA
SHOWING PERCENTAGE OF SUCCESSFUL AND UNSUCCESSFUL
CAMPGROUNDS ABOVE AND BELOW THE MEAN FREQUENCY
OF PHYSICAL AND LOCATIONAL ITEMS

	Above Mean	Below Mean
Successful	84%	16%
Unsuccessful	29%	71%

Results

The null hypothesis would be rejected in favor of hypothesis I. The relationships were significant at the 5 percent level using the Chi-square test.

Hypothesis II

The sum of the frequency of occurrence of specific recreation programs and facilities will be higher for financially successful campgrounds than for financially unsuccessful campgrounds.

The percentage of positive responses for the index items for hypothesis II are shown in Table 15. The mean frequency for recreation programs and facilities is .31.

As indicated in Table 16 twelve of the successful commercial campgrounds were above the mean and seven were below .31.

There were 6 of the unsuccessful campgrounds above the mean and eight campgrounds were below the mean.

TABLE 15

SUMMARY OF RESPONSES TO INDEX ITEMS

TO TEST HYPOTHESIS II

Item	% of Positive Response Successful	% of Positive Response Unsuccessful
1. Campfire program	21%	21%
2. Swimming lessons	11	0
3. Tennis	5	0
4. Snowmobile trails	32	21
5. Roller skating	5	0
6. Boat launching ramp	63	36
7. Horseshoes	79	71
8. Shuffleboard court	11	14
9. Skiing (downhill)	0	0
10. Recreation building	42	57
11. Hunting	32	14
12. Marina	11	14
13. Teen activities	16	14
14. Table tennis	5	29
15. Swimming pool	0	14
16. Firewood	95	93
17. Fishing poles	5	0
18. Hiking trails	53	71
19. Playground equipment	84	100
20. Fishing	84	79
21. Ice skating	16	21
22. Ball diamond	37	21
23. Boating	74	57
24. Canoeing	47	29
25. Volleyball	42	36
26. Skiing (cross country)	5	0
27. Water skiing area	42	21
28. Movies	21	0
29. Dancing	21	14
30. Pool table	21	21
31. Swimming beach	84	57
32. Golf	5	0
33. Badminton	32	43
34. Other	7	15
35. Other	7	14
36. Other	7	14
37. Swimming	84	71

TABLE 16

A CROSSBREAK SHOWING THE NUMBER OF
 SUCCESSFUL AND UNSUCCESSFUL COMMERCIAL CAMPGROUNDS
 ABOVE AND BELOW THE MEAN FREQUENCY OF
 RECREATION PROGRAMS AND FACILITIES ITEMS

	Above Mean	Below Mean
Successful	12	7
Unsuccessful	6	8

TABLE 17

PERCENTAGE CROSSBREAKS OF TABLE 16 DATA
 SHOWING PERCENTAGE OF SUCCESSFUL AND UNSUCCESSFUL CAMPGROUNDS
 ABOVE AND BELOW THE MEAN FREQUENCY OF
 RECREATION PROGRAMS AND FACILITIES ITEMS

	Above Mean	Below Mean
Successful	63%	37%
Unsuccessful	43%	57%

Results

The null hypothesis would not be rejected in favor
 of hypothesis II. The relationships were not significant

at the 10 percent level.

Hypothesis III

The sum of the frequency of occurrence of specific managerial skills will be higher for financially successful campgrounds than for financially unsuccessful campgrounds.

The percentage of positive responses for the index items for hypothesis III are shown in Table 18.

The mean frequency of managerial skills was .36. As indicated in Table 19 ten of the successful campgrounds were above the mean while nine were below. The unsuccessful campgrounds had seven above the mean and seven below the mean.

TABLE 18

SUMMARY OF RESPONSES TO INDEX ITEMS TO TEST HYPOTHESIS III

Item	% of Positive Responses Successful	% of Positive Responses Unsuccessful
1. Off-season rates	16%	21%
2. Manager goes camping	47	50
3. Discount rates over one week	74	93
4. Garbage removal	74	64
5. Telephone available	84	79
6. 24 hr. attendant	95	71
7. Advance reservations	100	100
8. Christmas cards	58	36
9. Tourist Information	84	86
10. Discount rates at tourist attractions	5	0

TABLE 18--Continued

Item	% of Positive Responses Successful	% of Positive Responses Unsuccessful
11. Acquainted with state park personnel	26%	21%
12. Clothes dryer	47	43
13. Washing machines	53	43
14. Camping trailer sales	0	7
15. Tent sales	0	0
16. Camping trailer rentals	16	29
17. Tent rental	5	14
18. Bicycle rental	16	21
19. Camping trailer storage	53	50
20. Snowmobile sales	11	0
21. Snowmobile rental	5	7
22. Grocery items	58	57
23. White gas	26	14
24. Babysitting	21	14
25. Riding horse rental	0	0
26. Canoe rental	42	14
27. Boat rental	68	43
28. Paddleboat rental	42	14
29. Outboard motor rental	16	0
30. Boat sales	11	0
31. Bottled gas	63	29
32. Gifts and souvenirs	32	14
33. Other (sales)	21	0
34. Brochures	84	100
35. Campground directories	79	100
36. Direct mail	32	57
37. Roadside signs	84	100
38. Camping magazines	37	36
39. Radio	5	14
40. TV	5	0
41. Displays at sportshows	21	43
42. Newspapers (general)	16	36
43. Newspapers (camping and sports)	11	29
44. Other (advertising)	0	7
45. Campground owners organization	63	79
46. Educational meetings	68	79
47. Accept credit cards.	0	7

TABLE 19

A CROSSBREAK SHOWING THE NUMBER OF
 SUCCESSFUL AND UNSUCCESSFUL COMMERCIAL CAMPGROUNDS
 ABOVE AND BELOW THE MEAN FREQUENCY OF
 MANAGERIAL SKILLS ITEMS

	Above Mean	Below Mean
Successful	10	9
Unsuccessful	6	8

TABLE 20

PERCENTAGE CROSSBREAK OF TABLE 19 DATA
 SHOWING THE PERCENTAGE OF SUCCESSFUL AND UNSUCCESSFUL CAMPGROUNDS
 ABOVE AND BELOW THE MEAN FREQUENCY OF
 MANAGERIAL SKILL ITEMS

	Above Mean	Below Mean
Successful	53	47
Unsuccessful	43	57

Results

The null hypothesis would not be rejected in favor of

hypothesis III. The results were not significant at the 10 percent level.

CHAPTER IV

CONCLUSIONS AND RECOMMENDATIONS

The major purpose of this study was to collect basic information on the commercial campground industry in Michigan that could be used as a "benchmark" for future studies. The study also tested three hypotheses concerning: (1) physical and locational factors, (2) recreation programs and facilities, and (3) managerial skills.

Hypothesis I.--Successful commercial campground enterprises score higher on the index than unsuccessful campgrounds. This index was found to be significant at the .05 level. The successful campground owners had developed their land intensively and the majority of them were located adjacent to relatively large bodies of water while the unsuccessful campgrounds had less development and less desirable locations, however, the majority of the owners of successful and unsuccessful campgrounds had developed their campsites

extensively and the majority of both groups had indexes higher than .50 for physical and locational items.

The information given by the respondents suggests that commercial campground owners are concentrating primarily on developing their physical campsite facilities and they appear to be following the model used in operating and developing campgrounds that the Michigan State Parks use in their camping facilities.

Hypotheses II and III.--The indexes that measured the frequency of occurrence of recreation programs, facilities, and managerial skills did not predict successful or unsuccessful commercial campgrounds. Campground owners did not appear to have put any emphasis into these areas. The mean frequency of occurrence for the recreation programs and facilities items was .31 and for the managerial skills items it was .36. These are relatively low scores when contrasted with the scores for the physical and locational index which had a mean frequency of occurrence of .64.

GOALS OF THE CAMPGROUND OWNER

A total of 44 owners indicated that their goal was to develop their campground as their major source of income,

seven owners considered their goal was one of supplementing their income and five were interested in other than financial returns.

It would appear from the information given by the respondents that the overwhelming majority of campground owners derive satisfactions from operating their campgrounds other than the financial returns that they receive. Only five of the owners apparently recognize that this is the case. Forty-four of the respondents indicated that they were successful even when their financial returns indicated otherwise.

Camping Income.--The average net income for campground operators was \$2,604 per year, which seems to be well below a yearly salary figure that would be satisfactory to support a family and give a fair return on an investment that averages approximately \$61,589 per campground, and yet, 44 or 79 percent of the owners indicated that their business was a success. This dicotomy between goals and the feeling that they are operating a successful business should be investigated because it could be one of the reasons that this industry has a low rate of success when

it is measured on an economic scale.

Supplemental Income.--The author had originally planned on comparing campgrounds using the financial returns from campsite rental and other related recreation income but this was not possible because the question used to obtain information on supplemental income did not separate camping related income from other supplemental income. It did appear that many of the campground owners did supplement their income from campsite rental with income from other services that they provide campers, but in most cases, this supplemental income appeared to be limited.

RECOMMENDATIONS FOR CAMPGROUND DEVELOPMENT

The low frequency of occurrence of the index items for developing the recreation potential of the campground and managerial skills indicates that commercial campground operators are doing very little to develop these resources. These two areas may offer the greatest opportunity for a commercial campground owner to obtain an advantage in the market place over his competitors whether they are publically or privately owned if the studies from other states which

have indicated the importance of diverse recreation facilities, recreation programs, and well developed managerial skills are applicable in Michigan.

If financial success is an important goal of the campground owner, it would appear that these relatively unexploited areas must be developed to obtain financial success. This appears to be especially true when one looks at the low financial returns of those campgrounds with highly developed campsites. They could only be considered financially successful when compared to those campground owners that actually lost money in 1971. Even when faced with low financial returns, which in the majority of cases is probably based on low occupancy rates, 75% of the campground owners in this study indicate that they plan to develop more campsites continuing the emphasis on physical development.

If campground owners develop their managerial skills and the recreation potential of their campgrounds, their operations should be monitored and studied to attempt to quickly determine if these factors can increase financial returns, however there is the strong possibility that many campground owners who are presently in the industry may lose those rewards that they now obtain from their relatively

relaxed methods of operation

RECOMMENDATIONS FOR FURTHER RESEARCH

Supplemental Income

1. It is recommended that future studies include the financial returns from services and goods that are provided to supplement the campers experience in commercial campgrounds. In conjunction with this, the camper's preference to include or not include the cost of these supplemental activities and services in the basic campsite rental fee should be investigated.

Recreation Programs and Facilities

2. As indicated previously, the research methods that were used in other states to develop the thesis that a large variety of recreation programs and facilities increase the chance of financial success in a campground industry should be studied. If possible, an emperical study should be developed to test the hypothesis in Michigan

Campground Quality

3. A study should examine what the camper perceives as

the factors that make the distinction between high quality and low quality facilities and the effect that quality facilities and programs have on the success rate of commercial campgrounds.

Campground Owner Motivation

4. A future study should investigate the satisfaction that commercial campground operators obtain from their enterprises and their goals in the operation of the campground. The assumption of the majority of the studies has been that campground operators are seeking financial returns and this does not appear to be the case. Perhaps we should be investigating how to maximize other returns.

Length of Camper Visit

5. This study found that the majority of campers only stayed for one night in unsuccessful campgrounds. The information to explain the short length of stay is not available and should be investigated in a future study.

CONCLUSION

The information gathered for this study is at best a preliminary approach to a needed, complete and systematic study of the commercial campground industry and the results should therefore be applied with caution.

It would appear that the physical development of the campsite sets the basic foundation for successful operation. How to develop the campground for higher financial returns to the owners remains to be identified by further study. Continuing research in this area is justified on the strength of the high interest of potential commercial campground owners and the camping public.

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APPENDICES

APPENDIX I
QUESTIONNAIRE

COOPERATIVE EXTENSION SERVICE

MICHIGAN STATE UNIVERSITY • EAST LANSING • MICHIGAN 48823

AND U.S. DEPARTMENT OF AGRICULTURE COOPERATING

Department of
Park and Recreation Resources
Natural Resources Building

Dear Campground Operator:

We are conducting a survey of commercial campground enterprises in Michigan. The purpose of this study is to identify the specific facilities and programs that are characteristic of commercial campgrounds. This information will enable us to develop guidelines that may be of value to you in making future management decisions and increasing your profits. Your name was obtained from the list of commercial campground operators licensed by the State. Your campground enterprise will not be identified in the final report of the study and we assure you that your answers will be held in strictest confidence. They will only be used with all other replies to show patterns of development in commercial campgrounds.

Please assist us by completing the enclosed questionnaire. A complimentary copy of the conclusions will be reserved for each person who completes the questionnaire. The study will be forwarded to you as soon as it is completed.

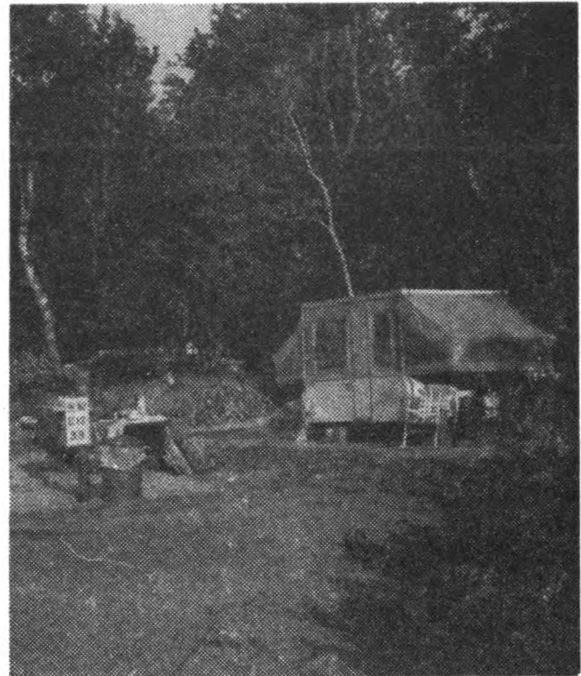
Sincerely,


Roger D. Murray
Extension Specialist
Park Management

RDM:mch
Enclosure

THIS COMMERCIAL CAMPGROUND STUDY

is conducted by the
DEPARTMENT of PARK and
RECREATION RESOURCES
and the
COOPERATIVE EXTENSION
SERVICE



MICHIGAN STATE UNIVERSITY

1. Is your campground business owned: (Please check one)

☐ Individually

☐ Partnership

☐ Corporation

2. Which of the following statements best describes your position?

☐ I am the manager of the campground but I do NOT own any portion of the enterprise.

☐ I am the manager of the campground and I own all or a portion of the business.

☐ I own the campground but I do not work on the site.

Other _____

3. If you are an owner, is your campground your major source of income?

_____ Yes

_____ No

4. Which of the following statements best describes the owner's goals for operating the campground.

_____ The primary goal is to receive enough income from the campground and related recreation enterprises to support my family for the entire year.

_____ The primary goal is to supplement my family income with no plans to use the campground as my only source of family income. We receive additional income from other sources such as another job, pension or retirement, off season employment, etc.

_____ The primary goal is to give my family something to do. We enjoy operating the campground and the profit that the campground produces is not really the most important reason that we are in the camping business.

Other (Please specify) _____

5. In what year did you campground first open? _____
Month Year

6. Does your campground stay open year around? _____ Yes _____ No

If yes, continue with question 9.

If no, continue with question 7.

7. On what date does your campground OPEN for the season? _____
Month

8. On what date does your campground CLOSE for the season? _____
Month

9. What is your basic charge per night for a campsite in July and August?
(Note: If your basic rate varies per site according to location, give the average rate charged for a site.)

\$ _____

10. Do you have an off-season rate? _____ Yes _____ No

11. Do you charge for additional campers after a certain number of campers per site? _____ Yes _____ No
12. If "yes", what is the additional charge? Per person \$ _____ over _____ of people.
Number
13. How many campsites did your campground have in 1971? _____
14. What is the average size of your campsites?
Length _____
Width _____
15. Do you and your family go on camping trips? _____ Yes _____ No
16. Do you have discount rates for campers who stay at least one week?
_____ Yes
_____ No
17. Do you have water hook-ups at some of your sites?
_____ Yes -- How many sites? _____
_____ No
18. Do you have sewer hook-ups at some of your campsites?
_____ Yes -- How many sites? _____
_____ No
19. Do you have electrical hook-ups at some of your sites?
_____ Yes -- How many sites? _____
_____ No
20. Do you have sanitary dumping stations for trailer holding tanks?
_____ Yes
_____ No

21. Do you have a portable pump unit to pump out holding tanks?
- _____ Yes
_____ No
22. Not including overflow camping areas, are all of your campsites served by comfort stations with flush toilets?
- _____ Yes
_____ No
23. Not including overflow camping areas, are all of your campsites served by comfort stations with hot showers?
- _____ Yes
_____ No
24. Do you have picnic tables at each camping site? _____ Yes _____ No
25. Do you have fireplaces at each camping site? _____ Yes _____ No
26. Do you have plastic garbage bags in all of your garbage cans?
- _____ Yes
_____ No
27. Is a telephone available to campers 24 hours a day? _____ Yes _____ No
28. Are the roads within your campground paved? _____ Yes _____ No
29. Which of the following best describes the location of your campground?
- _____ Located on a natural lake
_____ Located on an artificial lake or pond
_____ Located on a river
_____ Located on a small stream
_____ Not located on any body of water

30. What is the size of the total parcel of land where your campground is located? _____
Acres
31. If your campsites are located on a body of water, what is the total front footage available to your campers? _____
32. Do you have a campground attendant on duty 24 hours per day during the season? _____ Yes _____ No
33. Do you have swimming at your campground? _____ Yes _____ No
34. Is your campground located within one mile of a state or interstate highway?
_____ Yes
_____ No
35. Is your campground located on a hard surface road? _____ Yes _____ No
36. Which of the following statements most nearly describes your campground situation?
_____ The majority of our campers stay two nights or more
_____ The majority of our campers only stay one night
37. Do you take advance reservations? _____ Yes _____ No
38. Do you allow pets in your campground? _____ Yes _____ No
39. Do you allow alcoholic beverages in your campground? _____ Yes _____ No
40. Do you mail Christmas cards or other greeting cards to your customers?
_____ Yes
_____ No
41. Do you have local tourist information and advertisements of local attractions on display and available to your campers?
_____ Yes
_____ No

42. Do you have arrangements for discount rates at local tourist attractions?

_____ Yes

_____ No

43. Is your campground located within 15 miles of a state park? _____ Yes _____ No

44. If "yes", are you personally acquainted with the personnel working at the state park? _____ Yes _____ No

45. What facilities and program are available on your site for campers?

_____ Campfire program

_____ Hiking trails

_____ Swimming lessons

_____ Playground equipment

_____ Tennis

_____ Fishing

_____ Snowmobile trails

_____ Ice skating

_____ Roller skating

_____ Ball diamond(s)

_____ Boat launching ramp

_____ Boating

_____ Horseshoes

_____ Canoeing

_____ Shuffleboard court(s)

_____ Volleyball

_____ Skiing (downhill)

_____ Skiing (cross country)

_____ Recreation building

_____ Water skiing area

_____ Hunting

_____ Movies

_____ Marina

_____ Dancing

_____ Teen activities

_____ Pool table

_____ Table tennis

_____ Swimming beach

_____ Swimming pool

_____ Golf

_____ Firewood

_____ Badminton

_____ Fishing poles (Note: Do not check for sales -- Check only if available on a loan basis.)

Other _____

Other _____

Other _____

46. Do you provide, sell, or rent the following equipment and services?

☐ Clothes dryers	☐ White gas
☐ Washing machines	☐ Babysitting service
☐ Camping trailer sales	☐ Riding horse rental
☐ Tent sales	☐ Canoe rental
☐ Camping trailer rental	☐ Boat rental
☐ Tent rental	☐ Paddleboat rental
☐ Bicycle rental	☐ Outboard motor rental
☐ Camping trailer storage	☐ Boat sales
☐ Snowmobile sales	☐ Bottled gas
☐ Snowmobile rental	☐ Gifts & souvenirs
☐ Grocery items	
Other _____	
Other _____	

47. Check the following types of advertising that you use to attract business to your campground.

☐ Brochures	☐ Radio
☐ Campground directories	☐ T.V.
☐ Direct mail	☐ Displays at sportshows
☐ Roadside signs	☐ Newspapers (general)
☐ Camping magazines	☐ Newspapers (camping & sports)
Other _____	

48. Do you have a membership in a campground owners organization?

☐ Yes
☐ No

49. If "yes", what is the name of the campground owners organization?

50. Have you attended any educational meetings or conferences for campground owners or operators? _____ Yes _____ No
51. Is your campground affiliated with a franchise chain? _____ Yes _____ No
52. Do you accept credit cards for camping fees? _____ Yes _____ No
53. What do your guests like most about your campground?

54. What do your guests like least about your campground?

The following series of questions deal with the financial aspects of your business. Your cooperation and accuracy will be greatly appreciated. Your answers will be held in strictest confidence.

55. What was your total capital investment in the campground portion of your business including land, buildings, roads, etc?
\$ _____
56. What was your gross income from campsite rental in 1971?
\$ _____
57. What was your net income or loss (please circle the amount if a loss occurred) from campsite rental in 1971?
\$ _____
58. What was your gross income in 1971 from other recreation related activities located on the same property as your campground such as campstore, boat rental, etc.?
\$ _____
59. What was your net income or loss in 1971 from other recreation related activities? (Please circle if a loss occurred.)
\$ _____

60. Including yourself if appropriate, how many members of your immediate family who are over 14 years of age work at your campground during the season, 40 hours or more per week?
- No. _____
61. Including yourself if appropriate, how many members of your immediate family who are over 14 years of age work at your campground during the season, less than 40 hours per week?
- No. _____
62. How many people not including members of your immediate family work at your campground 40 hours or more per week during the season?
- No. _____
63. How many people not including members of your immediate family work at your campground less than 40 hours per week during the season?
- No. _____
64. Do you pay wages to any member of your immediate family?
- _____ Yes
- _____ No
65. If you do pay wages to your immediate family what was the total amount paid to all family members living at home for the entire year of 1971? (Note: Do not include profits from the campground business as reported on question 59.)
- \$ _____
66. Since your 1971 camping season, have you opened up any new campsites?
- _____ Yes
- _____ No
67. Do you plan to develop more campsites in the future?
- _____ Yes
- _____ No
68. Do you feel that your campground business is successful? _____ Yes _____ No

THANK YOU FOR YOUR HELP

If you accidentally misplaced the return envelope provided, please mail to:

Dept. of Park & Recreation Resources
Room 131, Natural Resources Building
Michigan State University
East Lansing, Michigan 48823

APPENDIX II

RESPONSES TO PHYSICAL AND LOCATIONAL QUESTIONS

APPENDIX II

RESPONSES TO PHYSICAL AND LOCATIONAL QUESTIONS

Campground No.	Qu. 17 Water Hkps.	Qu. 18 Sewer Hkps.	Qu. 19 Elec. Hkps.	Qu. 20 San. Sta.	Qu. 21 Port. Pmp. U.	Qu. 22 Flush Toil.	Qu. 23 Hot Showers	Qu. 24 Pic. Tables	Qu. 25 Fireplaces	Qu. 28 Pvd. Cmpg. Rd.	Qu. 29 3 Lake or Pnd. 2 River 1 Stream	Qu. 34 Within 1 Mi. State Highway	Qu. 35 Located on Hard Surface Road
1*	1	1	1	1	0	1	1	1	1	0	3	0	1
2*	0	0	1	0	0	0	0	1	1	0	3	1	0
3*	1	1	1	0	0	0	0	0	1	0	3	0	0
4*	1	1	1	0	0	1	1	0	1	0	2	1	1
5*	1	1	1	0	0	1	1	1	1	0	0	0	1
6*	1	0	1	1	0	1	1	1	1	0	3	0	1
7*	0	0	1	1	0	1	1	1	1	0	3	1	1
8*	1	1	1	1	0	1	1	1	1	0	3	0	0
9*	1	1	1	1	0	1	1	1	0	0	3	1	1
10*	1	1	1	1	1	1	1	1	0	0	3	0	0
11*	1	1	1	1	0	1	1	1	1	0	3	0	0
12*	1	1	1	1	1	1	1	1	1	0	3	0	0
13*	1	1	1	1	0	1	1	1	1	0	3	1	1
14*	1	1	1	1	0	1	1	1	1	0	3	1	1
15*	1	0	1	1	1	1	1	1	1	0	3	1	1
16*	1	0	1	1	1	1	1	1	0	0	3	0	0
17*	1	1	1	1	0	1	1	1	0	0	3	0	1
18*	1	1	1	1	1	1	1	1	0	0	3	1	1
19*	0	0	1	1	1	1	1	1	1	0	3	0	0
20	1	0	1	1	0	1	1	1	1	0	3	0	1
21	0	0	1	1	0	1	1	0	0	0	2	1	1
22	1	1	1	1	0	1	1	1	0	1	3	1	1
23	1	0	1	1	0	1	1	1	1	0	3	0	1
24	1	0	1	1	0	1	0	1	0	0	3	0	1
25	1	0	1	1	0	1	1	1	1	0	3	0	1
26	1	0	1	0	0	0	0	0	1	1	3	0	1
27	1	0	1	1	0	1	1	1	1	0	3	1	1
28	1	0	1	1	0	1	1	1	1	0	3	0	1
29	0	0	1	0	0	1	1	1	0	0	3	0	0
30	1	1	1	1	0	1	1	0	0	0	3	0	1
31	1	1	1	1	0	1	1	0	0	0	3	1	1
32	1	1	1	1	0	1	1	0	0	0	3	1	1
33	1	0	1	1	0	1	1	0	0	0	3	0	1
34	0	0	1	0	0	1	1	1	1	0	0	0	1
35	1	1	1	0	0	0	0	0	0	0	3	1	1

* Successful Campground
 ** Unsuccessful Campground
 1 = Positive Response
 0 = Negative Response

APPENDIX II--Continued

Campground No.	Qu. 17 Water Hkps.	Qu. 18 Sewer Hkps.	Qu. 19 Elec. Hkps.	Qu. 20 San. Sta.	Qu. 21 Port. Pmp. U.	Qu. 22 Flush Toil.	Qu. 23 Hot Showers	Qu. 24 Pic. Tables	Qu. 25 Fireplaces	Qu. 28 Pvd. Cmpg. Rd.	Qu. 29 3 Lake or Pnd. 2 River 1 Stream	Qu. 34 Within 1 Mi. State Highway	Qu. 35 Located on Hard Surface Road
36	1	1	1	0	0	0	0	1	0	0	3	0	1
37	1	0	1	0	0	1	0	1	0	0	3	0	1
38	0	0	1	1	0	1	1	1	1	0	3	0	1
39	0	0	1	1	1	1	1	1	1	0	2	0	1
40	1	1	1	1	1	0	0	1	1	0	3	0	1
41	0	0	1	1	1	1	1	0	1	0	0	1	1
42	1	0	1	1	0	0	0	1	1	0	3	1	0
**43	0	0	1	0	0	0	0	1	1	0	3	0	1
**44	1	0	1	1	0	1	1	0	0	0	0	1	1
**45	0	0	1	1	0	1	1	0	0	0	1	1	1
**46	1	1	1	1	0	1	1	1	0	0	0	1	1
**47	1	1	1	1	0	1	1	1	1	0	3	1	0
**48	1	1	1	1	0	1	1	0	0	0	0	0	0
**49	0	0	1	1	0	0	0	0	0	0	3	1	0
**50	1	1	1	1	0	1	1	0	0	0	2	1	1
**51	0	0	1	1	0	1	1	1	1	0	3	1	1
**52	1	1	1	1	0	1	1	1	0	0	3	1	0
**53	1	0	1	1	1	1	1	1	1	0	3	0	1
**54	1	1	1	1	0	0	0	1	0	0	2	0	1
**55	1	1	1	1	1	1	1	0	1	0	2	0	0
**56	1	0	1	1	0	1	1	1	1	0	1	0	1

APPENDIX III

RESPONSES TO RECREATION

PROGRAMS AND FACILITIES QUESTIONS

APPENDIX III

RESPONSES TO RECREATION

PROGRAMS AND FACILITIES QUESTIONS

Campground No.	Qu. 33 Swimming	Qu. 45 Campfire Pgm.	Qu. 45 Swimming Lsns.	Qu. 45 Tennis	Qu. 45 Snowmbl. Trls.	Qu. 45 Roller Sktg.	Qu. 45 Boat Lnch. Rmp.	Qu. 45 Horseshoes	Qu. 45 Shuffleboard	Qu. 45 Skiing	Qu. 45 Rec. Bldg.	Qu. 45 Hunting	Qu. 45 Marina	Qu. 45 Teen Activities
*1	0	1	0	0	1	0	1	1	0	0	1	0	0	0
*2	1	0	0	0	1	0	0	1	0	0	0	1	0	0
*3	1	0	0	0	0	0	0	0	0	0	0	0	0	0
*4	0	0	0	0	0	0	1	0	0	0	0	0	0	0
*5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
*6	1	0	0	0	0	0	1	1	0	0	1	1	0	0
*7	1	0	0	0	0	0	1	1	0	0	0	1	0	0
*8	1	0	0	0	0	0	1	1	0	0	1	0	1	0
*9	1	0	0	0	0	0	0	1	0	0	0	0	0	0
*10	1	0	0	0	0	0	1	1	0	0	0	0	0	0
*11	1	0	0	0	0	0	1	1	0	0	1	1	0	1
*12	1	0	0	0	0	0	1	1	0	0	0	0	0	0
*13	1	1	0	0	0	0	0	0	0	0	0	0	0	0
*14	1	0	0	0	0	0	1	1	1	0	1	1	0	0
*15	1	1	0	0	0	0	0	1	0	0	1	0	0	0
*16	1	0	0	0	0	0	1	1	0	0	0	0	0	1
*17	1	0	0	0	0	0	1	1	0	0	1	0	0	0
*18	1	1	1	1	0	0	1	1	1	0	1	0	1	1
*19	1	0	0	0	1	0	0	1	0	0	1	0	0	0
*20	0	0	0	0	0	0	1	0	0	1	0	0	0	0
21	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22	1	0	0	0	0	0	1	0	0	0	0	0	0	0
23	1	1	0	0	0	0	1	1	0	0	0	0	1	0
24	1	0	0	0	0	0	1	1	0	0	0	0	0	0
25	1	1	0	0	0	0	0	1	0	0	0	0	1	0
26	1	1	0	0	0	0	1	1	1	0	0	1	0	0
27	1	0	0	0	0	0	1	1	1	0	0	0	1	0
28	1	1	0	0	0	0	1	1	0	0	0	0	0	1
29	1	1	0	0	0	0	1	1	0	0	0	1	0	0
30	1	0	0	0	1	1	1	0	0	0	1	1	0	0
31	1	0	0	0	0	0	0	1	0	0	0	1	0	0
32	1	0	0	0	0	0	1	0	0	0	1	1	1	0
33	1	0	0	0	0	0	1	1	0	0	0	1	0	0

* Successful Campground
 ** Unsuccessful Campground

1-Positive Response
 0-Negative Response

APPENDIX III--Continued

Campground No.	Qu. 33	Qu. 45	Qu. 45	Qu. 45	Qu. 45	Qu. 45	Qu. 45	Qu. 45	Qu. 45	Qu. 45	Qu. 45	Qu. 45	Qu. 45	Qu. 45	Qu. 45
	Swimming	Campfire Pgm.	Swimming Lsns.	Tennis	Snowmbl. Trls.	Roller Sktg.	Boat Lnch. Rmp.	Horseshoes	Shuffleboard	Skiing	Rec. Bldg.	Hunting	Marina	Teen Activ.	
34	1	0	0	0	0	0	0	1	0	0	0	0	0	0	
35	1	0	0	0	0	0	0	1	0	0	0	0	0	0	
36	1	1	0	0	0	0	1	1	0	0	1	1	0	0	
37	1	0	0	0	0	0	1	1	0	0	0	1	0	0	
38	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
39	0	0	0	0	1	0	1	0	0	0	0	1	0	0	
40	1	0	0	0	0	0	1	1	0	0	1	1	0	0	
41	1	0	0	0	0	0	0	1	0	0	0	0	0	0	
42	1	1	0	0	1	0	1	1	0	0	1	1	1	0	
**43	1	0	0	0	0	0	0	1	0	0	1	0	0	0	
**44	0	0	0	0	0	0	1	0	0	0	0	0	0	0	
**45	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
**46	0	0	0	1	0	0	1	1	0	1	1	0	1	1	
**47	1	0	0	0	0	0	1	1	0	0	1	0	0	0	
**48	1	0	0	0	1	0	0	1	0	0	0	1	0	0	
**49	1	0	0	0	1	0	0	1	0	0	1	0	0	0	
**50	1	0	0	0	0	0	1	0	0	0	0	0	1	0	
**51	1	0	0	0	0	0	0	0	0	1	0	0	0	0	
**52	1	0	0	0	0	0	0	0	0	1	0	0	0	0	
**53	1	1	0	0	0	0	1	1	0	1	0	0	0	0	
**54	1	1	0	0	0	0	1	1	1	1	0	0	0	0	
**55	1	1	0	0	0	0	1	1	0	0	0	0	1	1	
**56	0	0	0	0	0	0	0	1	0	0	0	0	0	0	

APPENDIX III--Continued

Campground No.	Qu. 45 Table Tennis	Qu. 45 Swimming Pool	Qu. 45 Firewood	Qu. 45 Fishing Poles	Qu. 45 Hiking Trls.	Qu. 45 Plygd. Equip.	Qu. 45 Fishing	Qu. 45 Ice Skating	Qu. 45 Ball Diamond	Qu. 45 Boating	Qu. 45 Canoeing	Qu. 45 Volleyball	Qu. 45 Skiing (cc)	Qu. 45 Waterskiing
*1	0	0	1	0	1	1	1	0	0	1	1	1	0	1
*2	0	0	1	0	1	1	1	0	0	1	1	1	0	1
*3	0	0	1	0	1	1	1	0	0	1	1	1	0	1
*4	0	0	1	0	1	1	1	0	0	1	1	1	0	1
*5	0	0	1	0	1	1	1	0	0	1	1	1	0	1
*6	0	0	1	0	1	1	1	0	0	1	1	1	0	1
*7	0	0	1	0	1	1	1	0	0	1	1	1	0	1
*8	0	0	1	0	1	1	1	0	0	1	1	1	0	1
*9	0	0	1	0	1	1	1	0	0	1	1	1	0	1
*10	0	0	1	0	1	1	1	0	0	1	1	1	0	1
*11	0	0	1	0	1	1	1	0	0	1	1	1	0	1
*12	0	0	1	0	1	1	1	0	0	1	1	1	0	1
*13	0	0	1	0	1	1	1	0	0	1	1	1	0	1
*14	1	0	1	0	1	1	1	0	0	1	1	1	0	1
*15	0	0	1	0	1	1	1	0	0	1	1	1	0	1
*16	0	0	1	0	1	1	1	0	0	1	1	1	0	1
*17	0	0	1	0	1	1	1	0	0	1	1	1	0	1
*18	0	0	1	0	1	1	1	0	0	1	1	1	0	1
*19	0	0	1	0	1	1	1	0	0	1	1	1	0	1
20	0	0	1	0	1	1	1	0	0	1	1	1	0	1
21	0	0	1	0	1	1	1	0	0	1	1	1	0	1
22	0	0	1	0	1	1	1	0	0	1	1	1	0	1
23	0	0	1	0	1	1	1	0	0	1	1	1	0	1
24	0	0	0	0	1	1	1	0	0	1	1	1	0	1
25	0	0	1	0	1	1	1	0	0	1	1	1	0	1
26	0	0	1	0	1	1	1	0	0	1	1	1	0	1
27	0	0	1	0	1	1	1	0	0	1	1	1	0	1
28	0	0	1	0	1	1	1	0	0	1	1	1	0	1
29	0	0	1	0	1	1	1	0	0	1	1	1	0	1
30	0	0	1	0	1	1	1	0	0	1	1	1	0	1
31	0	0	0	0	1	1	1	0	0	1	1	1	0	1
32	0	0	1	0	1	1	1	0	0	1	1	1	0	1
33	0	0	1	0	1	1	1	0	0	1	1	1	0	1
34	0	0	1	0	1	1	1	0	0	1	1	1	0	1
35	0	0	1	0	1	1	1	0	0	1	1	1	0	1
36	0	0	1	0	1	1	1	0	0	1	1	1	0	1
37	0	0	1	0	1	1	1	0	0	1	1	1	0	1

APPENDIX III--Continued

[illegible]

APPENDIX III--Continued

Campground No.	Qu. 45 Movies	Qu. 45 Dancing	Qu. 45 Pool Table	Qu. 45 Swim. Beach	Qu. 45 Golf	Qu. 45 Badminton	Qu. 45 Other
*1	0	0	0	0	0	1	0
*2	0	0	0	1	0	1	0
*3	0	0	0	1	0	0	0
*4	0	0	0	0	0	0	0
*5	0	0	0	0	0	0	0
*6	0	0	0	1	0	0	0
*7	0	0	1	1	0	0	0
*8	0	1	0	1	0	0	0
*9	0	0	0	1	0	0	0
*10	1	0	0	1	0	0	1
*11	0	0	0	1	0	1	1
*12	0	0	0	1	0	0	0
*13	0	0	0	1	0	0	0
*14	0	1	1	1	0	1	0
*15	0	0	0	0	0	1	1
*16	0	0	0	1	0	0	0
*17	1	1	0	1	0	0	0
*18	1	1	1	1	0	1	1
*19	0	0	0	1	1	0	0
20	0	0	0	1	0	1	0
21	0	0	0	0	0	1	0
22	0	0	0	1	0	0	0
23	0	0	0	1	0	0	0
24	0	0	0	1	0	0	0
25	0	0	0	1	0	0	0
26	0	0	0	1	0	1	0
27	0	0	0	1	0	1	0
28	0	0	0	1	0	1	0
29	0	0	0	1	0	1	0
30	0	0	1	1	0	0	0
31	0	0	0	1	0	0	0
32	0	0	1	1	0	0	0
33	0	0	0	0	0	0	0
34	0	0	0	0	0	0	0
35	0	0	0	1	0	0	0
36	0	0	0	1	0	0	0
37	0	0	0	1	1	0	0
38	0	0	0	1	0	0	0
39	0	0	0	0	0	0	0

APPENDIX III--Continued

Campground No.	Qu. 45 Movies	Qu. 45 Dancing	Qu. 45 Pool Table	Qu. 45 Swim. Beach	Qu. 45 Golf	Qu. 45 Badminton	Qu. 45 Other
40	0	0	1	1	0	0	0
41	0	0	0	0	0	1	0
42	0	0	0	1	0	0	0
**43	0	0	0	1	0	0	0
**44	0	0	0	0	0	1	4
**45	0	0	0	0	0	0	1
**46	0	0	1	0	0	1	0
**47	0	0	0	1	0	1	0
**48	0	0	0	0	0	0	0
**49	0	0	1	1	0	0	0
**50	0	0	0	1	0	0	0
**51	0	0	0	1	0	0	1
**52	0	1	1	1	0	0	0
**53	0	0	0	1	0	1	0
**54	0	1	0	0	0	0	0
**55	0	0	0	1	0	1	0
**56	0	0	0	0	0	1	0

APPENDIX IV
RESPONSES TO MANAGERIAL
SKILLS QUESTIONS

APPENDIX IV

RESPONSES TO MANAGERIAL SKILLS QUESTIONS

Campground No.	Qu. 10 Off-season rts.	Qu. 15 Do you camp?	Qu. 16 1=No Discount rts.	Qu. 26 Garbage bags	Qu. 27 Telephone	Qu. 32 24 hr. att.	Qu. 37 Reservations	Qu. 40 Cards	Qu. 41 Tourist Infor.	Qu. 42 Discount Tour rts.	Qu. 43 State Park	Qu. 46 Dryers	Qu. 46 Washing Mach.
*1	0	1	1	1	0	0	1	1	1	0	1	1	1
*2	0	1	0	1	0	1	1	1	1	1	0	0	0
*3	0	1	0	1	1	1	1	1	1	0	0	0	0
*4	0	1	1	1	1	1	1	1	1	0	0	0	0
*5	0	0	1	1	0	1	1	0	1	0	1	0	1
*6	0	1	1	1	1	1	1	0	1	0	0	1	1
*7	0	0	1	1	1	1	1	0	1	0	0	0	0
*8	0	0	0	1	1	1	1	1	0	0	0	0	0
*9	1	0	1	1	1	1	1	0	0	0	0	0	0
*10	0	0	1	0	1	1	1	0	1	0	1	0	0
*11	0	0	1	1	1	1	1	1	1	0	0	0	0
*12	0	0	1	0	1	1	1	1	1	0	0	1	1
*13	0	1	1	1	1	1	1	1	1	0	1	1	1
*14	0	1	1	0	1	1	1	0	1	0	0	1	1
*15	0	0	1	1	1	1	1	1	1	0	0	1	1
*16	0	1	0	1	1	1	1	1	1	0	0	1	1
*17	0	1	1	0	1	1	1	0	1	0	0	1	1
*18	1	0	1	0	1	1	1	1	1	0	0	0	0
*19	1	0	1	1	1	1	1	0	1	0	1	1	1
20	0	0	1	0	1	1	1	1	1	0	0	0	0
21	0	0	1	1	1	1	1	0	1	0	0	0	0
22	0	1	1	0	1	1	1	0	0	0	0	0	0
23	0	1	1	0	1	1	1	1	1	1	0	0	0
24	0	1	1	0	1	1	1	1	0	0	0	0	0
25	1	0	1	1	0	1	1	0	1	0	0	1	1
26	0	1	0	1	1	1	1	0	1	0	0	0	0
27	0	1	1	0	1	1	1	1	1	0	1	0	0
28	0	0	0	1	1	1	1	1	1	0	1	1	1
29	0	1	0	1	1	1	1	0	0	0	0	0	0
30	1	0	1	0	1	0	1	1	1	0	0	0	0
31	0	1	1	1	1	1	1	1	0	0	0	0	0
32	0	1	1	0	0	1	1	1	0	0	0	0	0

* Successful Campground
 **Unsuccessful Campground

1=Positive Response
 0=Negative Response

APPENDIX IV--Continued

	Campground Nö.	Qu. 10	Off-season rts.	Qu. 15	Do you camp?	Qu. 16 1=No	Discount rts.	Qu. 26	Garbage bags	Qu. 27	Telephone	Qu. 32	24 hr. att.	Qu. 37	Reservations	Qu. 40	Cards	Qu. 41	Tourist Infor.	Qu. 42	Discount	Tour rts.	Qu. 43	State Park	Qu. 46	Dryers	Qu. 46	Washing Mach.
	33	0		1		1		1		1		0		1		1		1		0			1		0		0	
	34	0		0		0		0		1		0		1		0		0		0			0		0		0	
	35	0		1		1		1		1		1		1		0		0		0			0		0		0	
	36	0		1		1		1		1		1		1		1		1		0			0		1		0	
	37	0		1		1		1		1		1		1		1		1		0			0		0		0	
	38	0		1		1		1		1		1		1		1		1		0			0		0		0	
	39	0		0		1		1		0		1		1		1		0		0			0		0		0	
	40	0		1		1		1		1		1		1		0		1		0			0		1		1	
	41	0		1		1		0		1		1		1		0		1		0			0		1		1	
	42	0		1		0		1		1		1		1		1		0		0			0		1		1	
**	43	0		0		1		0		1		1		1		1		0		0			1		0		0	
**	44	0		1		1		1		1		1		1		0		1		0			0		1		1	
**	45	0		1		0		1		1		1		1		0		1		0			0		0		0	
**	46	0		1		1		1		1		1		1		0		1		0			0		1		1	
**	47	0		1		1		0		1		1		1		1		1		0			1		1		1	
**	48	0		0		1		0		1		1		1		0		1		0			0		0		0	
**	49	0		0		1		1		0		0		1		1		0		0			0		0		0	
**	50	1		0		1		0		1		0		1		1		1		0			1		0		0	
**	51	0		0		1		0		1		1		1		0		1		0			0		1		1	
**	52	0		1		1		1		1		1		1		0		1		0			0		1		1	
**	53	1		0		1		1		0		0		1		0		1		0			0		0		0	
**	54	0		0		1		1		1		1		1		0		1		0			0		1		1	
**	55	1		1		1		1		1		1		1		1		1		0			0		0		0	
**	56	0		1		1		1		0		0		1		0		1		0			0		0		0	

[illegible]

APPENDIX IV--Continued

Campground No.	
Qu. 46	38
Trailer Sales	39
	40
	41
Qu. 46	42
Tent Sales	**43
	**44
	**45
	**46
	**47
	**48
	**49
	**50
	**51
	**52
	**53
	**54
	**55
	**56
Qu. 46	0
Trailer Sales	0
	0
Qu. 46	0
Tent Sales	0
	0
Qu. 46	0
Trailer Rental	0
	0
Qu. 46	0
Tent Rental	0
	0
Qu. 46	0
Bicycle Rntl.	0
	0
Qu. 46	0
Storage	0
	0
Qu. 46	0
Snwml. Sales	0
	0
Qu. 46	0
Snwml. Rntl.	0
	0
Qu. 46	0
Grocery Items	0
	0
Qu. 46	0
White gas	0
	0
Qu. 46	0
Babysitting	0
	0
Qu. 46	0
Horse Rntl.	0
	0
Qu. 46	0
Canoe Rntl.	0
	0
Qu. 46	0
Boat Rntl.	0

APPENDIX IV--Continued

[illegible]

APPENDIX IV--Continued

Campground No..	Qu. 46	Paddleboat Rntl.	Qu. 46	Motor Rntl.	Qu. 46	Boat Sales	Qu. 46	Bottled Gas	Qu. 46	Gifts	Qu. 46	Other Sales	Qu. 47	Brochures	Qu. 47	Directories	Qu. 47	Direct Mail	Qu. 47	Signs	Qu. 47	Camp. Mag.	Qu. 47	Radio	Qu. 47	TV	Qu. 47	Displays
37	0		0		0		0		0		0		0		0		1		0		0		0		0		0	
38	0		0		0		0		0		0		1		1		0		1		0		0		0		0	
39	0		0		0		0		0		0		1		1		1		1		1		0		0		0	
40	1		0		0		0	1	0	1	0	0	1	1	1	1	1	1	0	1	1	0	0	0	0	0	0	0
41	0		0		0		0	0	0	0	0	0	1	1	1	1	0	0	1	1	1	0	0	0	0	0	0	0
42	0		1		0		0	1	1	1	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0	0	0
**43	0		0		0		0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0
**44	0		0		0		0	0	0	0	0	0	1	1	1	1	1	0	1	1	1	1	0	0	0	0	0	1
**45	0		0		0		0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	1
**46	0		0		0		0	0	0	0	0	0	1	1	1	1	1	0	1	1	1	1	0	0	0	0	0	0
**47	0		0		0		0	0	1	1	0	0	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0
**48	0		0		0		0	1	0	0	0	0	1	1	1	1	1	0	1	1	1	0	0	0	0	0	0	0
**49	1		0		0		0	1	1	1	0	0	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	1
**50	0		0		0		0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0
**51	0		0		0		0	1	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	1	0	0	0	0
**52	1		0		0		0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	0	0	0	0	1	1
**53	0		0		0		0	0	0	0	0	0	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	1
**54	0		0		0		0	0	0	0	0	0	1	1	1	1	0	1	1	1	1	0	0	0	0	0	1	1
**55	0		0		0		0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	1
**56	0		0		0		0	1	0	0	0	0	1	1	1	1	0	1	1	1	1	1	0	0	0	0	0	0

APPENDIX IV--Continued

Campground No.	Qu. 47 Newspapers	Qu. 47 Newspapers (Camping)	Qu. 47 Other	Qu. 48 Membership	Qu. 50 Ed. Meetings	Qu. 52 Credit Cards
*1	0	0	0	0	1	0
*2	0	0	0	0	0	0
*3	0	0	0	0	0	0
*4	0	0	0	0	1	0
*5	0	0	0	0	0	0
*6	0	0	0	1	1	0
*7	0	0	0	0	0	0
*8	0	0	0	1	1	0
*9	0	0	0	1	1	0
*10	0	0	0	1	1	0
*11	1	0	0	1	1	0
*12	1	1	0	1	1	0
*13	0	0	0	1	0	0
*14	0	0	0	1	1	0
*15	0	0	0	1	1	0
*16	0	0	0	1	1	0
*17	0	0	0	0	1	0
*18	1	1	0	1	1	0
*19	0	0	0	1	0	0
20	1	0	0	1	1	0
21	0	0	0	1	1	0
22	0	0	0	0	0	0
23	1	0	0	1	0	0
24	0	0	0	0	0	0
25	0	1	0	1	0	0
26	0	0	0	0	1	0
27	0	0	0	1	1	0
28	1	1	0	1	1	0
29	1	0	0	0	0	0
30	0	1	0	1	1	0
31	0	1	0	1	1	0
32	0	0	1	0	1	0
33	0	0	0	0	0	0
34	0	0	0	0	0	0
35	1	0	0	0	0	0
36	1	0	0	0	0	0
37	1	0	0	0	0	0
38	1	1	0	1	1	0
39	1	0	0	0	0	0

APPENDIX IV--Continued

Campground No.	Qu. 47 Newspapers	Qu. 47 Newspapers (Camping	Qu. 47 Other	Qu. 48 Membership	Qu. 50 Ed. Meetings	Qu. 52 Credit Cards
40	0	1	0	1	1	0
41	0	0	0	0	0	0
42	0	0	0	0	0	0
**43	0	1	0	1	1	0
**44	0	0	0	0	1	0
**45	1	0	0	1	1	0
**46	0	0	0	0	1	0
**47	1	0	0	1	0	0
**48	0	0	0	1	1	0
**49	1	0	0	1	1	0
**50	0	0	0	1	0	0
**51	0	1	0	1	1	1
**52	0	1	0	1	1	0
**53	0	0	0	1	1	0
**54	0	0	0	1	1	0
**55	1	1	1	1	1	0
**56	1	0	0	0	0	0

APPENDIX V

RESPONSES TO MISCELLANIOUS QUESTIONS

APPENDIX V

RESPONSES TO MISCELLANIOUS QUESTIONS

Campground No.	Qu. 1	Qu. 3	Qu. 6	Qu. 36	Qu. 38	Qu. 39	Qu. 67	Qu. 68	Qu. 4
	1 Individual	Major Source of Income	Open Year Around	More than two nights	Pets	Alcoholic	Develop more Sites?	Successful?	Goals
*1	1	0	0	1	1	1	0	1	3
*2	1	0	0	1	1	1	0	1	2
*3	1	1	0	1	1	1	0	1	2
*4	1	0	0	1	1	1	1	1	3
*5	3	0	0	0	1	1	1	1	3
*6	1	0	0	1	1	1	1	1	1
*7	2	0	0	1	1	1	1	1	1
*8	1	1	0	1	1	1	1	1	1
*9	2	0	0	1	1	1	1	1	1
*10	1	1	0	1	0	1	0	1	1
*11	1	1	1	1	1	1	1	1	1
*12	1	0	0	1	1	1	1	1	1
*13	2	0	0	1	1	0	1	1	2
*14	1	0	0	1	1	1	1	1	1
*15	1	0	0	1	1	1	0	1	3
*16	1	0	0	1	1	1	0	1	1
*17	1	1	0	1	1	1	1	1	2
*18	1	1	0	1	1	1	0	1	1
*19	1	0	1	1	1	1	1	1	1
20	1	0	0	1	1	1	1	0	2
21	2	0	0	1	1	1	0	1	2
22	1	1	0	1	1	1	0	1	3
23	1	0	0	1	1	1	1	1	2
24	1	0	0	1	0	1	0	0	1
25	2	0	0	1	1	1	1	1	2
26	1	0	0	0	1	1	1	1	1
27	1	0	0	1	1	1	1	1	2
28	1	0	0	1	1	1	0	0	1
29	1	0	0	1	1	1	1	1	2
30	1	0	1	1	1	1	1	1	1
31	1	0	0	1	1	1	0	0	1
32	1	0	0	1	1	1	1	1	3

* Successful
 **Unsuccessful

1=Positive Response
 0=Negative Response

APPENDIX V--Continued

Campground No.	Qu. 1	Qu. 3	Qu. 6	Qu. 36	Qu. 38	Qu. 39	Qu. 67	Qu. 68	Qu. 4
1 Individual	2 Partnership	3 Corporation	Open Year Around	More than two nights	Pets	Alcoholic	Develop more Sites?	Successful?	Goals
33	1	0	0	1	1	1	1	1	1
34	1	0	0	1	1	1	1	1	1
35	1	1	0	1	1	1	1	0	1
36	3	0	0	1	1	1	1	1	3
37	1	0	0	1	1	1	1	1	2
38	1	0	0	1	1	1	1	0	1
39	1	1	1	1	1	1	1	0	1
40	1	1	0	1	1	1	1	1	1
41	3	0	0	1	1	1	1	0	4
42	1	0	1	1	1	1	0	0	2
**43	1	0	0	1	1	1	1	0	3
**44	1	0	0	0	1	1	1	0	1
**45	1	0	0	0	1	0	1	1	1
**46	2	0	1	1	1	1	1	1	3
**47	1	0	0	1	1	1	1	1	2
**48	1	0	0	1	1	1	1	1	1
**49	2	1	1	1	1	1	1	1	1
**50	3	0	0	1	1	1	1	0	2
**51	1	0	0	0	1	1	1	1	1
**52	3	0	0	1	1	1	1	1	2
**53	1	0	0	1	1	1	0	1	2
**54	1	0	0	1	1	1	1	1	2
**55	1	1	0	1	1	1	1	1	1
**56	1	0	0	0	1	1	1	1	2

MICHIGAN STATE UNIV. LIBRARIES



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