Private outdoor recreation businesses : their composition, operation and stability. Report 55 1970

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PRIVATE OUTDOOR RECREATION BUSINESSES
THEIR COMPOSITION, OPERATION AND STABILITY

By

Melville H. Cohee

ABSTRACT

This study of 135 ownerships with 214 recreation enterprises located in 29 counties of Wisconsin was made to gain an indepth insight into the composition, operations and stability of privately owned recreation businesses open for general public use. Size of business, type of enterprises operated, background experiences and education of the operators, age of the business, family participation in the business operation, and cooperation received from public agents are among the pertinent factors considered in appraising the recreation business.

About 44 percent of the businesses have 2 or more recreation enterprises; the others have only 1 enterprise each. Most have 1 or more nonrecreational enterprises on the ownership. Over half have been enlarged since establishment and nearly all the businesses with a camping enterprise have been enlarged. The average size of ownership is 142 acres of which 31 percent is in the recreational business part.

Most businesses open in May and close in September and October except the winter sports enterprises which are opened in early winter.

Seventy-five percent of the operators are between 40 and 70 years of age and 75 percent of the operators and 85 percent of the wives have had 11 or more years of formal school education. Other occupational experiences of the operators are primarily in the management and proprietor fields. Seventy-four percent of the operators expect to continue to manage the recreation business 10 or more years. The initial operator still operates about 64 percent of the recreation businesses. No operator predicts that his business will discontinue when he is not the operator.

Approximately one-half of the newer recreation businesses have received technical assistance from public agencies but only one-fifth of the older businesses had such help. Currently about one-third of all businesses receive such assistance. Local bankers financially assist around 40 percent of the operators. Assistance received in current operations of the businesses is considered most important from neighboring recreation business operators.

Only a small percentage of the operators feel that returns from their recreation business are not satisfactory. Only a relatively few operators have tried to sell their business in the last 2 years.

Satisfied customer recommendations, roadside or area signs, travel guides and directories, and brochures distributed by the business are considered by the operators as their more important means of advertisement.

Evaluations from this study affirm that the recreation businesses are stable and generally well managed. The operators are cooperative and interested in serving the recreation industry.

This research report is 1 of a series of 7 separate reports covering 6 types of recreation enterprises on private lands for commerical use, namely boat rental, camping, horseback riding, picnicking, pond fishing, and swimming, plus 1 on private outdoor recreation businesses - their composition, operation and stability.

The author is a technical consultant for the Bureau of Research.

Edited by Carol A. Knott

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INTRODUCTION

Privately owned recreational areas operated for general public use are increasingly serving recreation activity needs in Wisconsin. A general survey conducted in 1966-67 inventoried over 2,000 outdoor recreation enterprises exclusive of cabin and resort businesses. Compared with publicly owned facilities the capacities on private lands are as great or larger for many activities requiring developed site-areas. This applies to such activities as camping, swimming, and picnicking. For others, such as golfing and snow skiing, privately owned facilities provide practically all of the needed supplies.

In statewide planning for recreation areas and facilities to meet user needs both publicly and privately owned supplies must be considered. The publicly owned areas have proven to be stable, that is, once established they generally remain for recreational use. Finances for their operations generally are not dependent on volume of user clientele or profits on investments. The privately owned areas are subject to different circumstances which may effect their stability. When adding the 2 (public and private) sources of supply together for the purpose of broad program planning, the permanency question should be considered.

A major part of an evaluation dealing with permanency or stability of the private sector of recreation facility supplies concerns the owners and operators. The length of time they have had their recreation enterprises, their backgrounds and education, financial dependence on the enterprises, family help, present financial circumstances and many other related factors collectively can provide the information necessary to evaluate stability. Competition from other use interests for the present recreation areas is also significant.

Knowledge of only the use capacity of the recreation facilities is not enough to evaluate their importance in total supplies to meet known demands. The important factor is the amount of use made of them by recreationists. This requires measurements of the volume of customers. Amount of annual business trade is important but the amount of weekend or average seasonal weekend day trade is more significant when evaluating total supplies and total demands for a planning area or for the state. Since most outdoor recreation activities are seasonal with weekend days bringing peak use of areas and facilities, use data should be obtained accordingly. Separate recreation activity enterprise studies (picnicking, camping, etc.) have collected use data on the same ownerships for which this operations and stability study is made.

PURPOSE

An overall objective of the study is to gain an indepth insight into the composition, operations and stability of privately owned recreation businesses open for general public use. Size of business, type of enterprises operated, background experiences and education of the operators, age of the business, family participation in the business operation, and cooperation received from public agents are among the pertinent factors considered in appraising the recreation business.

Length of owner (and operator) tenure in the business plus number of years expected continuance of the operator and the business is a second important purpose of the study. These aspects reflect stability. This is closely associated with satisfaction with income returns from the business as evaluated by the operator rather than through other comparative standards. Alternative opportunities for investments and returns are not applicable for comparison to present business if the owner does not choose or is unable to use such placements for his capital and labor.

PROCEDURE

The study includes 135 ownerships with 214 recreation enterprises, located in 29 counties (Fig. 1).

The state is divided into 8 planning areas patterned in general after those used in previous recreation studies and proposals for county regroupings for future work.[1] The judgment of planning personnel familiar with state distribution of private recreation enterprises was used in selection of counties to represent each planning area. Two first preference counties in each area were designated as counties from which to obtain sample recreation ownerships. A third county was marked for use as second preference if needed. This general guide for sample selections was not intended to exclude use of ownerships in other locations but to direct the primary concentrations of sample.

Ownerships were selected for recreation enterprises that would represent type and distribution locally and in the state. Local professional people who participated in the 1966-1967 inventory of private outdoor recreation enterprises selected ownerships in their county.[2] Two

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[1] Wisconsin's Outdoor Recreation Plan, Department of Natural Resources, 1968 carries 7 planning areas. A number of counties are regrouped herein (Fig. 1). However, only 2 fundamental changes are made; namely, the West Central Area takes in 3 counties on its north side and deletes 4 southern counties; and a separate area is established for southeast Wisconsin.

[2] "Private Outdoor Recreation Facilities," State Soil and Water Conservation Committee (now named "Board"), 1967.

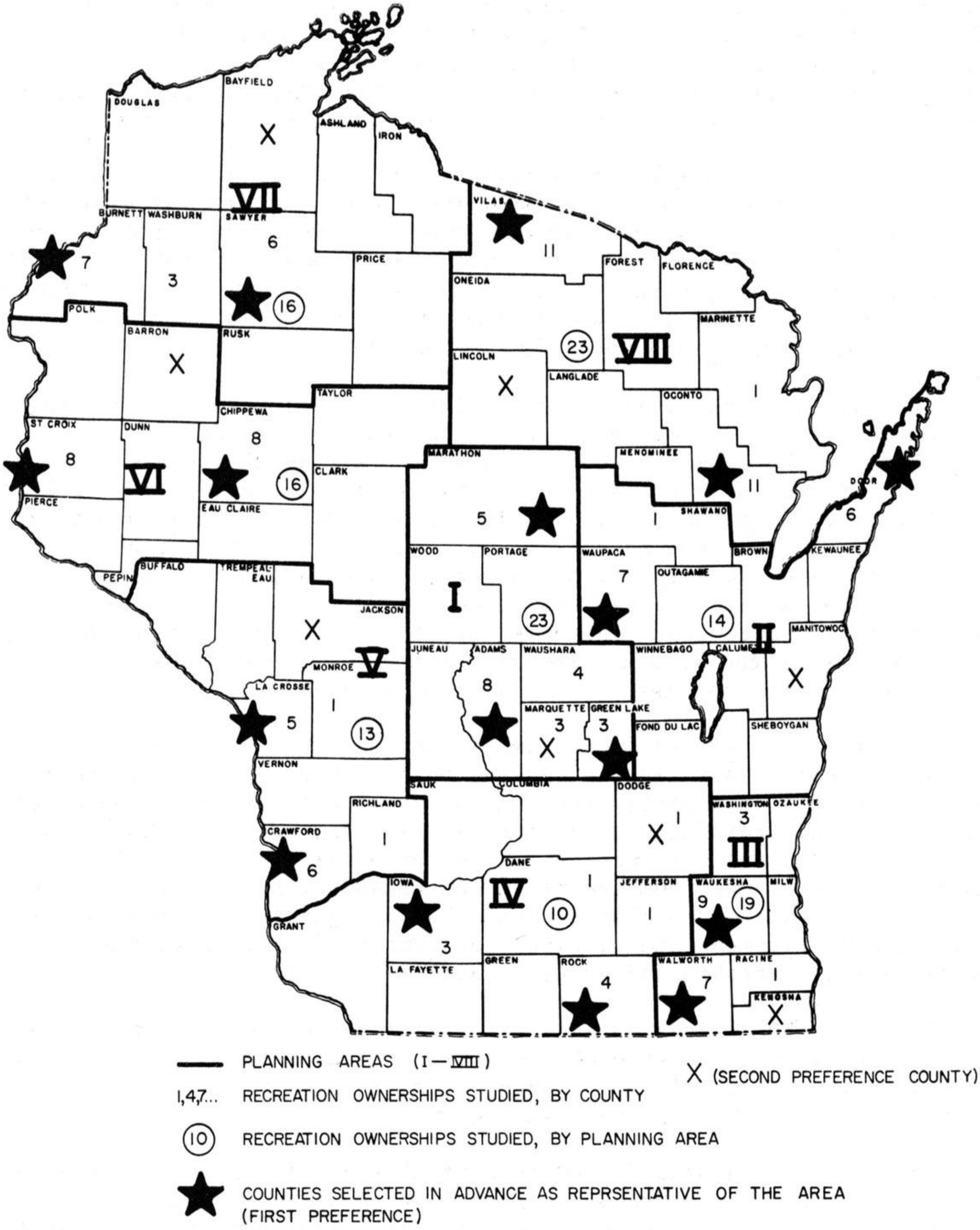

Figure 1. Location of sample recreation ownerships studied, by number per county and per planning area.

main criteria prevailed in selection of a cross section sample in the county; namely, that (1) size of enterprise(s) and (2) quality of resources and facilities should be representative. Sample representation was no item for some enterprises since almost all of the small number of businesses were included for study. Otherwise both small and large and low and high quality enterprises were indicated with the ownerships designated on the selected list and sample was accordingly drawn.

The 1966-67 inventory of recreation facilities was not accurate or uniform enough statewide to provide a workable guide for the statistically drawn sample for this study. It did provide some general information on volume of enterprises by planning areas. Numbers of ownerships included for this study were generally smaller or larger in accordance with this information. In general, however, sample selection was based upon the constructive judgment and knowledge of many persons.

General Business (schedule Part A) and specific enterprise data and information (Part B-schedules) were collected for each of the 135 ownerships in the research study. Separate Part B-schedules were designed for each of 8 kinds of enterprises; i.e., camping, boat rentals, horseback riding, picnicking, swimming, pond fishing, winter sports and vacation farm. Personal interviews were made with each recreation business operator to complete schedules of information solicited. Observations of the enterprise facilities were made by the interviewer after completing the schedules. Rechecks were made with the operator to verify or revise any of the schedule recordings when the interviewer questioned correctness or completeness of the initial entries.

The General Business (schedule Part A) part of the study covered the following items: years in the recreation business; size of ownership and the recreational area part; types and sizes of all recreation enterprises; operator's age, training and experience; seasonal length of business, labor and operations information; expansion possibilities; satisfactoriness of income, assistance from technical and financial help sources; cooperation with private and public individuals and agencies; capital availability; advertisement media; types and number of nonrecreational enterprises on the ownership and other related information.

The separate enterprise schedules (Part B) were used to record such information as type and size of facilities, lands involved, attractions for customers, volume of use, charge rates, capital invested, profit purpose and many other related features.[3]

The General Business (Schedule Part A) schedule included 195 possible answers distributed between 35 questions (Appendix A). Completed schedule data were coded into 159 card column characters for computer programming and analyses. Tables and evaluations for this research report were made from the computer analysis printouts.

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[3] This information is given in separate research reports prepared for each of 6 kinds of enterprises, and therefore, will not be covered in this report. Inadequate size of sample precludes separate evaluations for the winter sports and vacation farm enterprises.

RESULTS AND DISCUSSION

Recreation Ownerships and Enterprises

Present acreage of all ownerships with recreation enterprises averages 142 acres. The recreation business on these ownerships takes up nearly one-third of the acreage. Since the recreation enterprises were first started, the ownerships have been increased in size by 61 percent (Table 1). Over one-half of all ownerships (71) have been enlarged by an average of 31 acres each. Whereas camping enterprises are on 82 ownerships (61%), 70 of the 71 enlarged (85%) have camp grounds.

Seventy-five of the 135 ownerships have only 1 each of the 8 kinds of recreation enterprises studied (Table 2). Another 46 ownerships have 2 recreation enterprises each. Camping and boat rental as a pair account for 27 of the 46 while 10 different pairs are found among the other 19 ownerships. Only 9 ownerships have 3 recreation enterprises each and 5 other ownerships each have 4 enterprises. There are 18 different combinations of from 2 to 4 enterprises found among the 60 ownerships having more than a single enterprise. The total of 214 recreation enterprises is made up of 82 camping, 55 boat rental, 21 horseback riding, 17 picnicking, 16 swimming, 14 pond fishing, 7 winter sports, and 2 vacation farm enterprises.[4]

Nonrecreational enterprises are also operated on 114 of the 135 ownerships having a recreation enterprise (Table 3). The nonrecreational enterprises usually are complementary or supplementary to the recreation enterprises. Food and/or lodging facilities, taverns, stores, permanent trailer courts or parks and farming enterprises are the most prominent among many. The 84 percent of ownerships (114) that have both recreation and nonrecreation enterprises are about equally divided between those with only 1 and those with 2 or more nonrecreational enterprises.

Table 1

Ownership Acreage and Recreational Lands

Total no. acres of ownerships (135)	19,169
Average no. acres per ownership	142
Total no. acres of recreation businesses	5,929
Percent of total acreage	31
Initial total no. acres of recreation businesses	3,693
Increase in total no. acres of recreation businesses	2,236
Percent increase in acreage	61
Number of ownerships having made increases	71
Percent of all ownerships	53
Average acreage increase per enterprise	31
Number with camping enterprise having made increase	70
Percent with camping enterprises	85
Number planning added capacity (of 70 ownerships)	38

[4] Separate summary evaluations were not completed for the winter sports and vacation farm enterprises since the size of sample is not considered to be adequate.

TABLE 2

Enterprises in the Recreational Business; By Number of Businesses Having Various Combinations and Numbers of Enterprises in Operation

Enterprise combinations	Number of businesses - with 1 enterprise	2 enterprises	3 enterprises	4 enterprises
Camping (82 total enterprises studied)	33			
Camping-boat rentals		27		
Camping-horseback riding		1		
Camping-picnicking		2		
Camping-swimming		3		
Camping-pond fishing		4		
Camping-boat rentals-horseback riding			2	
Camping-boat rentals-picnicking			2	
Camping-boat rentals-winter sports			1	
Camping-horseback riding-swimming			1	
Camping-horseback riding-winter sports			1	
Camping-boat rentals-picnicking-swimming				5
Boat rentals (55 total enterprises studied)	14			
Boat rentals-picnicking		1		
Boat rentals-winter sports		1		
Horseback riding (21 total enterprises studied)	13			
Horseback riding-pond fishing		1		
Horseback riding-winter sports		1		
Horseback riding-vacation farm		1		
Picnicking (17 total enterprises studied)	1			
Swimming (16 total enterprises studied)	1			
Swimming-picnicking		4		
Swimming-boat rentals-picnicking			2	
Pond fishing (14 total enterprises studied)	9			
Winter sports (7 total enterprises studied)	3			
Vacation farm (2 total enterprises studied)	1			
Totals (214 total enterprises studied) 135	75	46	9	5

TABLE 3

Nonrecreation Enterprises on the Ownerships
Having Recreation Enterprises

Number of nonrecreational Enterprises	Ownerships	
	Number	Percent
Only one enterprise	60	44
Two or three enterprises	46	34
Four or more enterprises	8	6
Total one or more	114	84
None	21	16
Total ownerships	135	100

Business Characteristics

Very few of the recreation businesses are open for customers all year. It is predominantly a seasonal trade type of business. Almost all do not receive full-time services from the operator who with very few exceptions also has nonrecreation enterprises on the ownership. The operator's wife or a close relative works with him in the business. Some have their children's help during the summer months. Better than one-half of the 135 businesses studied are open for trade for not less than 121 days or more than 180 days. This is not a new pattern of recent years although there are about as many new businesses in the last 5 years as there are those 11 or more years old. Both the older and newer businesses are operated in essentially the same manner is-so-far as open-for-trade season and use of operator's time is concerned. Furthermore, the number of years operators expect to remain in the business is high. Apparently there are important satisfactions (other than monetary) derived by the operator and his family from the recreation business.

About two-thirds (64%) of the recreation businesses have their initial operator (Table 4). Furthermore, for 65% of the other one-third of the businesses there have been only 2 operators each. The weighted average age of the businesses is 12 years. Most of the changes in operators are of the type normally expected for businesses that are 10 years or older.

Eighty-five percent of the operators expect to continue in business for at least 6 or more years (Table 5). Some operators hesitated to forecast too far into the future but 74% said they would be there for at least 10 more years.

Only 5 (½) of the 10 that indicate that they expect to have their business 1 or 2 more years, report that returns are not satisfactory.

TABLE 4

Years Recreation Businesses Established and Operator Turnover

Years recreation business established here	No.	Percent	Same oper.	1 diff. oper.	2 or 3 diff. oper.	4 diff. oper.	Total No.	Total Percent
1 - 5 years	56	42	53	2	1	-	3	5
6 - 10 years	23	17	16	7	-	-	7	30
11 - 20 years	19	14	10	7	2	-	9	47
21 or more years*	37	27	8	15	8	6	29	78
Totals (number)	135	-	87	31	11	6	48	-
Total (percent)		100	64	(65)	(23)	(12)	36	(100)

* Many of these businesses are more than 30 or 40 years old.

TABLE 5

Years Operators Expect to Continue Business

Number of years	Businesses Number	Businesses Percent
One more year	3	2
Two more years	7	5
Three to five more years	11	8
Six to ten more years	14	11
Over 10 more years	100	74
Totals	135	100

Business Returns and Reasons for Sale

Stability of the private outdoor recreation businesses very often is associated with amounts of net dollar returns. This study does not attempt to determine a level or amount of adequate returns as measured against a standard considered satisfactory. The study determines whether or not the operator considers his returns satisfactory for continuing his recreation business as now operated. In addition his outlook was obtained regarding anticipated costs, receipts and returns for the next 3 years. Dissatisfaction with returns as a cause for the operator offering his business for sale was explored and generally it was found to be a secondary consideration.

Only 18 of the operators (13 percent) feel that returns from their recreation business are not satisfactory (Table 6). Five of these owners have had their business for sale in the last 2 years; however, 12 of the 117 owners with satisfactory incomes have also been interested in selling. Anticipated increased costs for operating their business is reported by 61% of those with unsatisfactory net incomes while only 34 percent of other operators forecast this outlook. However, increased receipts are expected for both groups of operators and more operators anticipated increased returns than those foreseeing the same or lower returns.

TABLE 6

Operator's Appraisal of Recreation Business
Returns, Costs and Receipts

Items	Businesses - (re: returns) Satisfactory		Unsatisfactory	
	Number	Percent	Number	Percent
Returns are satisfactory	117	87		
Returns are unsatisfactory			18	13
Operators are anticipating:				
Increased costs of operation	40	34	11	61
Same or lower operating costs	77	66	7	39
Increased receipts	66	56	12	67
Same or lower receipts	51	44	6	33
Increased returns	65	56	11	61
Same or lower returns	52	44	7	39
Businesses for sale in last 2 years	14	12*	5	28**

* Of 117 businesses ** Of 18 businesses

Advanced age of owner-operators accounts for one-third of the first priority among 9 possible reasons for trying to sell the recreation business (Table 7). Miscellaneous reasons account for the second most prevalent cause followed by low returns, health ailments and help difficulties. Sale to realize profit on investment is a consideration by only 3 of the 19 owners having their recreation business for sale in the last 2 years.

TABLE 7

Reasons for Owners Offering Their Business for Sale*

Reasons for selling:	Priority of reasons		
	First	Second	Third
Advanced age of owner-operator	6	0	0
Low returns	3	1	1
Improvement costs coming	0	0	0
Help difficulties	1	3	1
Health ailments	2	2	0
Alternative work opportunities	0	5	0
Owner's family desires	1	1	2
To realize profit on investment	2	1	0
Other	4	0	3
Total	19	13**	7**

* 19 (14 percent of all) owners offered their businesses for sale in the past 2 years.

** Six gave no second or third reasons and six others gave no third reason.

About three-fourths (73%) of the recreation businesses open in May for their annual operations (Table 8). Most of the others open in April or June while a few are open all year. Most of the businesses close in September and October but a few stay open into November. Essentially the businesses fall into 4 about equal groupings for number of total days open for business, namely, 120 or fewer days, 121 to 150 days, 151 to 180 days, and 181 or more days. Those businesses having a camping enterprise number a few more in the 2nd and 3rd of these 4 groupings with 61% of them having operational periods ranging from 121 to 180 days.

TABLE 8

Business Opening and Closing Months, and Days Open

	All (135) Number	All (135) Percent	With camping enterprise (82) Number	With camping enterprise (82) Percent
Opening before May	24	18		
Opening in May	99	73		
Opening in June	9	7		
Opening "later" (re: winter sports)	3	2		
Total (re: opening)	135	100		
Closing in August	2	1		
Closing in September	43	32		
Closing after October 1	87	65		
Closing "earlier" (re: winter sports)	3	2		
Total (re: closing)	135	100		
Have reopening periods*	5	4		
Days open for business in a year:				
100 or fewer days	25	18	9	11
101-120 days	11	8	7	8
121-150 days	36	27	23	28
151-180 days	36	27	27	33
181-240 days	19	14	13	16
241 or more days	8	6	3	4
Total businesses	135	100	82	100

* After usual closing - example: close in September and reopen for deer hunting season in November.

There is no single predominant pattern for the operator's work arrangement in his recreation business. A few spend as much as 8 months full-time on the business job while over 40% spend only part-time at this work (Table 9). Although many of the operators spend all of their working time on their ownerships, most of them spread their work between recreational and nonrecreational enterprises. Eighty-one percent (110 of 135) of the operators have wives that also work in the recreation business. Their distribution of full-time and part-time work in the business parallels in general that of the operator (husband).

Only 39 percent of the recreation businesses have operator's children working in the operations (Table 10). It is generally about the same (32%) for those businesses having a camping enterprise. The so-called family operation, i.e., where the husband, wife and children all work in the business, is only the case for 31 percent of the 135 establishments. And, in those cases other help may be employed.

TABLE 9

Time Spent by Operators and Wives in Operating Recreational Businesses

Months		Operators businesses		Operator's wives businesses	
Full-time	Part-time	Number	Percent	Number	Percent
8 or more	0 - 4	5	3	6	6
5 - 7	0 - 4	26	20	26	23
5 - 7	5 - 7	5	4	4	4
1 - 4	0 - 4	18	13	18	16
1 - 4	5 - 7	3	2	1	1
0 - 4	8 or more	21	16	5	5
none	5 - 7	34	25	16	14
none	1 - 4	23	17	34	31
Total		135	100	110	100
No operator's wife help				25	--

TABLE 10

Operator's Family Working in the Recreation Business

Members of operator's family working in this recreation business	Number of businesses	Percent
1 of the children	25	18
2 or more of the children	28	21
Total with operator's children helping	53	39
Total with no operator's children helping	82	61
Combination: Operator + wife + their children	42	31
Businesses with camping enterprise and one or more operator's children helping (82 campgrounds)	26	32

Age and Training of Operator and his Wife

There is no single predominant pattern of age, education and background experiences for the operators of the recreation businesses. The fewest number of operators is either under 30 years of age or over 70 years old. The largest number is in the middle age groups (Table 11). Most of the operators and their wives have high school or college education. Previous or other present business experiences of the operators are mostly from management and proprietor, farmer and professional or technical occupational endeavors. From these 3 considerations--age, education, and other occupational experiences--it is apparent that most of the 135 operators have better than average qualifications for operating the recreation businesses.

These recreation businesses are run by operators of all adult ages. Roughly one-half are under 50 years old and one-half are 50 years or older. Only 9 percent are under 30 years old and only 4 percent are over 69 years old (Table 11). By 3 10-year age interval groupings the numbers of operators between 40 and 69 years old are generally about the same with a few more in the 50 - 59 year group.

TABLE 11

Age of Operators, By Age Groups and Number of Businesses

Age of operator groupings (years)	Number of businesses	Percent
29 or fewer years	9	7
30 - 39 years	19	14
40 - 49 years	32	24
50 - 59 years	40	29
60 - 69 years	30	22
70 or more years	5	4
Total businesses	135	100

About half (47%) of the operators have 11 to 13 years of formal education (Table 12). Except for 3 percent having college graduate advanced educational courses and 1 percent with less than 8 years of school training, the other one-half of the operators fall equally into the 2 groups of 8 - 10 years and 14 - 17 years of education. This is, in general, also true for those business operators with a camping enterprise. Although no operator's wife has more than 17 years of education, in general the wives have attended school more years than have the men. Eighty-six percent of the wives are in the 11 to 17 years of education groups compared to only 62% of the men.

TABLE 12

Education of Operators and Operators' Wives

Years of education	Businesses: Operators of: All businesses: Number	Percent	Businesses having camping enterprises: Number	Percent	Wives of operators of all businesses*: Number	Percent
7 years or less	2	1	--	--	2	2
8 - 10 years	32	24	18	22	15	12
11 - 13 years	64	47	43	52	71	57
14 - 17 years	33	25	18	22	36	29
18 or more years	4	3	3	4	0	0
Totals	135	100	82	100	124	100

* These are not by pairings of husband and wife; see Table 13. Operators of 11 businesses did not have a wife in 1968.

It should be remembered that in 110 of the 135 businesses, operators' wives work with their husbands in the operations. Not only do these recreation businesses call for considerable managerial abilities but their clientele, from the general public, require special consideration from all who work in the business, especially the operator's wife. The wife very often is as active as her husband in managing the business and they constitute a team.

Years of education of husband and wife by pairs is shown in Table 13. Through the high school and one-year college level of education the wives have more school years than the husbands. For example, twenty-four percent of all businesses (32 operator-wife pairings) are in the 8-10 years of operator education grouping, but only in one case does the wife have less education than the husband. In 11 cases she has the same and in 12 cases she has more. This same comparison applies in the 11-13 year grouping that has 35 percent of the 135 cases. In this grouping 47 husbands and wives have the same years of education, but another 4 wives have less than 11 years of school and 10 other wives have more than 13 years (Table 13). However, the 24 percent of all cases wherein the operator has 14-17 years of education 18 wives have the same education, none has more, and 11 have less. For the 4 cases in which the operator has 18 or more years of education their wives have only 14-17 years of school training.

TABLE 13

Operator and Wife Education by Number of Businesses*

Years of education		Businesses		
Operator	Wife	Number	Percent	
7 years or less	7 years or less	1	1	
7 years or less	11 - 13 years	1	1	(2)
8 - 10 years	no wife	4	3	
8 - 10 years	7 years or less	1	1	
8 - 10 years	8 - 10 years	11	8	
8 - 10 years	11 - 13 years	12	9	
8 - 10 years	14 - 17 years	4	3	(24)
11 - 13 years	no wife	3	2	
11 - 13 years	8 - 10 years	4	3	
11 - 13 years	11 - 13 years	47	35	
11 - 13 years	14 - 17 years	10	7	(47)
14 - 17 years	no wife	4	3	
14 - 17 years	11 - 13 years	11	8	
14 - 17 years	14 - 17 years	18	13	
18 or more years	14 - 17 years	4	3	(27)
Total		135	100	(100)

* These are by pairings of husband and wife; example explanation: for each of 12 businesses the operator has 8 - 10 years of education and his wife has 11 - 13 years of education, and these 12 businesses are 9% of the 135 studied.

Operator's present or previous occupations other than his recreation business are classified in 9 occupational groups (Table 14). Very few of them have experience in the clerical, laborer, operative and miscellaneous categories - a total of 9 percent of all 135. Management and proprietor, farmer, and professional or technical classifications account for 71 percent of all operators. Sales and craftsman or foreman account for 20 percent.

TABLE 14

Previous or Present Other Principal Occupation of Recreation Business Operators

Occupational groupings	Number of businesses	Percent
Clerical	2	2
Farmer or rancher	30	22
Professional or technical	17	13
Sales	14	10
Craftsman, foreman	13	10
Operative	4	3
Laborer	3	2
Management and proprietor	49	36
Other	3	2
Total	135	100

Assistance and Cooperation Received by Operators

There are numerous sources of assistance for operators in establishing and operating their recreation businesses. A number of public agencies have the responsibility for assisting in outdoor recreation developments upon request of owners and operators. The extent that some of these sources have been called upon was considered in this study. Both technical and financial sources were checked as well as general media for ideas and suggestions received by the recreation business operators. Coupling findings on these points with information about the operators' cooperation in the current running of their businesses as well as for their membership in associations furthering recreation, affords a general picture of the working relations of this industry with outside supporters.

There are 4 primary agencies giving technical assistance to recreation business operations - Extension Service, Soil and Water Conservation Districts, Department of Natural Resources and Soil Conservation Service. Each of them has assisted about the same number of recreation businesses both in the initial and current stages of their developments. Between 40 and 50 percent of all 135 businesses have received assistance from 1 or more of these 4 agencies while only 10 percent have been helped by all 4 agencies (Table 15). More of the newer businesses have received help from these

TABLE 15

Technical and Financial Assistance to Recreational Businesses*

Sources of Assistance**	Number and percent of businesses assisted					
	All businesses - by 2 time periods				Businesses 1-5 years old (56)	
	Initially 1)		Currently			
	No.	Percent	No.	Percent	No.	Percent
1. County Extension Service - U. Wis.	42	31	49	36	25	45
2. Co. Soil & Water Conservation District	41	30	49	36	30	54
3. Dept. of Natural Resources	42	31	42	31	26	46
4. U. S. Soil Conservation Service	37	27	42	32	27	48
5. From all 4 of above agencies	--	--	14	10	--	--
6. U. S. Forest Service	9	7	9	7	--	--
7. U. S. Farmers Home Administration	8	6	9	7	--	--
8. U. S. Small Business Administration	2	1	2	1	--	--
9. Local banker	55	41	49	36	--	--
10. Relative or close friend	41	30	29	22	--	--

* All 135 businesses studied are considered in analyses for this table. Both types of assistance are direct and personally provided.

** Primarily technical assistance is from sources numbered 1-2-3-4-6. Primarily financial assistance is from sources numbered 7-8-9-10.

1) Initially included the first year or two when the business was being started.

4 agencies than have the older establishments by double or triple the number of businesses.[5] Also, more businesses are receiving assistance currently than those initially. Financial assistance has been received from some source by about three-fourths of the operators. It has been mostly from a local banker or relative or close friend. Only around 60 percent currently receive such assistance. In general the newer recreation businesses are taking good advantage of available assistance sources. Some of the sources were not readily available when the oldest recreation businesses started.

The number of operators obtaining ideas and sources of suggestion for running their business has not changed much between the initial development period and at present (Table 16). Personal help from friends in the recreation business is the largest single source of help; about half of the operators use this source. The next most important source is recreation associations or trade group meetings (30 or 40 percent). Written materials separately are about the same (18-21 percent use for

5. This is clearly illustrated from data in Table 15. For example, SWCD's have helped 41 businesses in their initial development period but 30 percent of these are 1-5 years old and only 11 are older. This agency has assisted 54 percent of the newer businesses but only 14 percent of the older ones -- a 3.85 times increase.

TABLE 16

Operator's Sources of Business Planning and
Operation Ideas, Suggestions or Recommendations

Sources of assistance	Businesses benefited - by periods			
	At beginning		Currently	
	No.	Percent	No.	Percent
Television and/or radio	5	4	7	5
Personally from friends in recreation business	68	50	71	53
Recreation assn. or trade group meetings	41	30	52	39
Magazines	33	24	35	26
Trade association journals	24	18	26	19
State govt. bulletins (and other publications)	24	18	26	19
Federal govt. bulletins (and other publications)	28	21	25	18
Representatives of mfgr. or trade firms	12	9	16	12
Newspapers	9	7	13	10
Other	6	4	8	6

each of 3 sources), but collectively this source is as large or larger than any other (56 to 67%). Newspapers, television or radio are credited as a source of ideas or suggestions by only a few operators; however, about one-fourth of the operators obtain helpful materials from magazines.

The operators selected neighboring recreation business operators as the most important source of cooperation received in current operations of their recreation business (Table 17). This source received 53 first votes from 129 operators indicating cooperation received from some source; it also received 28 selections as second most important and 8 said it was of some importance (third). By an arbitrary weighting of 2 points for a first ("most") selection, 1 for a second and ½ point for a third ("some") this source has a weighted score of 133 points. By the same weighted scoring system the next most important source is recreation associations with 23 operators giving it first priority. State agency(s) scored 50½ points as third most important source of cooperation; its high position comes about because 23 operators said it was the second most important source of cooperation while 11 said it was first and another 11 said it was third. County and city governments respectively scored 35 and 37 points and each received a 7 first priority ratings. These 2 were slightly exceeded by another unit of local government, namely, the county soil and water conservation district which scored 44 points with 14 operators giving it first priority.

Of the 9 categories for sources of assistance only 1, the watershed association, received no selection by any operator. This is because there are very few such associations and apparently those that exist are not active in this field. It is also noteworthy that 6 operators (135 minus 129) said they received no cooperation from any source; also 55 (129 minus 74) of the operators reporting such cooperation still had no third source selection.

Although 38 of the 135 recreation businesses are not members in any association furthering recreation, 72 percent belong to 1 or more such organizations (Table 18). One-fifth of them belong to 3 or 4 associations and an equal number belong to 2 associations. Only a few more (27%)

TABLE 17

Cooperation Received by Operators in Current
Operations of Their Businesses
(129 Businesses)

Sources of significant cooperation	Businesses receiving cooperation						
	Priority of Cooperation						
	Most		Second		Some		Weighted
	No.	Percent	No.	Percent	No.	Percent	Score*
Recreation Associations	32	25	14	13	9	12	82½
Co. govt. - depts. or agents	7	5	14	13	14	19	35
S & W Conservation District	14	11	8	7	16	22	44
Watershed association	--	--	--	--	--	--	0
State agency	11	9	23	22	11	15	50½
Neighboring rec. business operators	53	41	23	22	8	11	133
Mgr. of public rec. area	2	2	4	4	6	8	11
City govt. or its agents	7	5	18	17	10	13	37
Other	3	2	2	2	--	--	8
Totals	129	100	106	100	74	100	401

* Weighted score points: 2 for "most", 1 for "second", and ½ for "some".

belong to but 1 such association while 7 businesses have membership in 5 or more recreation furthering associations. The benefits from such memberships are evidenced by 55 of the recreation business operators (Table 17) who indicated importance for this source of cooperation in their current operations.

Approximately one-third (34%) of the operators have participated in 1 or more organized community or area planning endeavors regarding needs for and development of outdoor recreation facilities. Almost all of the operators (94%) indicate that they are interested in such endeavors and would participate if there was an opportunity.

Advertisement Media

Only 1 of the 135 businesses studied uses no advertising means of any kind -- not even a roadside sign.[6] The 134 operators were polled to obtain their opinions of priority of importance to their business of seven named advertisement media plus others which were grouped as an eighth media (Table 19). These media include newspapers, magazines, brochures distributed by the recreation operator or by others, recreation trade journals, travel guides or directories, roadside or area signs, and other means. All 8 advertisement are used.

Influence from past customers of a business on potential new customers can be considered as a form of advertisement. The importance of this cause for new customers was checked with the operators (Table 20) and was found to have significant importance.

---

[6] This one is a boat rental enterprise operated by the caretaker in a county park. His enterprise is not advertised in any way.

TABLE 18

Business Membership in Associations
that Further Recreation*

Number of associations	Businesses having membership Number	Percent (of 135)
One	36	27
Two	27	20
Three or four	27	20
Five or more	7	5
Subtotal - one or more	97	72
None	38	28
Total	135	100

* Exclusive of associations only for advertisement purposes.

Roadside or area signs as an advertising means is considered of most importance among eight considered media. Not only did more operaters give it first priority than any other media but it received 28 second place votes and more third and fourth ratings than any others (Table 19). By an arbitrary weighting of 2 points for a first, 1½ for second, 1 for third and ½ point for a fourth priority importance rating by the operators, the signs media scored 164 points. The next most important advertising medium is travel guides and directories scoring 137½ points with 37 first votes and 29 second priority ratings by the operators.

Brochures distributed by the operators ranks third among the important advertising media with 117 score points. This medium scored relatively high in all four priority of importance ratings.

A summary of operator's opinions regarding existing customers causing new trade for the business is that one-half believe less than 50 percent comes about from such stimulus and the other half feel this accounts for more than 50 percent of their new customers (Table 20). However, 71 percent of the operators credit this cause for new customers in the 26 to 75 percent range with slightly more (39% vs 32%) in the 51 to 75 percent group. The operators have no doubt that this cause for new customers is of vital importance to their continuing to be a successful business. In turn this influences the operators regarding maintenance of quality recreation facilities and the charges (rates) they make for use of the areas.

TABLE 19

Advertising Media Relied Upon
in Soliciting Customers
(134 Businesses)

Advertising media considered	Businesses advertising for trade								
	Priority of media relied upon								
	First		Second		Third		Fourth		Weighted
	No.	Percent	No.	Percent	No.	Percent	No.	Percent	Score*
Newspapers	18	13	9	7	11	11	14	24	67½
Magazines	1	1	3	2	2	2	--	--	8½
Brochures: distributed direct	23	17	31	26	20	19	9	15	117
Brochures: distributed by others	8	6	18	15	14	13	8	14	61
Rec. Trade Journals	1	1	1	1	3	3	--	--	6½
Travel guides or directories	37	28	29	24	17	16	6	10	137½
Roadside or area signs	39	29	28	23	36	34	16	27	164
Other	7	5	3	2	2	2	6	10	23½
Totals	134	100	122	100	105	100	59	100	585½

* Weighted score points: 2 for first, 1½ for second, 1 for third, and ½ for fourth.

TABLE 20

Percentage of New Customers Resulting from
Recommendations of Existing Clientele

Percentage groupings - (the part of new trade because of clientele referrals)	Number of businesses	Percent
25% or less	24	18
26 - 50%	44	32
Subtotal - 50% or less	68	50
51 - 75%	52	39
76% or more	15	11
Subtotal - 51% or more	67	50
Total	135	100

Future Expansions

Enlargement of the present recreation businesses depends on many factors including availability of suitable lands. Usually these would preferably be on present recreational ownerships or next best on adjacent ownerships. Another factor is the desire and intent of present owners to enlarge which is closely associated with availability of capital to meet the costs.[7] Investigation of this expansion subject with the 135 operators reveals that most of their holdings have enlargement lands or they can be obtained nearby. Also, a large number of the recreation businesses will be enlarged according to present plans and intentions of the operators. Availability of capital appears to be a limiting factor for only a small percentage of these operators planning expansions.

Of the 135 recreation establishments studied 90 percent have lands suitable for use in expanding the business (Table 21). In addition there are suitable expansion lands on ownerships adjacent to 84 percent of the present recreation businesses. However, only a part (41%) of these adjacent ownership lands may be available at a reasonable price for recreational development purposes. Considering both sources of lands (on recreation ownerships and ownerships adjacent to them) there are physical possibilities for enlarging practically all of the recreation businesses.

Fifty-seven (42%) of the 135 businesses studied are planning added capacity developments in the next 3 years (Table 22). Their operators estimate that the developments will cost around $516,700. Eighty-eight percent of the operators indicate that capital is available for making these enlargements. About half of these capital investments will bring about changes in management of the business as well as additional capacity to serve more recreationists.

It sometimes happens that a private recreation business ownership is sold for nonrecreational uses. This detracts from the stability of the private supply of recreation facilities for public use unless offsetting businesses are developed. The seriousness of this possible decrease was explored with the operators by asking if there is any realistic competition for use of his recreation lands for purposes other than his present business -- either all or part of his lands. Only 7 of the 135 ownerships have other nonrecreational interests wanting their lands. Six of the 7 operators are not interested in selling but the other will sell. In another case, a major highway development will take 5 of 406 acres of a businesses' recreational lands.

Expansions now planned for the 135 businesses will greatly offset any small deletions in the very few instances where nonrecreational uses may supercede recreational purposes.

Only 1 of the 135 operators is not a legal resident of Wisconsin and only 6 percent have been residents for less than 10 years. A large majority of the operators have lived in Wisconsin all their life. They are not transient operators.

7 The additional factor of demand is not obtained from the recreation business operators. However, it is evaluated periodically in studies of the Wisconsin Dept. of Natural Resources and can be associated with supplies of recreation facilities by state planning areas.

TABLE 21

Lands Physically Suitable for Expansion of Recreation Businesses

Location and conditions	Number of businesses	Percent (and base)
On recreation business ownership	121	90 (of 135)
On adjacent ownership (to above)	114	84 (of 135)
On both (of above)	111	92 (of 121)
Lands on adjacent ownership:		
Can be purchased at reasonable price	47	41 (of 114)
Purchase possibility unknown	28	25 (of 114)
Probably cannot be purchased	39	34 (of 114)

TABLE 22

Businesses Planning for Added Capital Costs; Number and Dollars Costs, for all Businesses and for those with Available Capital

Businesses - by groupings	Businesses adding capital costs					
	Total		Capital vailable			
	Number	Costs (Dollars)	Number	Percent	Costs (Dollars)	Percent
All Businesses	61*	534,200	54	87	478,000	89
Increasing Capacity	57	516,700	50	88	467,000	90
Changing Capacity and Management	17	234,000	16	94	224,000	96

* Four businesses plan management changes that are not for increasing capacity of facilities. The 61 businesses account for 45% of the 135 studied.

SUMMARY OF MAJOR FINDINGS

Order of listing the following findings has no significance for priority of importance.

1. An equal number of the 135 recreation businesses are over 10 years old as are no more than 5 years old. Over one-fourth of the businesses have been established for 21 or more years. Only 7 percent of the present operators expect to continue to manage the recreation business for less than 3 more years while 74 percent anticipate 10 or more years. No operator predicts that his business will discontinue when he is not the operator.

2. The initial operator still operates about 64 percent of the recreation businesses. Of the other businesses 65 percent have had only one operator change since they were started.

3. About 44 percent of the businesses have 2 or more recreation enterprises; the others have only 1 enterprise each. There are also 1 or more nonrecreational enterprises on 84 percent of all ownerships studied; 40 percent of them have 2 or more nonrecreational enterprises.

4. Over 50 percent of the businesses have been enlarged since initially established. Of the 82 ownerships with a camping enterprise 85 percent have been enlarged since the recreational business was started. The average size of ownership is 142 acres of which 31 percent is in the recreational business part. Owners of 70 ownerships (38%) plan additional recreation enlargements.

5. Most of the operators annually open their business in May (73%), a few in June, and 18 percent before May. A very few are open all year and the winter sports enterprises are opened in early winter. Practically all non-winter activities businesses close in September and October. Only about one-fourth of the businesses are open fewer than 100 days or more than 240 days each year.

6. All but one of the 135 operators of the studied private outdoor businesses are legal residents of Wisconsin.

7. Ages of operators are uniformly distributed in the 40 to 70 years range for 75 percent of all ownerships. Twenty-one percent of the others are under 40 years old and only 4 percent are over 70 years.

8. The educational level is favorably high for the operators and wives who manage these recreation businesses. Around 75 percent of the operators and 86 percent of the wives have had 11 or more years of formal school education.

9. Other occupational experiences of the operators are primarily in the management and proprietor fields, farming and professional or technical. Very few are from the clerical, laborer or operative occupational categories. Sales, craftsman or foreman account for only one-fifth of the backgrounds.

10. Approximately one-half of the newer recreation businesses have received technical assistance from public agencies whereas only about one-fifth of the older businesses had such help in their initial developments. Currently about one-third of all businesses receive such assistance. Local bankers financially assist around 40 percent of the operators.

11. Personal help for ideas and suggestions for operators in running their business has come more from friends with similar establishments than from any other source. Recreation associations or trade group meetings are the second most important source. Government bulletins and trade journals are also important. Newspapers, television and radio are not significant sources. Relative importance for different sources of help has not changed much from the initial to the current periods of developments of the businesses.

    Assistance received in current operations of the businesses is also considered as most important from neighboring recreation business operators and, secondly, from recreation associations. Governmental agents are third (state, SWCD, city and county in this order).

12. Around one-fourth (28%) of the recreation business operators are not members of any association furthering recreation. The others belong to 1 or more such associations and one-third of these belong to 2 or more organizations.

13. Only a small percentage (13%) of the 135 operators feel that returns from their recreation business are not satisfactory. Less than one-third of these few operators have had their business for sale in the last 2 years while twice as many with satisfactory returns have offered to sell their businesses. Profit taking on investments is not a strong reason for sale offerings, but age of operator is. Only a relatively few operators have tried to sell their business in the last 2 years.

14. Satisfied customer recommendations, roadside or area signs, travel guides and directories, and brochures distributed by the business are considered by the operators as their more important means of advertisement. About 71 percent of the operators credit stimulus from past customers for attracting 26 to 75 percent of their new customers; 11 percent estimate that 76 percent or more of their new trade results from this kind of advertisement.

15. Forty-two percent of the businesses have plans for capacity expansions of their facilities in the next 3 years at a total cost of $516,700. Capital is available to 88 percent ($467,000) of these operators. Also 13 percent of the businesses plan for some management changes. Total past capital expenditures are estimated at $534,200, exclusive of land costs.

16. **Evaluations from this study affirm that the recreation businesses are stable and generally well managed. The operators are cooperative and interested in serving the recreation industry.**

17. Many of the enterprise operators have participated in community and/or area planning endeavors regarding needs for and development of outdoor recreation facilities. This reservoir of experienced recreation businessmen is available for cooperative recreation planning endeavors. With fuller understanding of needs and opportunities for quality recreation enterprises, more recreation businessmen might alter and/or expand their businesses. This could be an especially worthwhile objective in those parts of the state where some recreation facilities are in short supply.

APPENDIX A

The inquiry schedule form used to collect general recreation business information for this study is included. Its title is:

Private Recreation Enterprises -- User Consumption:
Part A -- General Business Information

Private Recreation Enterprises - User Consumption

Part A. - General Business Information

Card Columns
Card #1

1. Card number ______________ 2. Sample unit number __________

3. County, name ____________________ and number __________ | 3 6 7 8

4. Business name ____

4a. Operator name ____

5. Address ____

6. Years in recreation business here ____________________ | 9 10

7. Years recreation business established here ______________ | 11 12

8. Number previous operators of this business ______________ | 13

9. Total acres in ownership here including this business ______ | 14 17

10. Acres in recreation business part (presently) ____________ | 18 20

11. Acres in recreation business when you started here ________ | 21 23

12. Acres initially in recreation business here ______________ | 24 26

13. Enterprises in recreation business (Amts.)

		(Amts.)	Card Columns
_____	0. Camping - number spaces	_______	27
_____	1. Swimming beach - acres beach	_______	29
_____	2. Picnicking site-area(s) - number tables	_______	31
_____	3. Horseback riding - number horses	_______	33
_____	4. Lake-River Fishing - number boats (and canoes) for rent	_______	35
_____	5. Hunting - number acres (land and water)	_______	37 39
_____	6. Water skiing - number boats (rental) used	_______	40
_____	7. Winter sports (name:)	_______	42
_____	8. Vacation boarders - number people capacity	_______	44
_____	9. Group camping - number people capacity	_______	46 48
_____	10. Pond fishing - number acres	_______	49
_____	11. Deer hunting boarders - number people capacity	_______	51 52

14. Operator's work in recreation business: (Ft) (Pt)

1. Full time 12 months _____	5. Part time 12 months _____	[ ] 53	[ ] 54
2. Full time 9 months _____	6. Part time 9 months _____		
3. Full time 6 months _____	7. Part time 6 months _____		
4. Full time 3 months _____	8. Part time 3 months _____		

15. Operator's wife or female adult relative - work in business (Ft) (Pt)

Full time months __________; Part time months __________ [ ] 55 [ ] 56

(Use codes from 8 sub-items from No. 14 for column spaces)

16. Operator's children (over 12 years old) working in the business. (No.) (Ft) (Pt)

		(No.)	(Ft)	(Pt)
_____(1) First case: Full time months ____	Part time months _____	[ ] 57	58 [ ][ ] 59	[ ] 60
_____(2) Second case: Full time months ____	Part time months _____	[ ] 61	[ ] 62	63 [ ][ ] 64
_____(3) Third or more: Full time months ____	Part time months _____	[ ] 65	[ ] 66	[ ] 67

(Use reported months in appropriate card columns)

17. Yearly period of business operations (any or all enterprises)

1. Opening date (before May) ______________ [ ] 68

2. Opening date May ________

3. Opening date June ________

A. Other opening date ________

4. Closing date August ________

5. Closing date September ________ [ ] 69

6. Closing date (after Oct. 1) ____________

B. Other closing date ________

Continuous period that business is open.

7. In addition to above, usually reopened from __________

to__________ for ____________________; and [ ] 70

8. from __________ [ ] 71

to __________ for ____________________.

9. (Notations for any special occasions): ______________

____

10. Total number of days open for business in a year ______ 72 [ ][ ][ ] 74

18. Operator's length of residency in Wisconsin (applicable only to head of business):

_____(1) one year _____(5) five years

_____(2) two years _____(6) six to ten years

_____(3) three years _____(7) 11 or more, but not lifetime [ ] 75

_____(4) four years _____(8) lifetime

19. Age of head of business

_____(1) 29 years old or under _____(4) 50 to 59 years old

_____(2) 30 to 39 years old _____(5) 60 to 69 years old [ ] 76

_____(3) 40 to 49 years old _____(6) 70 years and over

20. Education of head of business (years in school)

_____(1) 7 years or less _____(4) 14 to 17 years

_____(2) 8 to 10 years _____(5) 18 or more years [ ] 77

_____(3) 11 to 13 years

21. Education of wife of head of business (years in school)

_____(1) 7 years or less _____(4) 14 to 17 years

_____(2) 8 to 10 years _____(5) 18 or more years [ ] 78

_____(3) 11 to 13 years

22. Previous or present other principal occupation(s) of head of business

_____(0) Clerical _____(6) Laborer

_____(1) Farmer or Rancher _____(7) Management and Prop. [ ] 79

_____(2) Professional and Technical _____(8) Other

_____(3) Sales

_____(4) Craftsman, Foreman

_____(5) Operative

Card Columns
Card #2

23. Is there any realistic competition for use of these recreation lands for other purposes than as in present business? 1

_____(1) Yes _____(2) No _____(3) Part of them

24. Has operator tried to sell business in last two years?

_____(1) Yes _____(2) No _____(3) Currently trying to sell 2

25. Reasons for trying to sell business (If 24(1) or (3) checked)

_____(1) Advanced age _____(5) Health ailments 3 First

_____(2) Low returns _____(6) Alternative work opportunities

_____(3) Improvement costs _____(7) Family desires 4 Second

_____(4) Help difficulties _____(8) Profit on investment 5 Third

_____(9) Other

26. Are returns satisfactory for continuing business somewhat the same as now operated?

_____(1) Yes _____(2) No _____(3) Maybe 6

_____(4) Increased costs anticipated _____(5) Same or lower costs anticipated 7

_____(6) Increased receipts anticipated _____(7) Same or lower receipts anticipated 8

_____(8) Increased returns expected _____(9) Same or lower returns expected 9

27. Are changes in business planned for in next three years?

_____(1) In management _____(2) In volume of business 10 11

_____(3) Acres additional development 12–14

_____(4) Added capital costs estimated for expansions and improvements 15–19

_____(5) Capital is available _____(6) Capital availability is questionable 20

28. Expansion acreage possibilities

Are expansion acreages available in present ownership _____(1) Yes _____(2) No 21

Are there adjacent acreages suitable for expansion uses ____(3) Yes ____(4) No 22

Can the adjacent acreage be purchased or leased (practical costs) 23
_____(5) Yes _____(6) No _____(7) No opinion

29. Planning and management assistance to operator.

Indicate sources of assistance--when starting the business and now.

<u>Technical and Financial</u> with personalized service (Initially and at present).

(Ini.)	Source	(Pres.)	(Ini.)	(Pres.)
_____	(1) Resource Agent-County	_____	24	25
_____	(2) Soil and Water Conservation District (County)	_____	26	27
_____	(3) Wisconsin Division of Conservation (any representatives)	_____	28	29
U.S.D.A.: _____	(4) Soil Conservation Service	_____	30	31
_____	(5) Forest Service	_____	32	33
_____	(6) Farmers Home Administration	_____	34	35
_____	(7) Small Business Administration	_____	36	37
_____	(8) Local Banker	_____	38	39
_____	(9) Private planning firm	_____	40	41
_____	(R) Relative or close friend	_____	42	43
_____	(0) Other (Name) ______________________	_____	44	45

<u>General</u>: (Initially and at present)

(Ini.)	Source	(Pres.)	(Ini.)	(Pres.)
_____	(1) Magazines	_____	46	47
_____	(2) Trade Association Journals	_____	48	49
_____	(3) TV and radio	_____	50	51
_____	(4) Newspapers	_____	52	53
_____	(5) State government bulletins	_____	54	55
_____	(6) Federal government bulletins	_____	56	57
_____	(7) Recreational association or trade group meetings	_____	58	59
_____	(8) Personally from friends in same type of business	_____	60	61
_____	(9) Representatives of manufacturing (trade) firms	_____	62	63
_____	(0) Other (name) ______________________	_____	64	65

30. Cooperation and Coordination

1. In how many associations (furthering recreation) or organizations are you a recorded (dues paying or otherwise) member or cooperator: ______Number; (Reference names): — 66 [ ] (Number)

____

____

____

2. Have you been an active participant in any endeavors regarding community or area planning needs and developments involving recreation? How many? ______Number: (Reference name(s)): — 67 [ ] (Number)

____

____

____

3. Would you be interested and willing to participate in such endeavors as indicated in sub-item 2 above (no dues charged)? — 68 [ ]

_____(1) Yes _____(2) Not interested

4. With whom do you have significant cooperation in current operations of your business? — 69 [ ] Most; 70 [ ] Second; 71 [ ] Some

_____(1) Recreation association

_____(2) County government, departments or agents

_____(3) Soil and Water Conservation District

_____(4) Watershed association

_____(5) State agency

_____(6) Neighboring recreation business operators

_____(7) Manager of public recreation area

_____(8) City governments or their agents

_____(9) Other; name: ______________________________

31. On what advertising media do you rely the most in soliciting customers for your business? (Rank 4 items)

72 [ ] First

73 [ ] Second

74 [ ] Third

75 [ ] Fourth

_____(1) Newspapers

_____(2) Magazines

_____(3) Brochures distributed by you

_____(4) Brochures distributed by organization or firm for you

_____(5) Recreation trade journal

_____(6) Travel guides or directories

_____(7) Roadside or area collective signs

_____(8) Other

32. Generally, without advent of unforeseeable circumstances how many more years do you expect to operate this business? ____(1) one; ____(2) two; ____(3) three to five; ____(4) six to ten; ____(5) over ten

76 [ ]

33. Generally, what percent of new recreation customers come here because of recommendations by friends who have been here: ______%

77 [ ][ ] 78

34. Interviewer's opinion regarding financial appearances of the recreation business: (1) _____satisfactory (2) _____not OK

[ ] 79

35. Number of other enterprises (income producing) carried out on the ownership but not covered under item 13 above: _____number; list name or other description: ______________________________

____

____

[ ] 80

____
Interviewer

____
Date