



## Town of Plainfield Echo Hollow Nature Park Operational Planning

**Prepared on behalf of the Town of Plainfield for:**

**Butler, Fairman and Seufert, Inc.**  
500 East 96<sup>th</sup> St, Suite 500  
Indianapolis, Indiana 46240

**Final Report**  
**November 5, 2025**

**Prepared by:**

**Keen Independent Research LLC**  
2929 Camelback Road, Suite 115  
Phoenix AZ 85016  
303-385-8515  
[www.keenindependent.com](http://www.keenindependent.com)

**KEEN  
INDEPENDENT  
RESEARCH**

# TABLE OF CONTENTS

---

## SUMMARY REPORT

1. Introduction .....	1
2. Markers of Success.....	4
3. Market Potential — Trends and Population Characteristics.....	5
4. Market Potential — Inventory Mapping.....	6
5. Park Complex Benchmarks.....	10
6. Trade-Off Analysis.....	11
7. Recommendations .....	16
8. Implementation .....	20
9. Summary of Appendices .....	21

## APPENDIX A. TRENDS

Summary of Key Trends .....	A-1
Tourism and Travel .....	A-2
Outdoor Recreation .....	A-3
Hospitality and Lodging.....	A-7
Camping .....	A-9

## APPENDIX B: MARKET ANALYSIS

Methodology .....	B-1
Market Area Map .....	B-2
Demographics.....	B-3
Spending and Market Potential Indicators.....	B-7
Population Projections .....	B-27
Inventory Methodology.....	B-29
Recreation, Lodging and Event Venue Inventory .....	B-30
Campgrounds, Nature Parks and Programs.....	B-39
Public Park Complexes with Camping or Lodging.....	B-50

## APPENDIX C: PARK COMPLEX BENCHMARKING

Selection and Methodology.....	C-1
Overview.....	C-2
Indiana State Parks .....	C-3
Fort Harrison State Park .....	C-7
McCormick’s Creek State Park.....	C-10
Potato Creek State Park.....	C-15
Hocking Hills State Park .....	C-19
Alternative Lodging and Cabin Providers.....	C-25
Lessons Learned and Key Takeaways .....	C-26

# TABLE OF CONTENTS

---

## APPENDIX D: SHOOTING RANGE RESEARCH

Methodology.....D-1  
Case Studies .....D-2  
Indiana DNR .....D-5

## APPENDIX E. TRADE-OFF ANALYSIS

Lodge Considerations..... E-2  
Campground Considerations..... E-3  
Cabins/Glamping Considerations..... E-4  
Visitor/Nature Center Considerations ..... E-5  
Event Rentals ..... E-6  
Pro Forma Budgets..... E-7  
Order-of-Magnitude Financial Model Summary..... E-14



# 1. Introduction

---

The Town of Plainfield is planning a regionally significant nature park on approximately 2,000 acres of Town-owned land. On April 20, 2024 (Arbor Day), the Town unveiled the new brand and name for the property, “Echo Hollow Nature Park” to highlight its role as a habitat for the endangered Indiana bat.

The Town seeks to establish Echo Hollow Nature Park as both a regional tourism destination and a protected wildlife conservation area that enhances residents’ quality of life.

## Primary Concepts Under Consideration

The Town of Plainfield is evaluating the feasibility, desirability and definition of the following primary park components:

- Campground;
- Lodge/inn;
- Event center; and
- Nature center.

Working with its master planning consultant, Butler, Fairman & Seufert, Inc. (BF&S), The Town of Plainfield engaged Keen Independent Research to analyze potential features, scale and operating models for the components under consideration.

1. Echo Hollow Nature Park entrance



Source: Keen Independent Research.

**Limitations.** Keen Independent gathered data from a variety of internal and external sources to provide information that is useful for reviewing the Plainfield and regional tourism marketplace as of mid-year 2025. Organizational, economic and marketplace conditions are in constant change. Analysis is based on data available at the time without knowledge of future conditions. Information may become outdated.

Keen Independent cannot express or imply representation or warranty on all of the data sources and resulting analyses in this report, which draw on a combination of primary and secondary research. We take precautions to ensure the accuracy of all primary research data and to evaluate the reliability of secondary sources to the extent possible.

Note: Keen Independent does not provide financial advice.

# 1. Introduction

## Other Development Considerations

Operating plans for the primary concepts under consideration are closely intertwined with other Park design and development decisions, as outlined below.

**Horse barn.** Echo Hollow Nature Park grounds include a former horse barn. Town representatives question whether the horse barn might be renovated for use as event space or whether events might be supported as part of another structure.

**Gate.** To generate additional revenue and control park access, the Town may consider charging non-residents an entrance fee. Determining the number and placement of access control points will be important for balancing operational costs with visitor access to the park.

**Shooting range.** Some Town representatives are interested in including a potential shooting range in the long-term plan for Echo Hollow.<sup>1</sup>

**Park identity and experiences.** Benchmark research indicates that distinctive recreation options and elements that contribute to a cohesive identity are important for attracting visitors. Recommendations related to this topic are included in this report.



---

<sup>1</sup> The study team conducted a preliminary investigation into shooting ranges including market trends and analysis (Appendices A and B) and other research (Appendix D). However, this component was not included for trade-off analysis or pro forma budget development (Appendix E). See Appendix D for recommended next steps related to a

potential shooting range, some of which must be addressed before conducting a trade-off or financial analysis or developing recommendations.

# 1. Introduction

---

## Implementation Considerations

**Infrastructure sequencing.** The order of infrastructure changes may impact the timing, feasibility, budget planning and approvals needed for Echo Hollow components. For example, re-routing roads may be required to limit public access to certain Park sections and institute gate fees. Road changes that reduce habitat fragmentation may also be viewed favorably by the United States Fish and Wildlife Service (USFWS) as it evaluates park development plans.

**Philanthropic and volunteer support.** The Town will need to assess its potential to attract private philanthropic support, as well as volunteers. Clear organizational structure(s) will be needed to encourage donations and effectively leverage volunteer efforts.

**Owner/operator partnership options.** A question facing the Town is when and how to engage potential operators for components such as a campground or lodge. Possible operator relationship models include:

- **Ground lease:** An operator enters into a long-term land lease, builds and improves the property, while the Town retains ownership of the land; or
- **Commercial lease:** The Town owns both the land and the structures, with ongoing property costs outlined in the contract as the responsibility of the operator, the Town or both.



## 2. Markers of Success

---

The study team invited Town of Plainfield representatives to discuss what outcomes would be considered successful for Echo Hollow and identify key metrics to track.

### Defining Success

When prompted to describe what successful outcomes for Echo Hollow Nature Park might be, Plainfield team members discussed:

- **Awareness.** Locals and target regional audiences know of Echo Hollow and its location in Plainfield.
- **Attendance.** Visitation numbers (including repeat visits) meet expectations and visitors include a mix of local, regional and interstate guests.
- **Destination reputation.** Audiences recognize Echo Hollow as a place to enjoy nature and “do other cool things.” Interstate travelers recognize Echo Hollow as a desirable place to stop.
- **Conservation impact.** Echo Hollow Nature Park positively impacts the Indiana bat population and other important natural features, supports bat conservation research and educates the public.
- **Financial sustainability.** Park operating costs are covered by revenue generated from Park components.
- **Economic impact.** Non-local visitors spend money in the Plainfield community.

To further illuminate how Plainfield team members define success for the Park, the study team asked them to describe metrics that might be important to monitor for Echo Hollow Nature Park.

### Key Performance Indicators (KPIs)

When asked to identify potential KPIs for Echo Hollow, Plainfield representatives discussed:

- **Marketing:** Awareness of the Park among local, regional and interstate audiences;
- **Attendance and visitors:** Total visitors, repeat visitation and where guests originate;
- **Service and experience:** Ratings of service, features and how well maintained the Park is;
- **Conservation :** Bat colony size and growth, research opportunities, reputation for stewardship of the land, wildlife and wetlands and public understanding of conservation;
- **Financial:** Operating costs and revenue, Town contributions to operating costs and capital reserves and economic impact on Plainfield.

**Financial sustainability.** When asked to discuss desired outcomes for financial sustainability, Town representatives indicated that Park operating costs will ideally be self-sustaining from directly generated revenue and that Town contributions to capital reserves from Tax Increment Financing (TIF) are able to decrease over time.

### 3. Market Potential — Trends and population characteristics

National trends documented in Appendix A include the growth in popularity and participation in outdoor recreation, RV camping and cabins or glamping. Appendix A also details the size and impact of Indiana’s tourism industry and how Echo Hollow Nature Park aligns with growth priorities of the Indiana Destination Development Corporation.

#### Market Area Characteristics

In addition to placing Echo Hollow in the context of state and national trends, Keen Independent gathered demographic, spending and market potential indicators about the population of the following market areas:

- Primary market: within a 15-minute drive;
- Secondary market: within a 45-minute drive;
- Tertiary market: within a 90-minute drive;
- Regional market: within a 2.5 hour drive; and
- Expanded regional market: within a 4-hour drive.

In Figure 2, we provide a sample of the population data analyzed. For more population characteristics, see Appendix B.

**Population size.** Data presented in Appendix B show that the Town of Plainfield population is forecasted to grow. In addition, as shown in Figure 2, more than 31 million people live within a four-hour drive of Echo Hollow Nature Park. This large population represents a significant potential market for overnight regional tourism.

**Income and spending.** Annual median household income is at or slightly below the national average across market areas. Spending indicators presented in Appendix B show that spending across market areas is lower than average for many entertainment and recreation activities. Although outdoor recreation spending is lower than average, participation rates are frequently higher than average, which may suggest lower spending is a reflection of lower cost of living compared to the U.S. as a whole or price sensitivity related to income, not a lack of interest or opportunity.

**Access to major population center and interstate traffic.** Plainfield’s location adjacent to Indianapolis, the Indianapolis International Airport and major east-west interstate highways presents an opportunity for Plainfield to capture tourism activity from beyond its local and regional market areas.

#### 2. Characteristics of the Echo Hollow Nature Park market areas, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Total population</b>	96,055	1,614,080	3,434,313	10,152,405	31,012,926	338,273,465
<b>Total households</b>	35,853	639,327	1,362,304	4,077,114	12,425,676	130,644,648
<b>Median household income</b>	\$ 79,195	\$ 76,098	\$ 73,246	\$ 72,195	\$ 75,490	\$ 79,061

Source: U.S. Census Bureau American Community Survey, Keen Independent Research.

### 3. Market Potential — Inventory mapping

Keen Independent conducted an environmental scan and inventoried recreation, lodging and event venues within driving distance of Echo Hollow Nature Park. Drive times for each venue type, shown in Figure 3, were identified based on the likelihood of competition with prospective offerings at Echo Hollow as well as market saturation level within different radius options.

Inventory maps by drive time presented in Figures 4–6, show that:

- The primary market is saturated with overnight lodging, but few options are upscale and none are lodge style;
- All event venues with lodging in the primary market are part of chain hotels;
- Only one campground is located within the primary market;
- There are no shooting ranges within the primary market area;
- There are no nature education programs within the primary market area; and
- There are many public park complexes with camping or lodging in the regional market area but few within the primary or secondary markets.

For detailed inventory tables, see Appendix B.

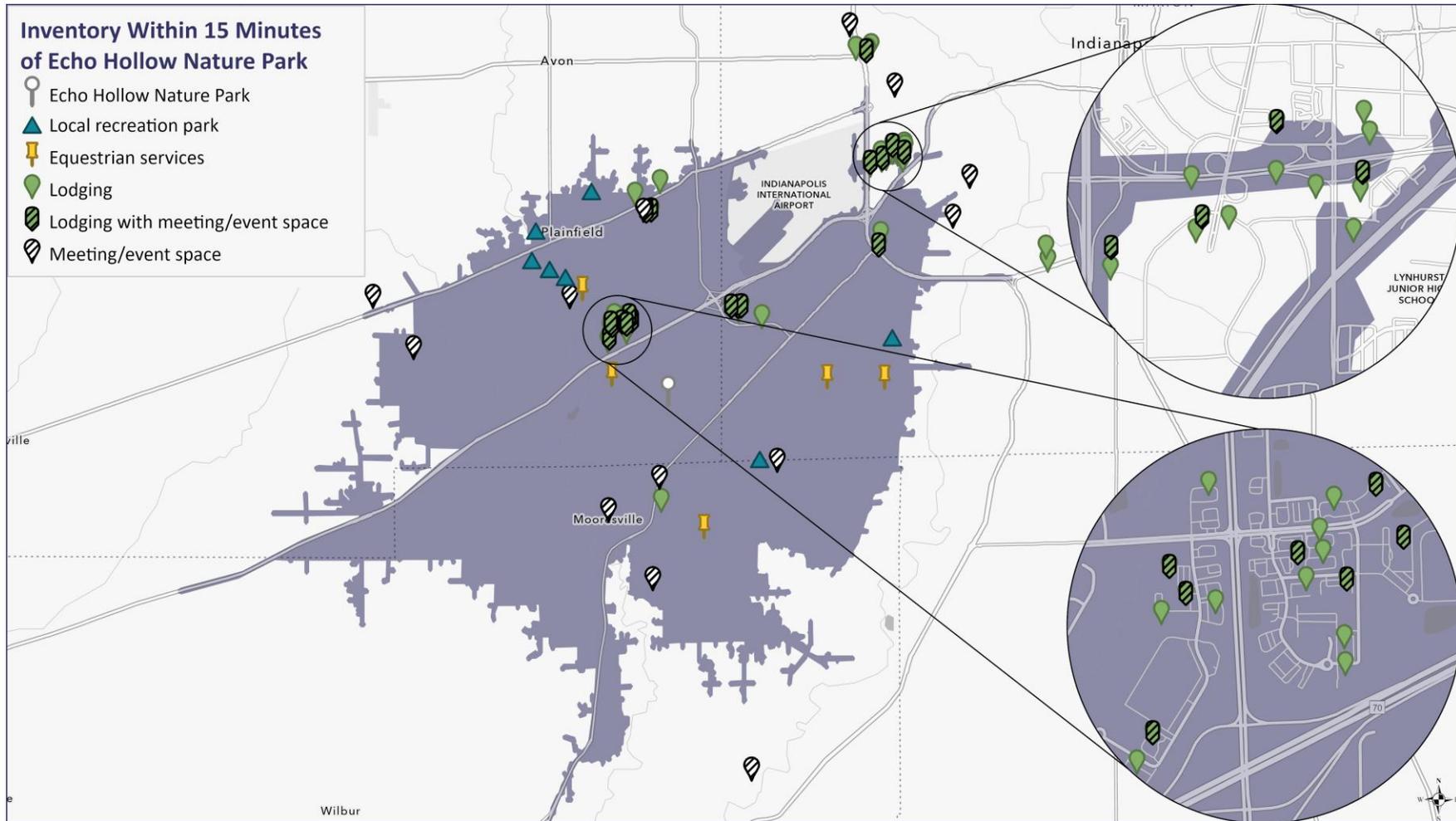
#### 3. Inventory categories by driving distance

	Approximate drive time radius
Local recreational parks	15 minutes
Equestrian services	15 minutes
Overnight lodging	15 minutes
Event, meeting and conference venues	15 minutes
Campgrounds	45 minutes
Outdoor recreation parks with hiking or other outdoor activities	45 minutes
Nature education programs	45 minutes
Shooting ranges	45 minutes
Public park complexes with camping or lodging	2.5 hours

Source: Keen Independent Research.

### 3. Market Potential — Inventory mapping

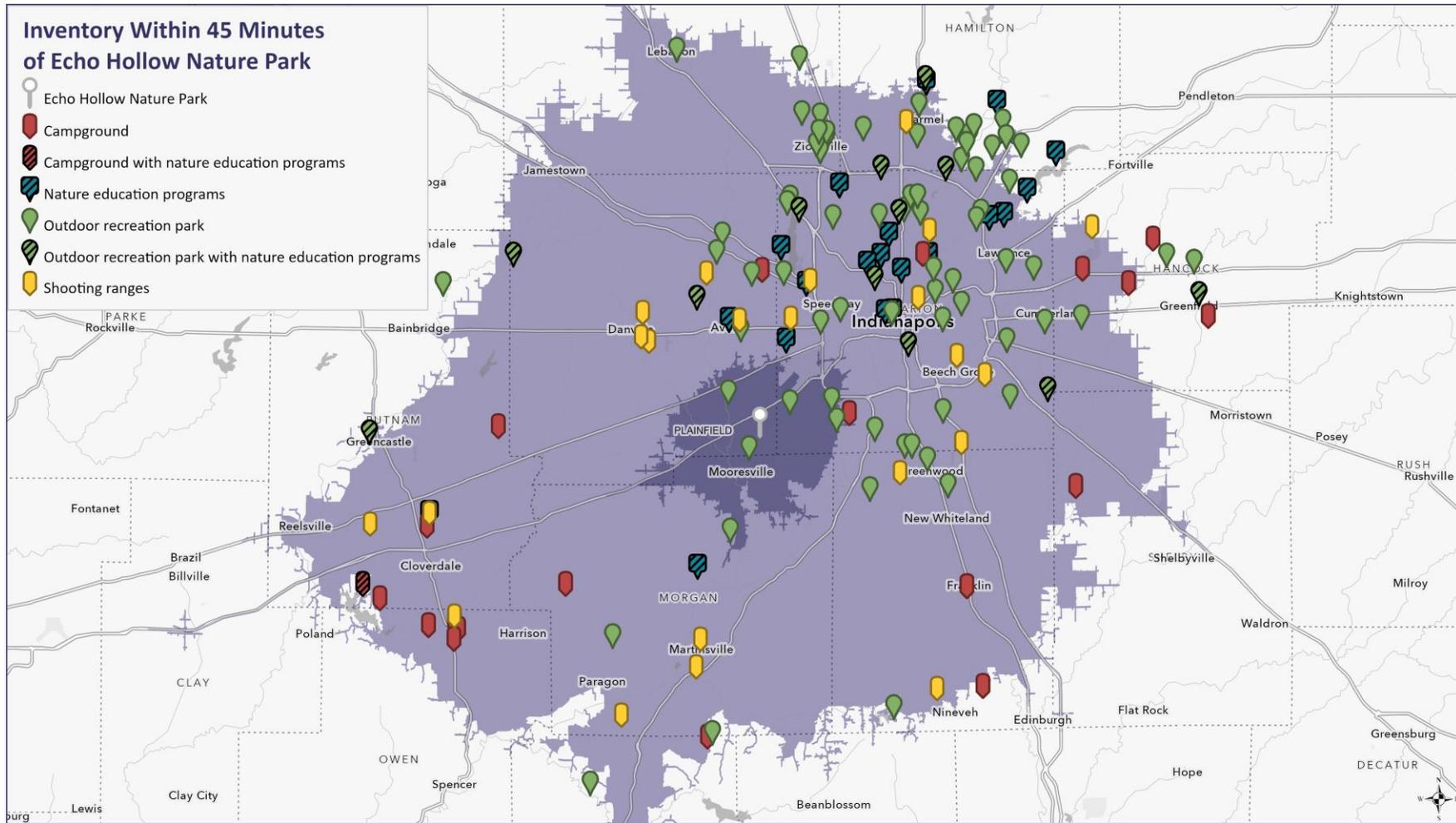
4. Map of local recreation parks, equestrian services, lodging and event spaces within a 15-minute driving radius of Echo Hollow



Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

### 3. Market Potential — Inventory mapping

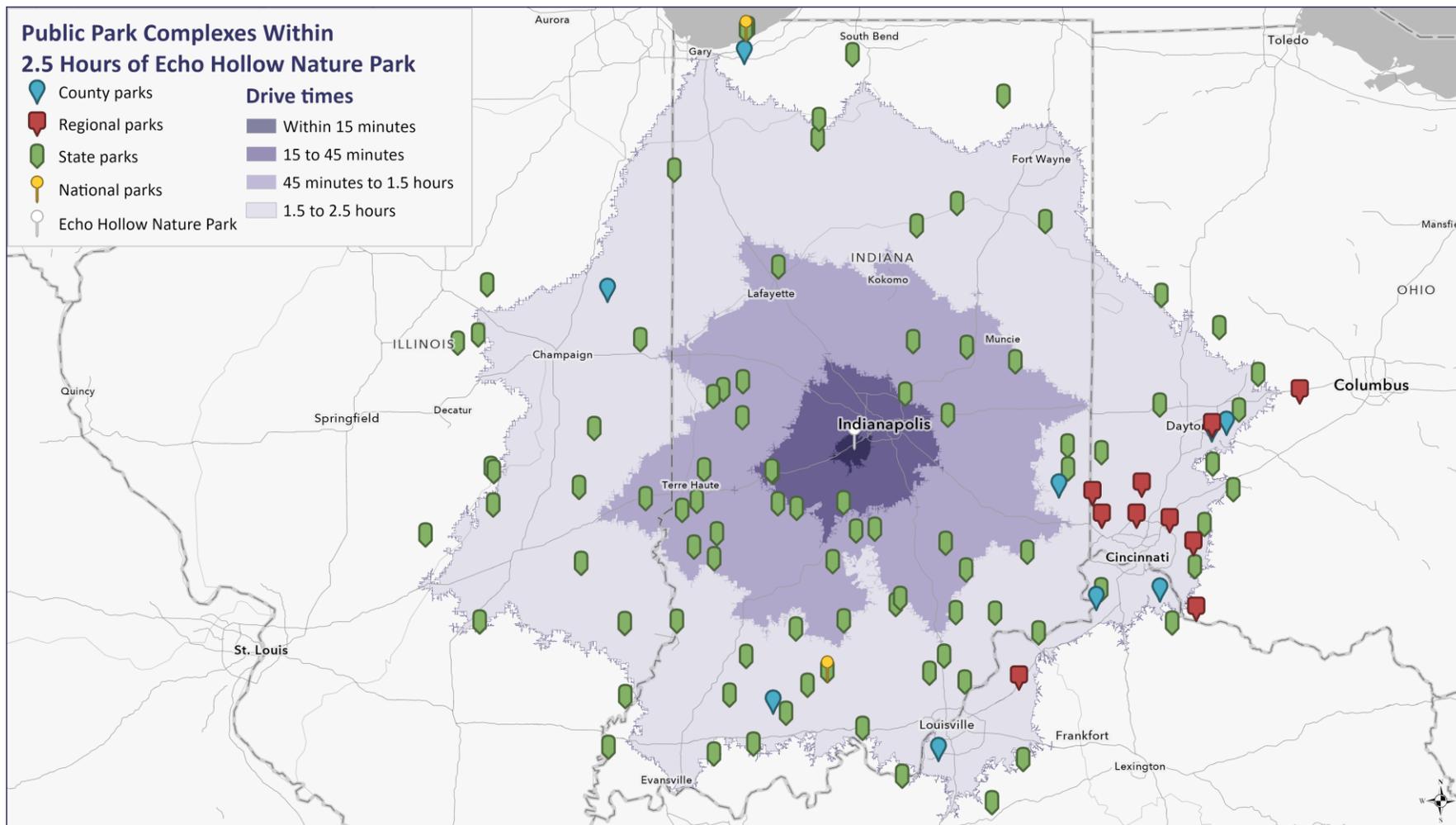
5. Map of campgrounds, outdoor recreation parks (without overnight lodging), nature education programs and shooting ranges within 45 minutes of Echo Hollow



Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

## 4. Market Potential

### 6. Map of county, regional, state and national parks within 2.5 hours of Echo Hollow with overnight lodging



Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research

## 5. Park complex benchmarks

Keen Independent conducted benchmarking to inform operational planning for Echo Hollow. In collaboration with the Plainfield project team, the study team identified ideal park complex characteristics. The study team selected entities for case studies that best met the priority criteria. Figure 7 summarizes selected benchmarks and their characteristics.

### Benchmark Case Studies and Key Findings

Benchmark case studies (detailed in Appendix C) were compiled through background research and interviews. Key findings include:

- Annual visitation ranges from 635,000 to 4 million+ (including 1.2 million annual visitors to Fort Harrison State Park in Indianapolis);
- Demand is high for full hook up sites suitable for modern RVs;

- Demand for cabins exceeds supply;
- New lodge/inn construction has been unusual in recent years and costs are high at \$500,000 to \$1 million per room;
- Lodge profitability can be challenging and certain profitable business lines sometimes associated with a lodge (e.g., retail store, event rentals) do not have to be based in a lodge;
- Combining functions (e.g., visitor center, nature center, retail store) in a single building can create a sense of place, improve guest convenience and ensure efficient use of buildings; and
- Distinctive park identity and attractive recreation options, particularly high-quality hiking trails, playgrounds and a pool for campground users, are important features.

### 7. Summary of park complex benchmarks

Name	Campground	Lodge/ Inn	Nature center	Location	Drive time to nearest city (in minutes)	Size (in acres)
<b>Indiana State Parks</b>						
Fort Harrison State Park		✓	✓	Indianapolis	0	1,700
McCormick's Creek State Park	✓	✓	✓	Spencer	65	1,961
Potato Creek State Park	✓	Coming	✓	North Liberty	57	3,840
<b>Ohio State Parks</b>						
Hocking Hills State Park	✓	✓	✓	Logan	20	2,356

Source: Keen Independent Research.

## 6. Trade-off Analysis

Based on market research and benchmarking, Keen Independent prepared a high-level synthesis of trade-offs of the components under consideration for Echo Hollow (presented in detail in Appendix E).

### Matrix of Market Potential and Investment

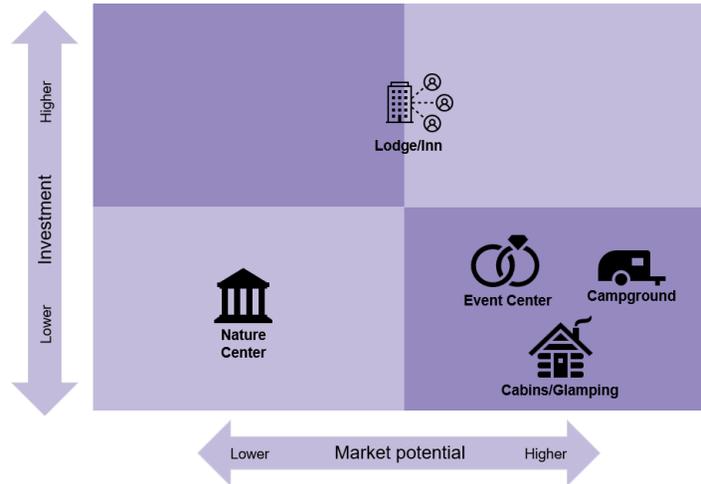
Figure 8 summarizes Keen Independent’s high-level assessment of market potential and investment required for each component.

**Lodge.** The placement of the lodge in the upper half of the matrix reflects high project cost. Placement in the middle of the horizontal axis reflects uncertain market potential due to abundant hotel inventory, lower regional lodging spend and profitability risks.

**Event center, cabins and campground.** These components placed in the lower right quadrant reflect that market potential may be high and relative investment cost is lower for these components compared to a lodge, for example.

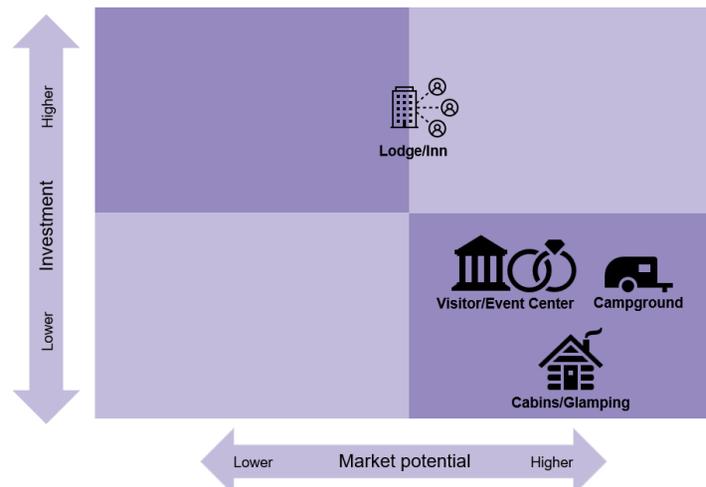
**Nature center.** This feature, reflected in the lower left quadrant, can be toward the lower end of the investment range compared to a lodge, for example. While it may be important to the functioning of a park and make a positive impact on visitor experience, it is not expected to be an independent driver of revenue or visitation. Figure 9 reflects a potential solution to support efficient use of resources by combining the nature center with visitor services (e.g., welcome, orientation, park store) with event rentals in a single building.

8. Matrix of market potential relative to investment level for potential Echo Hollow components



Source: Keen Independent Research.

9. Matrix of market potential relative to investment for potential Echo Hollow components with a combined visitor/nature and event center



Source: Keen Independent Research.

## 6. Trade-off Analysis

The study team developed pro forma budgets for each component with low, middle and high scenarios. Detailed pro forma models including assumptions underlying each are provided in Appendix E.

### Component Costs, Net Profit and ROI

This section summarizes rough order-of-magnitude financial estimates and potential return-on-investment (ROI) based on the middle pro forma models. Direct ROI calculates estimated annual net profit/loss as a percentage of total project cost and does not consider economic impact effects.<sup>2</sup>

**Profitability and return.** As illustrated in Figure 10, estimates suggest that a campground might be the most profitable component annually.

Among options considered, the lodge estimated annual profit is second highest, but its ROI is very low due to its high project cost. At this annual net profit, recovery of the initial lodge investment would take 177 years.

The park store, considered separately from other functions, has relatively modest annual net profit but a high ROI due to its small footprint. A visitor center that combines events, retail and programs might generate \$189,000 in net profit with an ROI of 2.4 percent.

#### 10. Order of magnitude financial model and return on investment comparison (2025 dollars)

	Potential project cost	Potential gross operating revenue	Potential net profit/loss	Direct ROI
Lodge (200 rooms)	\$ 84,000,000	\$ 6,570,000	\$ 474,000	0.56 %
Campground (200 sites)	13,000,000	1,843,200	699,440	5.38
Cabins (20)	4,200,000	660,000	90,000	2.14
Event center	4,250,000	693,000	96,100	2.26
Park store	1,062,500	482,400	85,855	8.08
Nature center	2,550,000	329,000	7,400	0.29
Visitor center (events, store, programs)	7,862,500	1,504,400	189,355	2.41

Source: Keen Independent Research.

<sup>2</sup> All figures provided are rough order-of-magnitude estimates provided for trade-off consideration purposes only based on benchmark and market trend data that have not been adjusted for inflation. Project costs estimates should therefore be considered with caution and use only as order-of-magnitude starting points. Actual estimates will require

finalization by architectural/engineering experts based on designed facilities. Revenue and profit estimates are based on industry data and benchmarks where applicable. Actual results should be expected to vary.

## 6. Trade-off Analysis

### Preliminary Echo Hollow Nature Park Profit and Loss

Keen Independent compiled high-level estimates of potential revenue and expense for each component, as well as estimates of park revenue and expenses unrelated to specific components. This analysis is shown in low, middle and high scenarios in Figure 11. Appendix E provides additional details, including assumptions used to inform the models.

Assumptions impacting estimates are specific to each component, so it is possible that some components could perform at a high level while others might perform at a low or middle level. Unified performance across all components at either a low, middle or high level is unlikely but summarizing possible outcomes this way provides a simple framework for understanding the range of potential outcomes, from worst case to best case, for Echo Hollow overall.

If all components performed in the low model, which used very conservative projections, the pro forma budget shows a risk of deficit. The middle model, which still used moderately cautious projections, indicates that Echo Hollow might be expected to net approximately \$216,000 in current dollars once the park is fully established with all components in place and operational at middle-model levels. The high model, which uses more optimistic projections, suggests net profit might exceed \$3.1 million if all components performed at best-case scenario assumptions.

### 11. Preliminary overall park profit and loss models (2025 dollars)

	Low	Middle	High
Annual visitors	300,000	600,000	900,000
<b>Revenue</b>			
Lodge (200 rooms)	\$ 4,380,000	\$ 6,570,000	\$ 10,220,000
Campground (200 sites)	1,296,000	1,843,200	2,937,600
Cabins (20)	412,500	660,000	1,031,250
Event center (5,000 sf)	268,000	693,000	1,204,000
Park store (1,250 sf)	213,000	482,400	905,000
Nature center (3,000 sf)	213,850	329,000	465,300
Gate	515,200	1,142,400	1,774,080
<b>Subtotal</b>	<b>\$ 7,298,550</b>	<b>\$ 11,720,000</b>	<b>\$ 18,537,230</b>
<b>Expenses</b>			
Admin & public safety	\$ 624,000	\$ 819,000	\$ 1,014,000
General M & O	800,000	960,000	1,152,000
Utilities	500,000	500,000	500,000
Marketing	50,000	100,000	150,000
Lodge	4,563,000	6,096,000	8,505,000
Campground	1,037,200	1,143,760	1,305,040
Cabins	413,250	570,000	763,875
Event center	283,700	596,900	885,300
Park store	191,675	396,545	689,375
Nature center	228,658	321,600	421,005
<b>Subtotal</b>	<b>\$ 8,691,483</b>	<b>\$ 11,503,805</b>	<b>\$ 15,385,595</b>
<b>Annual net profit/loss</b>	<b>\$ (1,392,933)</b>	<b>\$ 216,195</b>	<b>\$ 3,151,635</b>

Source: Keen Independent Research.

## 6. Trade-off Analysis

### Evaluation Summary

Figure 12 summarizes findings about the trade-offs of each component under consideration for Echo Hollow. Factors that are more favorable are shown in green, less favorable in red and those that fall in between are in yellow. Key findings include:

- A campground has the most factors indicated as favorable (4).
- A lodge has the most factors indicated as unfavorable (4) but has nearly as many showing as favorable (3), reflecting the risk and potentially more challenging path that might come with pursuing a lodge.
- The visitor center concept reflects a mix of positive and “in between” factors in green and yellow, with none showing as red. This visualization incorporates a multi-function “visitor center,” which would combine the nature center, visitor center, retail store and event center in a single building.



## 6. Trade-off Analysis

12. Matrix to help guide decision making for Echo Hollow Nature Park

Consideration	Visitor/event center	Campground	Cabins/ glamping	Lodge/Inn
Capital cost	\$7.8 million	\$13 million	\$4.2 million	\$84 million+
Operating net profit	\$189,355	\$699,000	\$90,000	\$474,000
Direct ROI	2.41%	5.38%	2.14%	.56%
Seasonality	Semi-seasonal	Highly seasonal	Semi-seasonal	Year-round
Competitors	Minimal	Few	Minimal	Many mid-tier hotels
Economic impact	Event business Park experience	Tourism draw	Strong draw/ small number	Tourism draw
Serves residents	Yes	No	No	No

Note: Rough order-of-magnitude estimates provided for trade-off consideration purposes and have not been adjusted for inflation. Costs estimates should be considered with caution. Actual estimates by architectural/engineering experts based on designed facilities will vary. Revenue and profit estimates are based on industry data and benchmarks. Actual results should be expected to vary.

Source: Keen Independent Research.

## 7. Recommendations

---

Keen Independent recommends a phased development approach as described below and reflected in Figure 15.

### Phase Zero: Pre-design Planning

The study team recommends that Plainfield undertake a comprehensive identity and experience strategy planning process prior to phase one, which can guide design and make the park’s “story” evident at every touchpoint. Beginning the phasing with pre-design planning will position Plainfield to launch phase one priorities as a cohesive whole and leverage the interconnections between components.

**Park identity.** Echo Hollow’s hallmark natural feature, its bat conservation habitat, must remain off limits to visitors. Thoughtful planning can communicate Echo Hollow’s central value proposition to visitors and make visible the invisible story of the Indiana bat.

Plainfield has the unique opportunity to ensure that all of the park’s visitor touchpoints (e.g., everything from maps to specific features such as trails and trail connections, art installations, playground structures, comfort stations, recreation options and amenities) are intentionally connected to the overall park “story.” Identity planning in tandem with experience planning, addressed next, can avoid experiences that come across to visitors as afterthoughts or confusing within the overall park.

**Experience design.** Park identity planning and defining priorities for distinctive recreation experiences go hand-in-hand. Recreation experiences can overcome the lack of standout natural attractions that define the park.

13. Boardwalk trail at Echo Hollow Nature Park



Source: Keen Independent.

- **Trail system master plan.** Expanding recreation options will be essential to support a variety of user interests and to strengthen the park’s identity. Expanding the currently limited trail offerings presents a unique opportunity to achieve this.

A comprehensive, thoughtfully designed trail system that offers diverse trail types and connection points to regional trails could become one of the park’s defining features. Plainfield will need to respect U.S. Fish and Wildlife Service guidance to ensure developments are compatible with bat conservation interests.

- **Campground design.** Additional planning will be needed to develop the campground layout, concept and features in preparation for phase one development. This work taking place in concert with other experience design, including the trail system planning will enable a seamless experience for overnight campers accessing key park features.

## 7. Recommendations

- **Thematic, distinctive playgrounds and structures.** Echo Hollow will benefit from environmentally appropriate play structures and other features to engage users such as families with children and can include elements designed to support the “story” of the park and draw visitors.
- **Other attractions.** Plainfield should also consider a pool for overnight guests, water recreation such as fishing and kayaking, winter recreation (e.g., a sledding hill or ice rink) and specialized uses (e.g., a dog park).

**Gate-readiness.** Planning the park boundary and fee structure and process early will help define a sense of place and value. In phase one, Plainfield should prepare the boundary, infrastructure, timing and process for charging a gate fee.

14. Examples of distinctive nature-based play structures



Source: SimEx-iWerks

## 7. Recommendations

### Phase One: Priority Projects

In phase one, developing a critical mass of park features concurrently can be advantageous. Recommended priorities are those the study team sees as essential to the overall park experience that require lower, less risky, capital investment for their likely return.

**Gate implementation.** Implementing gate fee collection with the opening of a critical mass of park features in phase one will be beneficial for public acceptance and park revenue.

**Identity and experience implementation.** Based on planning in phase zero, Plainfield should integrate elements that impart the identity and value of the park and build recreation elements that become defining features of the overall park experience as a key phase one priority.

**Visitor center.** The study team recommends a centrally located multi-function visitor center to support visitor services (including a retail store operation), nature programming and event rentals. By co-locating these functions, the Town can create a park “hub” that consolidates infrastructure. Co-location will also enable the facility to serve both phase one and future development.

Parking at a centralized visitor center can create a main point of entry where gate fees are charged, avoiding the need for multiple gate locations. In addition, a multi-function visitor center enables revenue generation through retail sales and event rentals without depending on the development of a lodge, likely a longer-term project due to high capital costs.



**Campground (200 sites).** Keen Independent’s research shows strong market potential for a campground of 200+ full hook up sites designed for modern RVs. Based on the middle model pro forma, a campground of this size might be expected to generate approximately \$700,000 in net profit per year once fully established. Making the campground a phase one priority may help subsidize other park operations and enable a surplus to support phase two and three planning and eventual future phase three development. Study team research supports the inclusion of a pool in the campground.

**Expansion parcel.** The study team suggests that the Town reserve a sizable parcel of land within walking distance of the visitor center for future expansion. Phase two and three further address this.

## 7. Recommendations

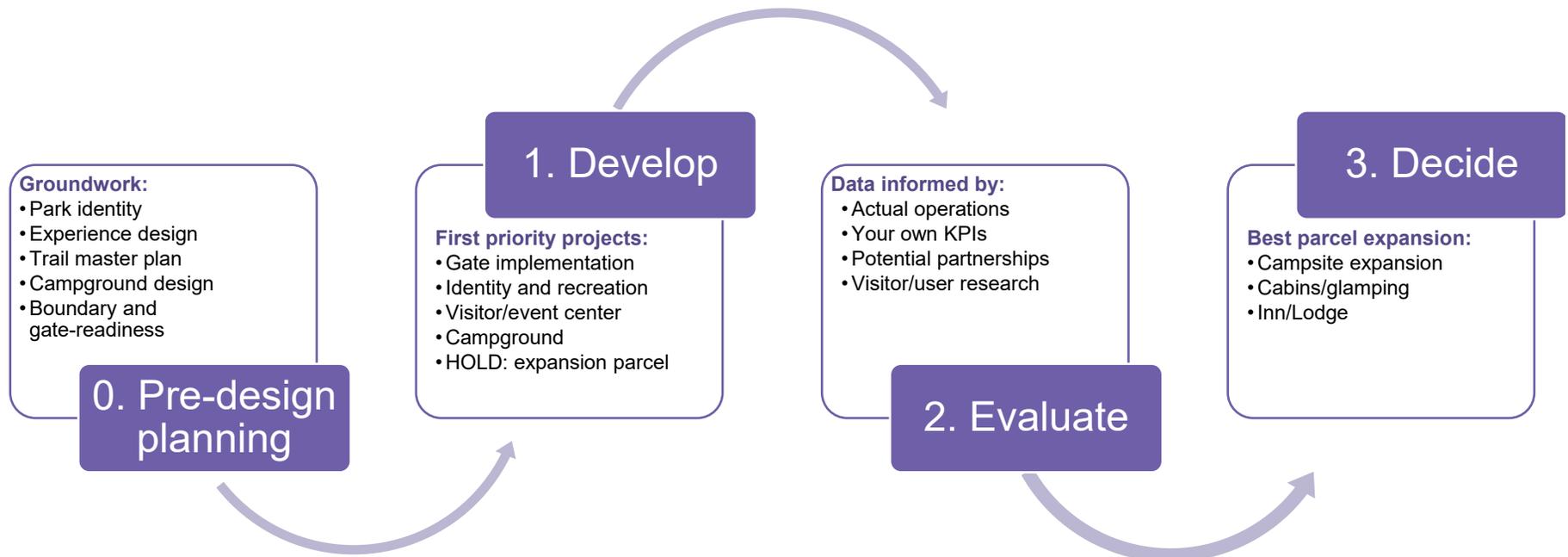
### Phase Two: Evaluation

In phase two, three to five years after opening phase one, the Town can evaluate its actual operations, key performance indicators for phase one priorities and potential partnerships. This evaluation should include research with Echo Hollow Nature Park user groups and non-users. Basing expansion plans on actual operational data and user input will enable the Town to optimize existing operations and make data-informed decisions about future park services and features.

### Phase Three: Parcel Expansion

The evaluation in phase two should be designed to provide clarity about additional capital investment and development priorities at Echo Hollow. Based on results, the Town might opt to increase the number of campsites, develop cabins or a glamping site within Echo Hollow, develop a lodge or pursue a combination of components.

#### 15. Recommended development sequence and phases



Source: Keen Independent Research.

## 8. Implementation

---

Keen Independent Research offers a high-level summary of key implementation steps as follows:

1. **Develop a comprehensive identity and experience strategy.** As recommended by the study team, the Town should create a comprehensive experience strategy that clearly communicates the park's "story." A cohesive approach will ensure that all visitor touchpoints work together to enhance guest satisfaction and advance Echo Hollow's mission.
2. **Refine development plans and establish costs.** This operational planning study presents rough order-of-magnitude cost estimates as a starting point, but actual costs will depend on architectural and engineering designs informed by cost consultant specialists.
3. **Identify potential capital funding stack and strategy.** The Town will need to understand the potential composition of capital funding to complete phase one priorities. Sources may include public funds and private fundraising. Private funding options may include individual gifts, corporate sponsorships and foundation grants such as those historically made by the Lilly Endowment, which has provided substantial support to city and state parks in Indiana. Analysis should validate the potential range of support by type and provide guidance about the steps necessary to secure funding.
4. **Identify and engage partners in developing philanthropic and volunteer support.** Many public entities rely on affiliated nonprofit foundations or "friends" groups to lead fundraising from individuals, corporations and foundations. These 501(c)(3) organizations help build public understanding of the need for private support and are often eligible for grants that public entities cannot receive directly. Public entities may have both a foundation for philanthropic fundraising and a Friends group that supports other specific revenue-generating opportunities and volunteerism. In both cases,

roles and expectations should be clearly defined between all parties via formal memorandums of understanding.

Plainfield should consider whether fundraising for Echo Hollow would be best supported through a new nonprofit entity or as part of an existing entity, such as the Parks Foundation of Hendricks County, an established 501(c)3 dedicated to generating support for park assets in the county. The study team recommends having conversations with the Parks Foundation of Hendricks County about whether Echo Hollow's capital fundraising could, or should, be structured under its umbrella. Foundation leaders confirmed that Echo Hollow falls within the organization's mission. While they have not evaluated the feasibility or desirability of leading a dedicated campaign, they expressed interest in exploring the possibility.

5. **Plan for Town operation of phase one components.** For phase one components, Keen Independent recommends that the Town own and operate all components directly. Although operating a campground as a concession is possible, similar parks often self-operate to maximize their retention of net profits. Event rentals and visitor/nature centers are also commonly self-operated.
6. **Evaluate operating models for phase three components.** If phase three development priorities include a glamping site and/or lodge, components that may lend themselves to outside collaboration for development and/or operation, Plainfield might consider comparing self-operation with third-party concession models through a competitive RFP process. The study team also notes that Plainfield might engage Visit Hendricks County (VHC), whose leadership has experience negotiating lodging development. VHC has expressed interest in supporting Plainfield should the Town decide to explore partnerships with external operators.

## 9. Summary of Appendices

---

Following this summary report, Keen Independent Research presents appendices of supporting analysis as described below.

### Trends

Appendix A summarizes trends related to tourism and travel, hospitality and lodging, and camping and outdoor recreation.

### Market Analysis

In Appendix B, Keen Independent defined market areas for Echo Hollow including local markets for day-use and regional and expanded regional markets for potential tourism and overnight visitors. This appendix also presents demographic information and relevant market indicators for each market area, compared to national averages. Additional data include population forecasts, inventories and maps of relevant assets. The study team researched operational planning information for asset types (e.g., site numbers, types and pricing for campgrounds) and includes this information in the inventory tables in this appendix.

### Park Complex Benchmarking

Appendix C profiles park complexes with assets similar to those being considered for Echo Hollow. It includes benchmark case studies as well as qualitative analysis based on interviews with representatives from the benchmark parks.

### Shooting Range Research

The study team compiled three case studies of shooting ranges in or near the Midwest and synthesized findings from an interview with a representative of the State of Indiana's Shooting Range Development Grant Program in Appendix D.



### Trade-off Analysis

Appendix E provides a high-level summary of the positives and cautions associated with each potential park component, based on the research in prior appendices. This appendix also includes pro forma budgets for each component under consideration, a comparison of order-of-magnitude construction costs, direct return on investment calculations, and a preliminary profit and loss pro forma for the overall park.

## APPENDIX A. Trends

This appendix describes trends related to tourism and travel, hospitality and lodging, park rentals and occupancy, outdoor recreation and camping. Some sources describe national trends, while other sources are about Indiana or Hendricks County. All 31 sources in this appendix report current data from 2018 through 2025.

### Summary of Key Trends

Below is a summary of key trends explored in this appendix:

- Indiana tourism has been expanding toward pre-pandemic levels across the past several years, with day trips on the rise. Although inflation could eventually impact travel, travel costs have increased at a slower rate than the overall economy.
- More people are participating in outdoor recreation as casual participants. Water activities, hiking, running, shooting and biking continue to see growth in participation.
- Many campers are likely to consider staying at a campground over traditional lodging. Blended travel is increasing, where one trip will combine camping with other forms of lodging.
- The number of camping households and money spent on camping continues to grow. Campers often select campgrounds based on campground amenities and desirable local experiences including natural events, food tourism and calming activities.
- More structured outdoor hospitality, such as glamping and RV camping, continue to rise in popularity. Campers appreciate the flexibility, comfort and service provided by this type of camping.
- The typical park/campground has 92 total rentable sites and the median RV campsite length is 45 feet long.



## APPENDIX A. Trends

---

### Tourism and Travel

This section discusses key metrics for tourism, as well as tourism-related opportunities for Indiana and regions local to Echo Hollow.

**Travel price index.** The travel price index measures the cost of travel away from home in the United States. In March 2025, this national index showed that prices of travel-related goods and services were attractive to consumers and that these expenses have increased at a slower rate than the economy overall. Travel costs (i.e. airfare, gas, hotels) were less expensive in March 2025 than at the same time last year.<sup>1</sup>

**Impact of tourism on Indiana.** According to annual tourism economic impact studies conducted by Rockport Analytics, the State of Indiana is approaching pre-pandemic levels for numbers of visitors and starting to exceed pre-pandemic rates in spending per visitor. For 2023, tourism and travel:

- Amounted to 81.7 million visitors;
- Contributed \$10.4 billion to the state's economy;
- Accounted for \$694 million in local taxes;
- Supported over 208,000 jobs, increasing 4 percent from 2022;
- Garnered increased visitor spending with the average growing from \$170 in 2022 to \$198 in 2023. For every \$1 spent by visitors in Indiana, the state's economy retained 65 cents.<sup>2</sup>

---

<sup>1</sup> U.S. Travel Association, *Travel Price Index*, (2025).  
<https://www.ustravel.org/research/travel-price-index>.

<sup>2</sup> Rockport Analytics, *Tourism at Work: The Impact of travel & tourism in Indiana* (2024).  
<https://www.visitindiana.com/about-iddc/tourism-research/>.

**Indiana day and overnight trips.** Day trips drove the largest increases in travel volume Indiana in 2023, surpassing pre-pandemic levels at 51 million person-stays. Overnight travel levels in Indiana reached 31 million person-stays in 2023, growing 1.9 percent. Overnight volume reached 97 percent of 2019 levels.<sup>3</sup>

**Impact of tourism on Hendricks County.** In 2024, tourism was the ninth largest industry in Hendricks County. Of the \$352.5 million in total visitor spending, \$113 million came from food and beverage, \$71 million from entertainment/recreation and \$41 million from lodging.<sup>4</sup>

**Tourism growth opportunities for Central Indiana.** In 2024, the Indiana Destination Development Corporation conducted in-person engagements with destination marketing organizations, chambers of commerce, private businesses, foundations, nonprofits, and institutions of higher education, to identify tourism needs and opportunities. Central region stakeholders, including those from Hendricks County, provided the following regional feedback:

- Outdoor recreation and sports and recreational facilities were identified as two of the region's strengths;
- Needs included connections to the White River and trails, as well as walkability/quality of life and place; and
- Destination development ideas included waterfront and water activities, as well as glamping and a wellness retreat center.<sup>5</sup>

<sup>3</sup> Rockport Analytics, *Tourism at Work: The Impact of Travel & Tourism in Indiana* (2024).  
<https://www.visitindiana.com/about-iddc/tourism-research/>.

<sup>4</sup> STR, Visit Hendricks County. *2024 Annual Report*. Infographic. 2024.  
<https://www.visitindiana.com/about-iddc/tourism-research/>.

<sup>5</sup> Indiana Destination Development Foundation, *Future Asset Study* (2024).

## APPENDIX A. Trends

---

### Outdoor Recreation

The following section discusses trends related to outdoor parks, recreation and activities.

**Economic impact of outdoor recreation.** The U.S. Department of Commerce Bureau of Economic Analysis (BEA) reported that outdoor recreation continued to be a major economic force for the U.S., generating \$1.2 trillion in economic output and supporting 5 million jobs in 2023, accounting for 3.1 percent of all employees in the country.<sup>6</sup> In Indiana, outdoor recreation was 3.2 percent of the state's GDP. The activities below contributed to the national GDP in the following ways:

- Boating/fishing was the largest conventional outdoor activity for the nation at \$36.8 billion in dollar value added.
- RVing was the second-largest conventional outdoor activity for the nation at \$26.3 billion in dollar value added and was the largest conventional outdoor activity in 11 states.
- Of all 50 states, Indiana had the largest contribution of RV economic impact at \$4.7 billion, which may attributed to the state being the largest RV manufacturer in the country.
- Hunting/shooting/trapping was the third-largest conventional outdoor activity for the nation at \$14.0 billion in dollar value added.<sup>7</sup>

---

<sup>6</sup> NH Business Review Staff, *U.S. outdoor recreation industry reaches \$1.2 trillion* (December 6, 2024). <https://www.nhbr.com/u-s-outdoor-recreation-industry-reaches-1-2-trillion/>.

**High participation.** The Outdoor Industry Association commissioned a study in 2024 looking at outdoor participation trends in the United States. Below are highlights from this study:

- In 2023, the outdoor recreation participation base grew by 4.1 percent to 175.8 million people. This amounted to 57.3 percent of the United States population.
- Of Americans aged six and older, 22.2 million more were participating in outdoor recreation in 2023 than were participating in 2019, going from 153.6 million in 2019 to 175.8 million in 2023.
- Women and seniors were participating in outdoor recreation more than before. More than half of American women were participating in outdoor recreation (51.9%) and participation from Americans aged 55 to 64 increased to 49.7 percent and 65+ increased to 39.5 percent.
- In 2023, the average number of outings per participant fell 11.4 percent from 70.5 outings per participant in 2022 to 62.5 outings per participant in 2023. This may be attributed to a continued decrease in core (very frequent) participants and an increase in casual outdoor recreation participants.
- In 2023, the top five outdoor recreation activities by participation rate included: hiking (20.0%); fishing (18.2%); running, jogging or trail running (17.9%); camping (17.7%); and road, mountain or DMX biking (17.2%).<sup>8</sup>

<sup>7</sup> Bureau of Economic Analysis, *Outdoor Recreation Satellite Account, U.S. and States, 2023* (2024). <https://www.bea.gov/news/2024/outdoor-recreation-satellite-account-us-and-states-2023>.

<sup>8</sup> Outdoor Industry Association, *Outdoor Participation Trends Report* (2024). <https://outdoorindustry.org/article/2024-outdoor-participation-trends-report/>.

## APPENDIX A. Trends

---

**Outdoor activities and growth.** Outdoor Adventures conducted an industry survey in 2024 looking at the latest trends, challenges and opportunities for outdoor recreation. Their data suggested that activities such as kayaking, hiking, and camping remain strong and that businesses that embrace digital tools, sustainability, and customized experiences will thrive in upcoming years. Below are additional highlights from the study:

- Water sports, such as kayaking, paddle boarding and fishing, remain popular, with 50 percent of businesses focusing on these activities. Camping, hiking, and climbing continued to hold steady in popularity.
- 2024 shows a shift toward innovation, with more businesses offering: glamping and eco-lodging (travelers seeking sustainable accommodations in nature); E-bike rentals and adventure cycling, including guided biking experiences; and personalized outdoor experiences, including private group hikes and tailored kayaking tours.
- The shift toward digital engagement has become more pronounced in 2024, with 38.5 percent of outdoor businesses reporting that over half of their bookings now occur online.<sup>9</sup>

**Growth in shooting ranges.** Over the past five years, shooting ranges have experienced a boom in popularity throughout the US. When gun ownership and enthusiasm intensify, shooting ranges typically observe a boost in visitation.<sup>10</sup>

In 2023, the U.S. Fish and Wildlife Service (USFWS) allocated \$100 million for outdoor shooting range development under the Wildlife and Sport Fish Restoration Program. This funding supports the construction and enhancement of ranges, especially in rural areas where land availability is greater.<sup>11</sup>

Other trends related to shooting ranges include the expansion of modular shooting ranges, a shift toward environmental sustainability and adoption of smart range technologies that provide shooters real-time data analytics.<sup>12</sup>

---

<sup>9</sup> EIN Presswire, “Outdoor Adventures Releases 2024 Industry Survey: Trends, Challenges, and Emerging Opportunities in Outdoor Recreation,” March 6, 2025. <https://www.cbs42.com/business/press-releases/ein-presswire/791666467/outdoor-adventures-releases-2024-industry-survey-trends-challenges-and-emerging-opportunities-in-outdoor-recreation/>.

<sup>10</sup> Evan Jozkowski, *Shooting Ranges in the US – Market Research Report* (August 2024). <https://www.ibisworld.com/united-states/industry/shooting-ranges/5467/>.

<sup>11</sup> Ken Research, *USA Shooting Range Market Overview*, (2024). <https://www.kenresearch.com/industry-reports/usa-shooting-range-market>.

<sup>12</sup> IMARC group, *Shooting Ranges Market by Type* (2024). <https://www.imarcgroup.com/shooting-ranges-market>.

## APPENDIX A. Trends

---

**Building an indoor shooting range.** Below are design and cost considerations for building an indoor shooting range.

- Building an indoor range can cost anywhere from \$750,000 to \$4 million depending on size and the level of customization.<sup>13</sup>
- Common startup costs include: firearms, ammunition, targets, safety gear, benches, range dividers, ventilation, labor, security, maintenance, business formulation costs, promotion, accreditation, insurance, permits and reservation software.<sup>14</sup>
- Key infrastructure for installing an indoor shooting range include granular rubber traps at the end of a range, a safety ceiling and proper HVAC.<sup>15</sup>
- Operational costs and their benchmark percentage of total expenses include: Ammunition (15-20%); Firearm purchase & maintenance (10-15%); Safety gear and productive equipment (5-10%); and Inventory management or storage (5-8%).<sup>16</sup>

- Membership models, as well as ammunition and equipment rentals/sales, are important to a range's profitability. Membership can offer steady cash flow and build customer loyalty, while sales can deliver immediate revenue, higher margins and inventory management. Other program offerings, such as lessons, events and function rentals can also impact revenue, profitability and customer base.
- An average commercial shooting range charges customers around \$10/hour.<sup>17</sup> Range owners report profit margins between 10 to 30 percent, which varies based on facility quality, customer base and operational efficiency.<sup>18</sup>

---

<sup>13</sup> Business Plans, "What Are the 9 Operating Costs of a Gun Range Business," April 4, 2025. <https://businessplan-templates.com/blogs/running-costs/gun-range>; Action Target, "How Much Does it Cost to Build An Indoor Shooting Range," November 3, 2021. <https://www.actiontarget.com/how-much-does-it-cost-to-build-an-indoor-shooting-range/>.

<sup>14</sup> Omnify, "Starting a Shooting Range Business: A Complete Guide." July 17, 2023. <https://www.getomnify.com/blog/starting-a-shooting-range-business-a-complete-guide>.

<sup>15</sup> ATS Targets, "Webinar: How Much Does a Commercial Shooting Range Cost?." <https://www.range-systems.com/blog/how-much-does-a-commercial-shooting-range-cost/>

<sup>16</sup> Business Plans, "What Are the 9 Operating Costs of a Gun Range Business," April 4, 2025. <https://businessplan-templates.com/blogs/running-costs/gun-range>;

<sup>17</sup> Jon Rydberg, *How Shooting Ranges are Shaping the Shooting Sports Industry with Membership Program Technology* (September 17, 2018). <https://orchidadvisors.com/range-membership-program/>; Spire Ranges, "Commercial Shooting Range." <https://spireranges.com/commercial-shooting-range/>.

<sup>18</sup> Business Plans, "How Much Does a Shooting Range Owner Earn?" April 5, 2025. <https://businessplan-templates.com/blogs/owners-make/shooting-range>.

## APPENDIX A. Trends

### Additional considerations for building an outdoor shooting range.

Generally, outdoor ranges are more cost-effective to initially build and can accommodate other types of shooting, such as Skeet. These ranges can also offer customers more space. However, bullet and sound containment are more challenging (if not impossible).<sup>19</sup> Below are additional design considerations:

- Site preparation will involve grading, constructing berms or backstops for bullet containment, and managing drainage.<sup>20</sup>
- The biggest safety factor is the backdrop. It needs to be big enough to prevent ricochet and bullets from flying past the target, typically 20-60 feet high. This can be a natural feature, such as a cliff wall or large dirt bank. It will also require maintenance throughout the life of the range.
- The parcel should be a minimum of 40 acres. Long-range shooting ranges require a minimum of 500 acres.
- All ranges should consider soil contamination from lead, especially if near a natural water source. You may need a company to retrieve lead from the property or shoot copper bullets exclusively.<sup>21</sup>
- Outdoor range owners report profit margins between 15 to 20 percent.<sup>22</sup> The study team was unable to locate information on the cost of building an outdoor commercial range.



---

<sup>19</sup> Milo, "Pros & Cons of Outdoor VS Indoor Shooting Ranges; Bullet Containment, Reality & more," January 27, 2018. <https://www.faac.com/blog/2018/01/27/pros-bullet-containment-reality-more/>

<sup>20</sup> Spire Ranges, "How Much Does It Cost to Build a Gun Range." <https://spireranges.com/how-much-does-it-cost-to-build-a-gun-range/>

<sup>21</sup> Hayden Outdoors, "What to Know Before Building a Gun Range on Your Property," July 11, 2023. <https://www.haydenoutdoors.com/build-a-gun-range-on-your-property/>

<sup>22</sup> Henry Sheykin, "How Much Do Shooting Range Owners Really Earn?," April 17, 2025. [https://finmodelslab.com/blogs/how-much-makes/shooting-range?srsItd=AfmBOop7fc9MfjH8nbQeiJo2gi\\_XnA3twwtEpOIGYb\\_lx86L1ZppCaG6](https://finmodelslab.com/blogs/how-much-makes/shooting-range?srsItd=AfmBOop7fc9MfjH8nbQeiJo2gi_XnA3twwtEpOIGYb_lx86L1ZppCaG6)

## APPENDIX A. Trends

### Hospitality and Lodging

This section outlines national, state and local trends related to overnight lodging and occupancy.

**Indiana occupancy.** Indiana hotel room revenue rose 3.8 percent in 2023, reaching \$2.4 billion, while revenue per available room increased 3.5 percent. Hotel revenue is now exceeding pre-pandemic levels of \$1.9 billion in 2018. The average daily room rate grew 4.5 percent, reaching \$117. Occupancy at 58 percent saw a slight decline of 0.8 percent in 2023, with demand decreasing 0.4 percent and supply edging up 0.5 percent.<sup>23</sup> Occupancy rates are approaching, but still falling short, of pre-pandemic rates (i.e. 60.8% in 2018).

**Hendricks County occupancy.** Hendricks County hotels experienced an increase in demand in 2022, selling 2.7 percent more than 2021. Compared to other Central Indiana counties, they were second in revenue per available room, second in occupancy rate and third in average daily rate.<sup>24</sup> In 2024, Plainfield's average daily rate followed a similar, but slightly lower, overall trend to all Hendricks County, with a low rate of just under \$110 in January and December, to its peak of just over \$130 in April.<sup>25</sup>



---

<sup>23</sup> Rockport Analytics, *Tourism at Work: The Impact of Travel & Tourism in Indiana* (2024). <https://www.visitindiana.com/about-iddc/tourism-research/>.

<sup>24</sup> STR, Visit Hendricks County. *2024 Annual Report*. Infographic. 2024.

<sup>25</sup> STR, Philip Deiwert. *2024 ADR Trends (Hendricks, Plainfield)*. Infographic. 2024.

## APPENDIX A. Trends

**Hotel development costs.** Average construction costs for building a hotel or other lodging vary by anticipated size, location and amenities. Below are descriptions of different accommodation types.

- **A-frame bunk cabin.** A fully furnished DEN-designed pre-fabricated cabin with a bedroom, plumbed toilet and sink, deck and lighting ready for onsite assembly.<sup>26</sup>
- **Three-star hotel.** Located near expressways and business centers to provide brief but comfortable stays with average amenities and some communal areas, such as gyms and pools.
- **Four-star hotel.** Located near city centers and offering above-average, deluxe services and features designated reception areas, breakfast and dinner, spa areas, gyms and swimming pools. More amenities increase construction costs.
- **Five-star hotel.** Sophisticated accommodations with superior guest rooms and amenities suggesting luxury such as pools with day beds, gyms, spa services and shopping areas. The highest number of amenities among hotel classes corresponds to high construction costs and staffing levels.<sup>27</sup>

Figure A-1 provides average construction costs for three lodging types per square foot and per room. Specific amenities increase costs.

For example, according to 2025 data, adding a restaurant costs \$150 to \$750 per square foot on average and adding a spa can cost between \$200 to \$500 per square foot.<sup>28</sup>

The study team cautions that construction cost escalation in recent years has outpaced consumer inflation.<sup>29</sup> Costs reported a year to three years ago can provide order-of-magnitude estimates with the caution that actual costs will vary.

A-1. Lodging development costs by type for cabins (2022) and hotels (2025)

Hotel type	Cost per square foot	Cost per room
A-frame cabin	\$ 372	\$ *94,000
3-star hotel	533	416,806
5-star hotel	752	1,030,240

Note: \*A-frame cabin costs are per individual cabin in 2022.

Note: Three- and five-star hotel costs per square foot are for Midwest hotels in 2025.<sup>30</sup> The study team estimated average cost per room using Autodesk 2025 cost per square foot averages and total hotel facility square footage determined from 2024 data.<sup>31</sup>

Source: Autodesk (2025), Autodesk (2024), DEN (2022) and Keen Independent.

<sup>26</sup> DEN, "Full Cabin Cost Breakdown & Investment Analysis! DEN Outdoors A-Frames" posted June 24, 2022, by DEN, YouTube, running time 13:32. <https://www.youtube.com/watch?v=VFx1YoPs2dw>

<sup>27</sup> Autodesk, *Hotel Construction Costs: An Overview* (July 10, 2024). <https://www.autodesk.com/blogs/construction/hotel-construction-costs-an-overview/>

<sup>28</sup> Little Hotelier. *How much does it cost to build a hotel?* (2025). <https://www.littlehotelier.com/blog/running-your-property/how-much-does-it-cost-to-build-a-hotel/>

<sup>29</sup> Alex Carrick. *Placing in Perspective Construction Cost, Price and Volume Percent Changes* (October 28, 2024). <https://www.constructconnect.com/construction-economic-news/placing-in-perspective>.

<sup>30</sup> Autodesk, *Commercial Construction Cost Per Square Foot* (February 12, 2025) <https://www.autodesk.com/blogs/construction/commercial-construction-cost-per-square-foot/>

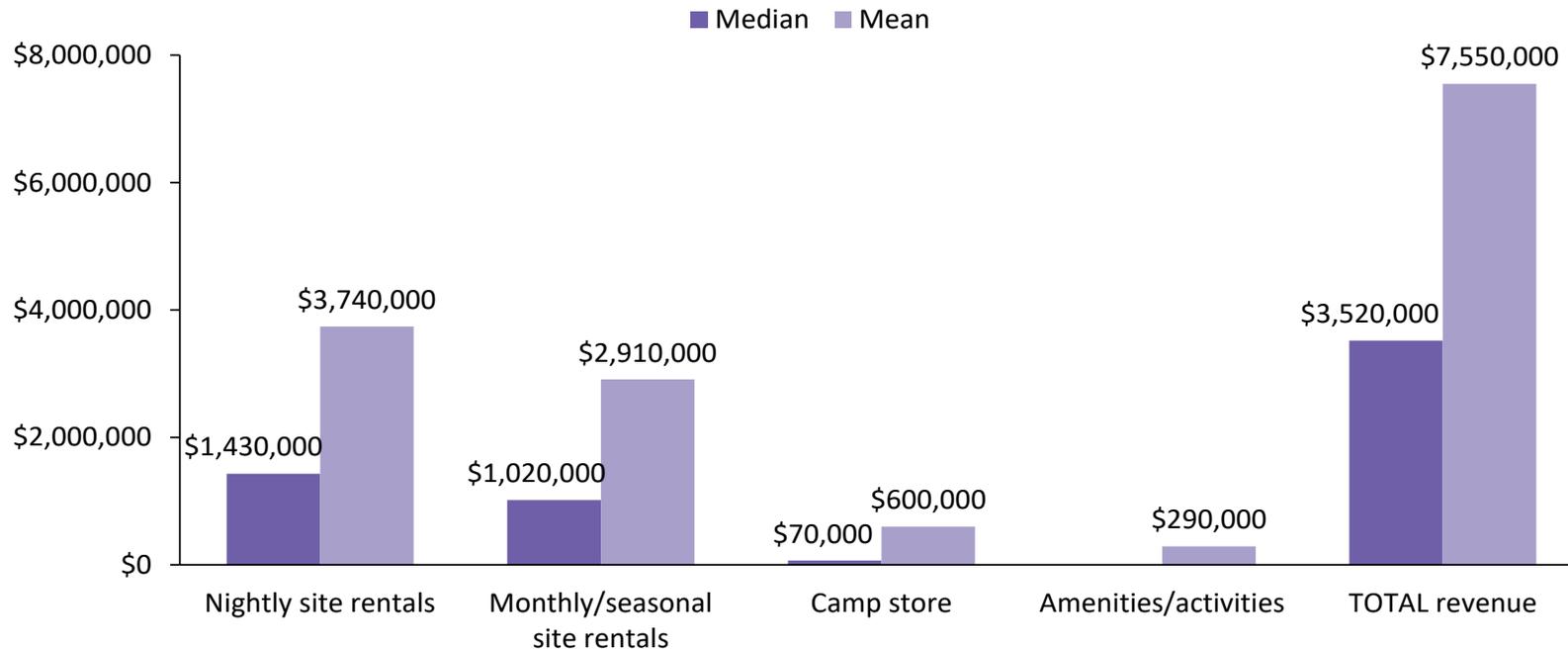
<sup>31</sup> Autodesk, *Hotel Construction Costs: An Overview* (July 10, 2024). <https://www.autodesk.com/blogs/construction/hotel-construction-costs-an-overview/>

## APPENDIX A. Trends

### Camping

The following section discusses park rentals, occupancy and trends related to camping and campgrounds.

A-2. Park revenue mean and median in the past 12 months



Note: Nightly and month/seasonal site rentals include hook ups, cabins, park models and other accommodations. Mean revenue is higher due to several larger parks in the data.

Source: National Association of RV Parks & Campgrounds (2023).

<sup>32</sup> Readex Research, National Association of RV Parks & Campgrounds. *Outdoor Hospitality Industry Benchmarking Report*, (2023). <https://ohi.org/document/2023-outdoor-hospitality-industry-benchmarking-report/>.

**Park median revenue.** The National Association of RV Parks & Campgrounds found that in 2023, parks reported a median of \$3.52 million in total revenue and a median of \$2.89 million in total expenses. Figure A-2 shows that of that \$3.52 million, \$1.43 million of revenue came from nightly site rentals and \$1.02 million from monthly/seasonal site rentals.<sup>32</sup>

## APPENDIX A. Trends

**Revenue and expenses by region and site numbers.** Figure A shows revenue and expenses by region and number of sites. Mean averages are higher than the median parks due to large parks often located in the Northeast. The impact of large parks on averages, makes the median a better indicator of the typical park. Parks in the Midwest reported a median of \$3.44 million in total revenue and \$2.50 million in total expenses (Figure A-3).

Revenue and expenses increase as the number of sites on a property increase, however the proportion of revenue to expenses is more favorable as the number of sites increase. For example, properties with less than 50 sites reported median total expenses that are about two-thirds of their total revenue generated. Properties with 200+ sites reported a median of total expenses (\$9.89 million) that is less than half of their median total revenue (\$20.29 million).<sup>33</sup>

A-3. Park revenue and expenses (in millions)

	Region				Number of sites			
	Northeast	Midwest	South	West	<50	50-99	100-199	200+
<b>Total revenue (in millions)</b>								
Mean	\$ 8.97	\$ 5.47	\$ 7.59	\$ 9.40	\$ 2.06	\$ 4.65	\$ 8.31	\$ 19.52
Median	3.48	3.44	3.52	5.00	1.67	2.62	8.47	20.29
<b>Total Expenses (in millions)</b>								
Mean	\$ 5.23	\$ 3.98	\$ 4.85	\$ 5.88	\$ 1.17	\$ 3.23	\$ 6.10	\$ 11.30
Median	4.13	2.50	1.94	3.44	0.98	2.07	4.52	9.89

Note: Some results are based on fewer than 30 respondents.

Source: National Association of RV Parks & Campgrounds (2023).

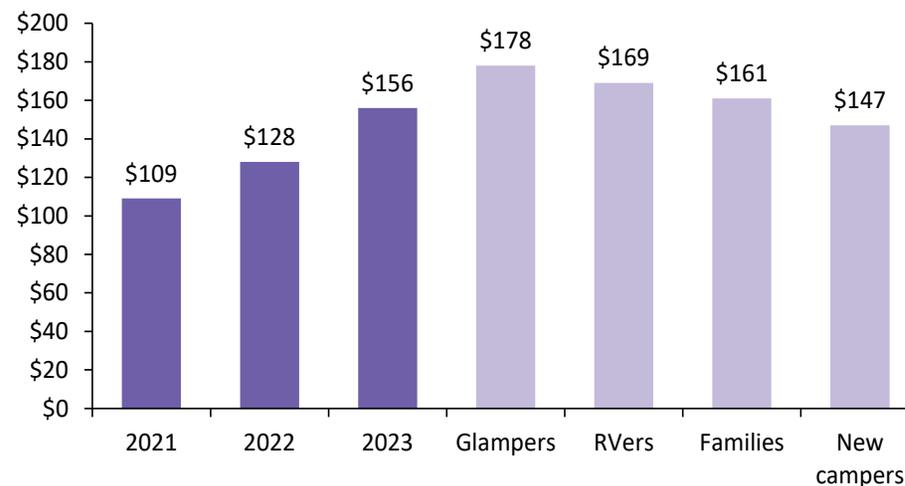
<sup>33</sup> Readex Research, National Association of RV Parks & Campgrounds. *Outdoor Hospitality Industry Benchmarking Report*, (2023). <https://ohi.org/document/2023-outdoor-hospitality-industry-benchmarking-report/>.

## APPENDIX A. Trends

**Economic impact of camping.** The camping industry continues to grow, with increases in first-time campers and appeal for all age groups.

- Since 2014, the number of camping households has increased 23 percent, growing from 71.5 million to 87.9 million.
- Average household incomes of campers have grown since 2014, with the percentage who report a household income over \$100,000 increasing by 14 percent.
- Guests increased their average spend by \$28 in 2023, and it is estimated that campers spent about \$49 billion in local communities during their trips.<sup>34</sup>
- The majority of campers (90%) said they would spend the same or more on camping in 2024. One-third of campers (36%) said their average budget is between \$301-\$500 per trip and 26 percent said their average budget is \$501 to \$1,000 per trip<sup>35</sup> Figure A-4 shows daily spending by types of campers.
- Four of five campers said that inflation either caused them to camp more or did not affect their camping activities.<sup>36</sup> About one-fourth of all campers said they planned to spend more nights camping and take more trips in 2024, with about 43 percent planning to increase trips and/or nights.<sup>37</sup>

A-4. Average daily spend per camper, not including accommodations



Source: KOA (2024).

<sup>34</sup> KOA, *Camping and Outdoor Hospitality Report* (2024). <https://koa.com/north-american-camping-report/>.

<sup>35</sup> Campspot, *The Year of the Calm-Cation* (2024). <https://www.campspot.com/about/camping-trends>.

<sup>36</sup> The Dyr, *The Dyr's 2025 Camping Report Presented by Toyota Trucks* (2025). <https://thedyrt.com/magazine/press/camping-report/>.

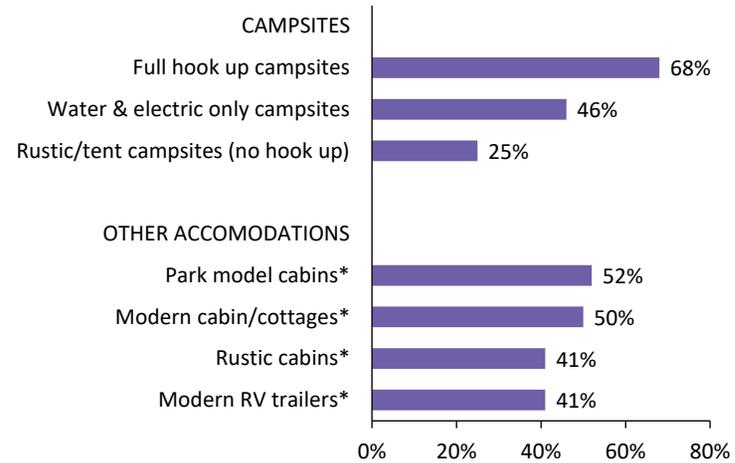
<sup>37</sup> KOA, *Camping and Outdoor Hospitality Report* (2024). <https://koa.com/north-american-camping-report/>.

## APPENDIX A. Trends

**Camping occupancy.** The National Association of RV Parks and Campgrounds looked at occupancy rates as part of their 2023 Outdoor Hospitality Industry Benchmarking report. They found that camping occupancy rates vary based on the type of site/unit (Figure A-5). Parks and campgrounds with full hook up campsites reported an average occupancy rate of 68 percent in their months of operation during the past 12 months.<sup>38</sup>

**Case study.** Figure A-6 shows growth in revenue, profit and occupancy for the county park Twin Grove RV Resort and Cottages in Pine Grove, Pennsylvania. This park is located about 30 miles northeast of Harrisburg, Pennsylvania. Twin Grove has 218 RV sites, 50 Cottages, 18 cabins, 10 Family Lodges, and 15 tent sites across 105 acres. This example shows how a range of accommodation options and occupancies on one property, as well as offering novel amenities such as fair rides, a musical band shell and an ice cream shop, can generate multiple revenue streams.<sup>39</sup>

A-5. Occupancy rate mean summary



Note: \*Cabin and cottage rates are based on fewer than 30 responses. Park model cabins are small homes on wheels.

Source: National Association of RV Parks & Campgrounds (2023).

A-6. Revenue and occupancy for Twin Grove RV Resort and Cottages

Year	Cottages occupancy rate	RV site occupancy rate	Total revenue	Net profit
2020	82 %	64 %	\$ 4,750,000	\$ 800,000
2019	73	59	3,650,000	600,000
2018	70	56	3,300,000	550,000

Source: CRR Hospitality (2024).

<sup>38</sup> Readex Research, National Association of RV Parks & Campgrounds. *Outdoor Hospitality Industry Benchmarking Report* (2023). <https://ohi.org/document/2023-outdoor-hospitality-industry-benchmarking-report/>.

<sup>39</sup> CRR Hospitality, *Assessing the Economic Viability of RV Parks: A Closer Look* (January 14, 2024). <https://crrhospitality.com/blog/assessing-the-economic-viability-of-rv-parks-a-closer-look/>.

## APPENDIX A. Trends

---

**Campground preferences.** Campspot reported that nearly 90 percent of respondents would consider staying at a campground in lieu of a trip with traditional lodging.<sup>40</sup> KOA reported that 80 percent of campers participated in “blended travel” in 2023, integrating camping with other travel forms, such as stays at hotels or resorts, lodges, or vacation homes.<sup>41</sup> Blended travel is expected to become more popular in the next 10 years.

**Camping availability and cancellations.** In 2024, 70.7 percent of campers said they followed through with all reservations made, up from 58.7 percent in 2023. Although, campers who earned more than \$100,000 per year were twice as likely to no-show than campers who earned under \$50,000. Of campers in the Midwest, 54.3 percent reported having trouble finding a campground because they were full.<sup>42</sup>

**Sense of calm.** Campspot said that in 2024, campers were looking for calming experiences. One in three campers reported feeling stressed about economic uncertainty and 70 percent of campers reported craving a sense of calm and relaxation during trips. Fresh air was the top general element that contributed to feelings of relaxation while outdoors, while waterfront was the top campsite element that contributed to relaxation.<sup>43</sup> KOA reported that the top travel goal in 2024 was to slow down and be in the moment.<sup>44</sup>



---

<sup>40</sup> Campspot, *The Year of the Calm-Cation* (2024). <https://www.campspot.com/about/camping-trends>.

<sup>41</sup> KOA, *Camping and Outdoor Hospitality Report* (2024). <https://koa.com/north-american-camping-report/>.

<sup>42</sup> The Dyr, *The Dyr's 2025 Camping Report Presented by Toyota Trucks* (2025). <https://thedyrt.com/magazine/press/camping-report/>.

<sup>43</sup> Campspot, *The Year of the Calm-Cation* (2024). <https://www.campspot.com/about/camping-trends>.

<sup>44</sup> KOA, *Camping and Outdoor Hospitality Report* (2024). <https://koa.com/north-american-camping-report/>.

## APPENDIX A. Trends

---

**Desired amenities.** Around half of campers (47%) reported choosing a campground based on the amenities available, including sanitation needs, such as bathrooms, garbage, laundry, and showers (63%); water recreation, such as boat rentals and fishing (63%); and swimming opportunities, such as a pool, hot tub or water park (50%).<sup>45</sup>

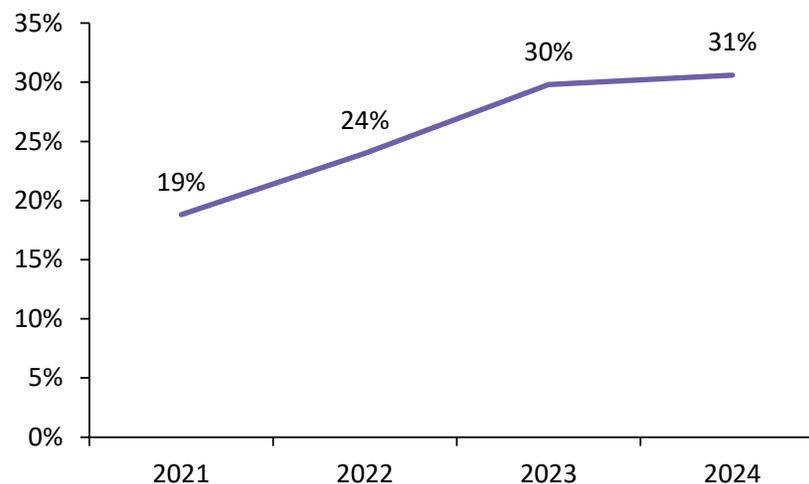
**Travel experiences.** While immersing themselves in camping, respondents also detailed experiences they seek in a campground's local community. Desired experiences included natural events (50%), visiting small towns (31%) and food tourism (29%).<sup>46</sup>

**Personal interactions.** Most leisure travelers (87%) agreed that outdoor hospitality must incorporate a human touch. This could mean having staff available if needed or directly involved in their outdoor experience.<sup>47</sup>

**Traveling with pets.** Half of campers (49.7%) reported camping with dogs in 2024.<sup>48</sup> Almost half of RVers (43%) cited their ability to bring their pets as a factor in their decision-making to go camping.<sup>49</sup>

**Solo camping.** Solo camping has continued to rise over the past three years (Figure A-7). Campers who camp alone report liking the solitude (69%) and mention that friends or family are not always available (51%).

A-7. Percent of solo campers by year



Source: KOA (2024).

---

<sup>45</sup> Campspot, *The Year of the Calm-Cation* (2024). <https://www.campspot.com/about/camping-trends>.

<sup>46</sup> KOA, *Camping and Outdoor Hospitality Report* (2024). <https://koa.com/north-american-camping-report/>.

<sup>47</sup> KOA, *Camping and Outdoor Hospitality Report* (2024). <https://koa.com/north-american-camping-report/>.

<sup>48</sup> The Dyr, *The Dyr's 2025 Camping Report Presented by Toyota Trucks* (2025). <https://thedyrt.com/magazine/press/camping-report/>.

<sup>49</sup> RV Industry Association, *Go RVing RV Owner* (2025). <https://www.rvia.org/2025-go-rving-rv-owner-demographic-profile>.

## APPENDIX A. Trends

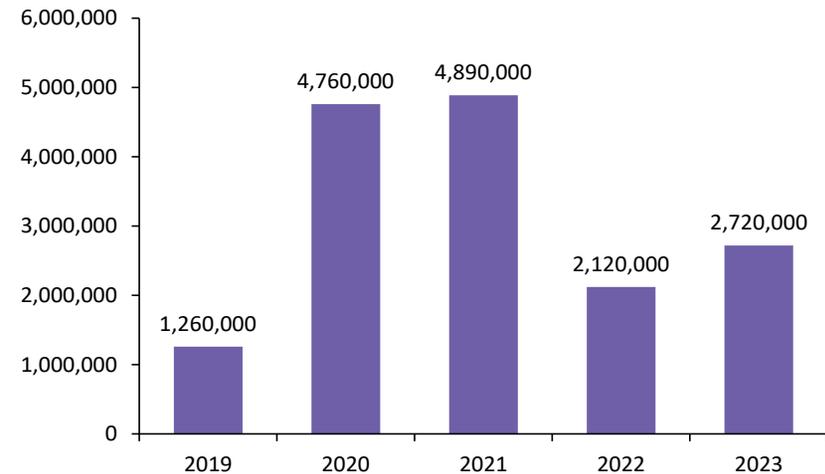
**Glamping on the rise.** At 7 million in 2023, cabin or glamping usage was up 101 percent from 2014. In 2023, 9 percent of campers went glamping with 42 percent of those campers doing so for the first time. Glamping has accounted for 15.6 million new entrants to camping in the past five years (Figure A-8).<sup>50</sup>

Glamping units continue to evolve, with full ensuite bathrooms and beds. The American Glamping Association projects that the glamping industry will grow by 16 percent annually to reach a market size of \$4.8 billion by 2025.<sup>51</sup>

Alternatively, there are data suggesting a possible cool down in glamping participation. The Dyrts' 2025 Camping Report indicated that in 2024 only 4.3 percent of campers went glamping, which was down 9 percent from 2023. Additionally, 21.1 percent fewer glamping sites were added to properties in 2024.<sup>52</sup>

**Glamping operational and cost data.** CRR Hospitality reports that successful glamping sites can achieve occupancy rates of 60 to 70 percent with average daily rates of \$150 to \$250 per unit. This report also indicates a small-scale glamping project may require investment of \$50,000 to \$100,000, though this source does not define "small-scale" or the features included at this level of investment.<sup>53</sup>

A-8. Number of new glampers in North America by year



Source: Camper Champ (2024).

*As we look to 2024, preference is shifting toward more structured outdoor hospitality experiences, with 36 percent of guests interested in glamping resorts and 33 percent leaning toward service-rich campgrounds. This evolution in outdoor hospitality shows a growing market for experiences that marry the rustic appeal of camping with the amenities and comforts of traditional hospitality, all while maintaining that crucial human connection.*

*KOA Camping and Outdoor Hospitality Report*

<sup>50</sup> KOA, *Camping and Outdoor Hospitality Report* (2024). <https://koa.com/north-american-camping-report/>.

<sup>51</sup> CRR Hospitality, *Exploring Funding Strategies for Emerging Glamping Sites* (January 13, 2024). <https://crrhospitality.com/blog/exploring-funding-strategies-for-emerging-glamping-sites/>

<sup>52</sup> The Dyrts, *The Dyrts' 2025 Camping Report Presented by Toyota Trucks* (2025). <https://thedyrts.com/magazine/press/camping-report/>.

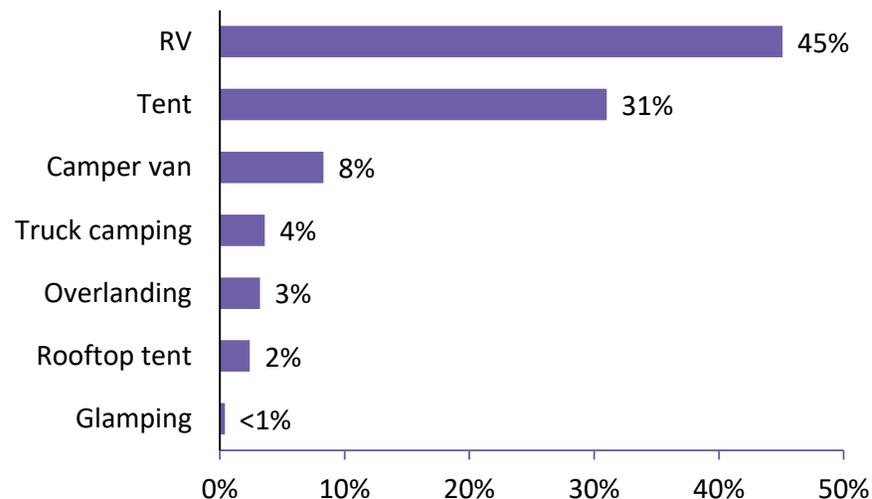
<sup>53</sup> CRR Hospitality, *Exploring Funding Strategies for Emerging Glamping Sites* (January 13, 2024). <https://crrhospitality.com/blog/exploring-funding-strategies-for-emerging-glamping-sites/>

## APPENDIX A. Trends

**RV camping trends.** Consumer Affairs reported that RV ownership has increased by 62 percent since 2001.<sup>54</sup> KOA predicts that the RV lifestyle is expected to grow in the next 10 years. This is attributed to campers valuing their own space, safety and flexibility.<sup>55</sup> Below are related RV trends.

- Just over fifty percent of campers said their preferred type of camping involves an RV, trailer or camper van (Figure A-9). Most campers over 55 listed RV or trailer as their primary camping type (61 percent). Family RVing is rising, with 43 percent of owners reporting children under 18 in their households.
- About half of respondents (50.6%) reported buying a camper in the last five years.<sup>56</sup>
- As the nation’s largest RV manufacturer, Indiana produces 84 percent of all U.S. and Canadian RVs. The RV market is projected to reach a market size of \$29.11 billion in 2029.<sup>57</sup>
- Campers who prefer camping with an RV or trailer look for amenities including electric hook ups (52.3%), water (13.2%), sewer (10.3%) and pull-thru length (8.9%).<sup>58</sup>
- Most parks/campgrounds (89%) have full hook up sites. Around half have water and electric-only sites (49%) and forty-three percent have rustic/tent sites with no hook ups.<sup>59</sup>

A-9. Primary camping type



Source: The Dyrft (2025).

<sup>54</sup> Consumer Affairs, *RV Industry Statistics* (2025). <https://www.consumeraffairs.com/automotive/rv-industry-statistics.html>.

<sup>55</sup> KOA, *Camping and Outdoor Hospitality Report* (2024). <https://koa.com/north-american-camping-report/>.

<sup>56</sup> The Dyrft, *The Dyrft’s 2025 Camping Report Presented by Toyota Trucks* (2025). <https://thedyrt.com/magazine/press/camping-report/>.

<sup>57</sup> Consumer Affairs, *RV Industry Statistics* (2025). <https://www.consumeraffairs.com/automotive/rv-industry-statistics.html>.

<sup>58</sup> The Dyrft, *The Dyrft’s 2025 Camping Report Presented by Toyota Trucks* (2025). <https://thedyrt.com/magazine/press/camping-report/>.

<sup>59</sup> Readex Research, National Association of RV Parks & Campgrounds. *Outdoor Hospitality Industry Benchmarking Report*, (2023). <https://ohi.org/document/2023-outdoor-hospitality-industry-benchmarking-report/>.

## APPENDIX A. Trends

**RV camping usage.** The RV Industry Association and Consumer Affairs reports that the median days an RV is used per year is 30 days. Figure A-10 shows the distribution of RV usage across types of RV owners. Below are profiles for different RV owner types classified by the report.

- **Casual campers.** These owners live in their RVs for several weekends each summer during camping trips.
- **Family campers.** Once or twice a year, these owners take their RVs on summertime family vacations.
- **Escapists.** On extended family camping trips, these owners often stay in their RVs for two months or longer.
- **Avid RVers.** During any and all time off, these owners stay in their RVs.
- **Happy campers.** These snowbirds park their RVs somewhere warm and live in it for half of the year.
- **Full-timers.** These owners live in their RVs full time.
- **Adventure seekers.** These outdoorsy explorers use their RVs as a home base for most of the year.<sup>60</sup>

A-10. RV owner statistics

Type of owner	Percent of RV owners	Average number of days
Casual campers	39 %	16
Family campers	33	13
Escapists	16	55
Avid RVers	6	111
Happy campers	3	180
Full-time campers	2	365
Adventure seekers	1	200

Source: RV Industry Association and Consumer Affairs (2025).

---

<sup>60</sup> Consumer Affairs, *RV Industry Statistics* (2025).  
<https://www.consumeraffairs.com/automotive/rv-industry-statistics.html>.

## APPENDIX A. Trends

---

**Site requirements.** The number of camping sites varies by type of site and camping accommodations. The typical park/campground has 92 total rentable sites.<sup>61</sup> RV parks require more land than tent campgrounds due to the size of RVs and their required infrastructure.

- Each RV site may need between 1,200 and 2,500 square feet, plus room for driveways, utility corridors, and fire lanes.
- On average, a well-planned acre can accommodate 4–8 RV sites with full hook ups, assuming each site takes up 1/8 to 1/4 acre including access roads, buffers, and utilities.
- A small RV park with 20 to 30 sites generally needs 8 to 10 acres, while larger or higher-end parks may require 15 acres or more.
- Parks with glamping tents, yurts or cabins and luxury accommodations that often include private bathrooms, decks, and scenic spacing between units, require 2,000 to 5,000 square feet per unit. A glamping-focused campground typically needs a minimum of 10 to 15 acres to offer a premium experience and support sustainable growth.
- Most mixed-use campgrounds require 10 to 20 acres to allow for design flexibility, traffic flow, and separate guest areas.<sup>62</sup>

- A Nevada State Park survey recently found that family groups prefer camping together, so new campgrounds might consider having two sets of hook ups to accommodate shared sites.<sup>63</sup>
- More than half of campground owners who developed a new campground in the past 12 months (60%) reported the average cost per new full-hook up site to be \$15,000 or more, including 20 percent who reported \$30,000 or more.<sup>64</sup>

**RV space requirements.** The average camper van is 18 to 24 feet long, Class C motorhomes are 20 to 35 feet long, travel trailers are on average 20 feet long and fifth wheels are 24 to 40 feet long.<sup>65</sup> A typical RV site is 15 feet wide and 30 to 50 feet long.<sup>66</sup> The RV Industry association reports different median campsite lengths based on campground ownership. The median campsite length for public and state campgrounds is 45 feet. Federal campgrounds, including National Parks, often enforce RV length limits of 40 feet. Their median campsite length is 42 feet. Privately owned campgrounds have the longest median length of 60 feet.<sup>67</sup> It should be noted that these data likely include campgrounds built in different decades and modern campgrounds are likely to have longer campsite lengths to accommodate growth in typical RV sizes.

---

<sup>61</sup> Readex Research, National Association of RV Parks & Campgrounds. *Outdoor Hospitality Industry Benchmarking Report*, (2023). <https://ohi.org/document/2023-outdoor-hospitality-industry-benchmarking-report/>.

<sup>62</sup> Arianna Mendoza. *Campground Land Size Requirements: What it Really Takes to Build Your Dream Campground* (April 2, 2025). <https://www.roverpass.com/blog/how-much-land-for-a-campground/>.

<sup>63</sup> Lydia Snow. *Parks survey reveals visitor trends around Nevada* (June 25, 2024). <https://www.stateparks.org/news-events/parks-survey-reveals-visitor-trends-around-nevada/>

<sup>64</sup> Readex Research, National Association of RV Parks & Campgrounds. *Outdoor Hospitality Industry Benchmarking Report*, (2023). <https://ohi.org/document/2023-outdoor-hospitality-industry-benchmarking-report/>.

<sup>65</sup> Custom Skirting, *RV Sizes Explained: Length, Width, and Height* (May 6, 2024). <https://customskirting.com/rv-sizes-length-width-and-height/>.

<sup>66</sup> County Office, *What is the Average Size of an RV Campsite?* (2024). <https://www.youtube.com/watch?v=6tmjl8EPI04>.

<sup>67</sup> RV Industry Association, *RV Industry Association Campground Industry Market Analysis* (2021).

## APPENDIX B. Market Analysis

---

Keen Independent presents a market analysis examining the arts, culture, entertainment and recreation landscape in proximity to Echo Hollow Nature Park (hereafter “Echo Hollow”).

### Methodology

For this market analysis, Keen Independent gathered demographic, spending and market potential information from U.S. Bureau of Labor Statistics Consumer Expenditure Survey about the populations around Plainfield, Indiana. Data from the Indiana Business Research Center at Indiana University (IU) Kelley School of Business and the U.S. Census Bureau provided information for population projections through 2050.

Additionally, we inventoried relevant recreation, lodging and event venues within a 15-minute to 2.5-hour drive of Echo Hollow. Venue types included:

- Local recreation parks;
- Equestrian services;
- Overnight lodging;
- Event, meeting and conference venues;
- Campgrounds;
- Outdoor recreation parks with hiking and other outdoor activities;
- Nature education programs;
- Shooting ranges; and
- Public park complexes with camping or lodging.

**Market areas.** Keen Independent identified geographic market areas based on drive time to the Echo Hollow Nature Park. The market areas and the approximate drive times are:

- Primary market: 15 minutes;
- Secondary market: 45 minutes;
- Tertiary market: 90 minutes;
- Regional market: 2.5 hours; and
- Expanded regional market: 4 hours.

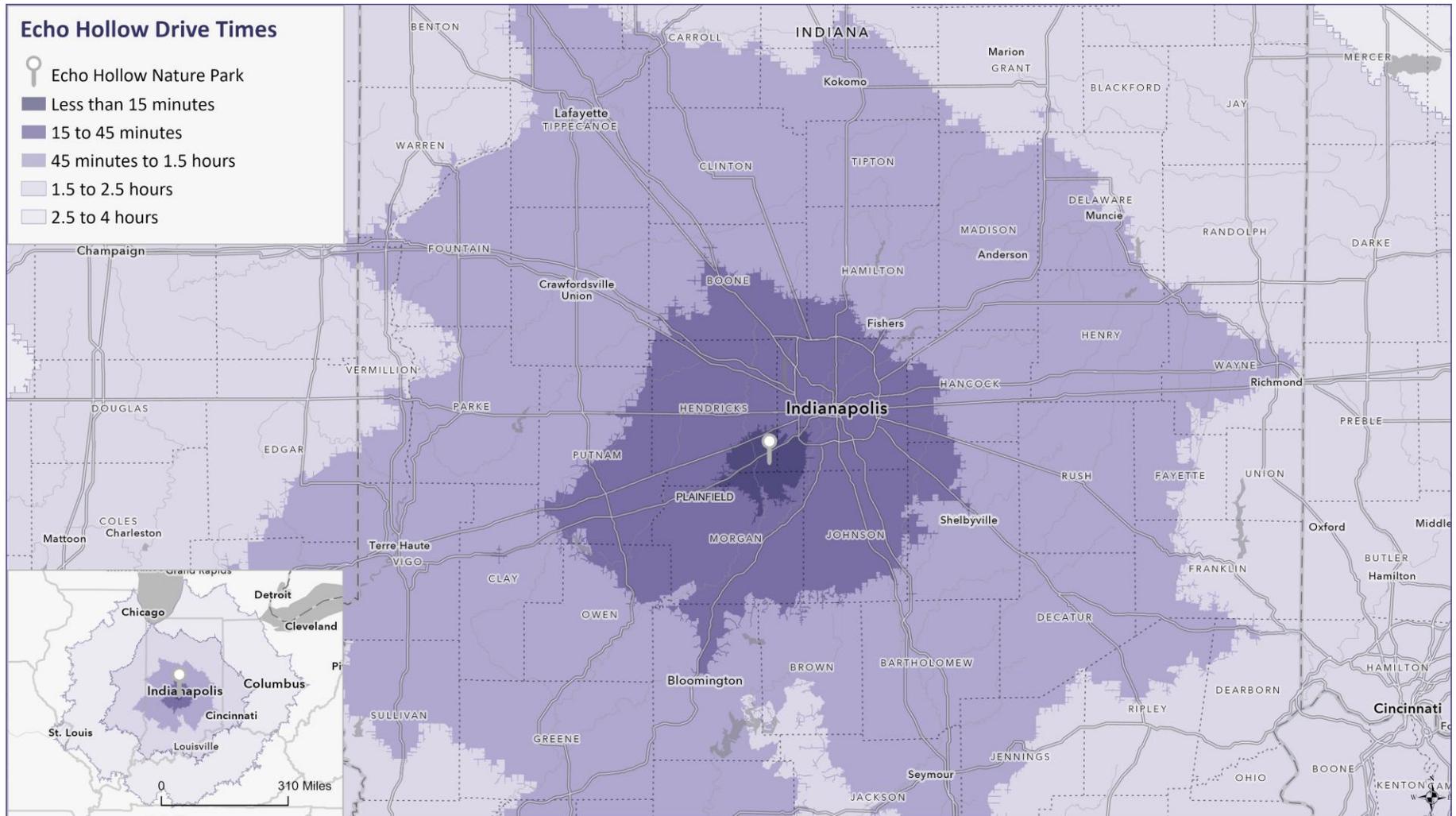
Figure B-1 on the following page is a market area map that illustrates the market areas based on drive time. The primary market falls just south of the City of Indianapolis. The secondary market includes Indianapolis proper. The tertiary market extends to Indiana cities and towns around the Indianapolis metro area. The regional market extends beyond the State of Indiana to include Illinois, Ohio and Kentucky. The expanded regional market reaches into Missouri and Michigan.

### Demographic and population key takeaways

- More than 31 million people live within a four-hour drive of Echo Hollow Nature Park.
- All market areas are slightly younger than the national average.
- The median household income for most market areas is lower than the national average, but the primary market is aligned with national average.
- The Plainfield population is projected to grow between 2020 and 2050; forecasted growth is distributed across generational cohorts.

## B. Market Analysis — Market area map

B-1. Echo Hollow drive time map of primary, secondary, tertiary, and regional market areas (large map) and expanded regional market area (inset, lower left)



Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

## B. Market Analysis — Demographics

Keen Independent analyzed the population and consumer behaviors across Echo Hollow’s market areas compared to national averages.

### Population

Figure B-2 displays population and household information for the primary, secondary, tertiary, regional and expanded regional market areas compared to the United States overall.

**Local populations of potential day users.** The primary market population totals just under 100,000 people and the secondary market is just over 1.5 million people.

**Regional and expanded regional populations.** The regional and expanded regional market areas may be less likely to use Echo Hollow for day visits but more likely to use Echo Hollow in conjunction with overnight trips due to the round-trip drive time. More than 10 million people live within a 2.5-hour drive of Echo Hollow and more than 31 million people live within a four-hour drive of Echo Hollow.

B-2. Population and household information for Echo Hollow market areas, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Total population</b>	96,055	1,614,080	3,434,313	10,152,405	31,012,926	338,273,465
<b>Total households</b>	35,853	639,327	1,362,304	4,077,114	12,425,676	130,644,648

Source: U.S. Census Bureau American Community Survey.

## B. Market Analysis — Demographics

### Age and Disability

Figure B-3 shows age and disability information for Echo Hollow market areas.

**Age.** All market areas are slightly younger than the national average, with the primary and secondary markets being the youngest of these market areas.

**Disability status.** The primary, tertiary and regional markets have a slightly higher percentage of individuals with disabilities than the national average.

B-3. Age and disability information for Echo Hollow market areas, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Age</b>						
Up to 10 years old	12.4 %	12.7 %	12.2 %	12.1 %	11.8 %	11.3 %
10 to 19 years old	13.7	13.3	13.4	13.0	12.7	12.5
20 to 29 years old	13.4	14.0	14.0	13.4	13.4	13.3
30 to 39 years old	14.2	14.6	13.5	13.1	13.5	13.7
40 to 54 years old	19.4	18.8	18.5	18.3	18.7	18.7
55 to 69 years old	16.6	16.6	17.2	18.0	18.1	18.0
70 or more years old	10.2	10.1	11.3	12.2	12.0	12.4
<b>Total</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>
<b>Median Age</b>	<b>37.3</b>	<b>36.8</b>	<b>37.6</b>	<b>38.8</b>	<b>39.1</b>	<b>39.3</b>
<b>Individuals with a disability</b>	<b>27.6 %</b>	<b>24.4 %</b>	<b>26.1 %</b>	<b>26.5 %</b>	<b>25.6 %</b>	<b>25.9 %</b>

Source: U.S. Census Bureau American Community Survey.

## B. Market Analysis — Demographics

### Race and Ethnicity

Figure B-4 shows race and ethnicity information for Echo Hollow’s market areas. All market areas have a higher percentage of white and non-Hispanic residents than the national average. The primary market area is the most homogeneous with almost 80 percent of residents identifying as white and approximately 94 percent identifying as non-Hispanic.

B-4. Race and ethnicity information for Echo Hollow market areas, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Race</b>						
African American	8.5 %	19.0 %	11.2 %	11.7 %	13.0 %	12.5 %
Asian American	1.9	4.7	3.9	3.2	4.3	6.4
Native American	0.3	0.4	0.4	0.3	0.5	1.2
Pacific Islander	0.0	0.0	0.0	0.1	0.1	0.2
Other race	2.7	5.7	4.0	3.1	5.4	8.8
Two or more races	6.7	7.2	6.7	6.5	7.6	10.7
White	<u>79.9</u>	<u>62.9</u>	<u>73.9</u>	<u>75.1</u>	<u>69.1</u>	<u>60.3</u>
<b>Total</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>
<b>Ethnicity (of any race)</b>						
Hispanic American	6.1 %	10.4 %	7.9 %	6.6 %	11.2 %	19.6 %
Non-Hispanic	<u>93.9</u>	<u>89.6</u>	<u>92.1</u>	<u>93.4</u>	<u>88.8</u>	<u>80.4</u>
<b>Total</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>

Source: U.S. Census Bureau American Community Survey.

## B. Market Analysis — Demographics

### Education and Income

Figure B-5 shows education and income information for Echo Hollow’s market areas.

**Education.** Individuals in the primary market are more likely than the other market areas and the national average to have completed high school and less likely to have college or advanced degrees.

**Income.** The median household income for most market areas is lower than the national average, but the primary market area is aligned with the national average at approximately \$79,000.

B-5. Education and income information for Echo Hollow market areas, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Education (population age 25+)</b>						
Less than high school	8.4 %	9.4 %	8.5 %	7.9 %	8.2 %	9.4 %
High school	35.8	26.8	29.5	30.5	28.8	26.8
Some college	28.2	25.7	26.5	27.8	27.0	27.1
Bachelor's degree	19.3	24.5	22.6	21.0	21.9	22.5
Graduate degree	8.3	13.6	12.9	12.8	14.0	14.3
<b>Total</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>
<b>Household income</b>						
\$24,999 or less	10.2 %	14.2 %	15.2 %	15.3 %	15.3 %	14.9 %
\$25,000 to \$49,999	20.0	19.1	19.0	19.0	17.9	16.8
\$50,000 to \$74,999	16.1	15.8	16.6	17.1	16.5	15.7
\$75,000 to \$99,999	16.7	14.2	14.2	13.8	13.2	12.8
\$100,000 to \$199,999	30.9	27.0	26.3	26.1	26.8	27.2
\$200,000 or more	6.1	9.7	8.7	8.7	10.3	12.6
<b>Total</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>	<b>100.0 %</b>
<b>Median household income</b>	<b>\$ 79,195</b>	<b>\$ 76,098</b>	<b>\$ 73,246</b>	<b>\$ 72,195</b>	<b>\$ 75,490</b>	<b>\$ 79,061</b>

Source: U.S. Census Bureau American Community Survey.

## B. Market Analysis — Spending and market potential indicators

Data on arts, enrichment, entertainment and recreation-related consumer spending and behavior in the Echo Hollow market areas can help inform Plainfield’s understanding of potential demand for different types of park experiences.

### Methodology

The spending and market potential for Echo Hollow’s market areas shows current consumption of arts, enrichment, entertainment and recreation activities.

**Spending potential.** Spending potential indices (SPI) compare the average amount spent locally for a product to the average amount spent nationally. An index of 100 reflects the U.S. average. An SPI of 70, for example, indicates that average spending by local consumers is 30 percent below the national average. All SPIs measure a 12-month period unless otherwise stated in the chart.

**Market potential.** Market potential indices (MPI) measure the relative likelihood of local consumers in the specified areas to engage in selected activities or demonstrate potentially relevant behaviors or purchasing patterns. An MPI of 100 represents the national average. This measure indicates the percent of residents who have engaged in an activity or behavior at least once in the given time period. All MPIs measure a 12-month period unless otherwise stated in the chart.

**Organization.** This appendix organizes spending and market potential indicator data by topic to better connect findings across the different indicator types. Topic areas include: Entertainment and recreation overall; Arts and enrichment; Sports and recreation participation; Trips and travel; and Philanthropy and volunteerism.



### MPI and SPI key takeaways

- Spending indicators for entertainment and recreation are lower than the national average in all market areas.
- Most market areas are higher than the national average for participation in shooting and fishing-related activities, however their spending on equipment for these activities is close to the national average.
- The tertiary and regional market areas, target audiences for overnight stays within drivable distances, are higher than the U.S. average for camping participation.
- Market areas shared a slight preference for traveling within the U.S. rather than internationally.
- Primary and secondary market areas are less likely to volunteer for a local organization or contribute monetarily to arts and environmental causes.

## B. Market Analysis — Spending and market potential indicators

### Overall Entertainment and Recreation

Spending potential indices for money spent on entertainment and recreation are lower than the national average in all Echo Hollow market areas (Figure B-6). The primary market is the lowest with indices 13 and 15 points below the U.S. average.

B-6. Spending potential indices and averages for entertainment and recreation by market area over a 12-month period, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Entertainment or recreation</b>						
<i>Index</i>	87	91	89	89	94	100
Average	\$ 3,542	\$ 3,728	\$ 3,645	\$ 3,637	\$ 3,845	\$ 4,105
<b>Entertainment/recreation fees/admissions</b>						
<i>Index</i>	85	90	86	85	91	100
Average	\$ 703	\$ 746	\$ 707	\$ 705	\$ 751	\$ 825

Source: Esri spending potential database based on U.S. Bureau of Labor Statistics Consumer Expenditure Survey (2024).

## B. Market Analysis — Spending and market potential indicators

### Arts and Enrichment

The following section examines SPI and MPI data for arts and enrichment-related activities for the five Echo Hollow market areas.

**Spending potential for arts and enrichment tickets.** All Echo Hollow market areas are lower than the national average for ticket purchases to culture-related activities (Figure B-7).

The national average for spending on tickets to theater, operas or concerts is \$76. Echo Hollow market areas spend an average of \$62 in the primary market to \$68 in the expanded regional market.

The national average for spending on tickets to parks or museums is \$37. Echo Hollow market areas spend an average of \$31 to \$34.

The national average for tickets to movies is \$25. Echo Hollow market areas spend an average of \$21 to \$23.

B-7. Spending potential indices and averages for arts and enrichment ticket purchases by market area over a 12-month period, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Tickets to theater, operas or concerts</b>						
<i>Index</i>	81	88	83	83	89	100
Average	\$ 62	\$ 67	\$ 63	\$ 63	\$ 68	\$ 76
<b>Tickets to parks or museums</b>						
<i>Index</i>	85	91	85	83	89	100
Average	\$ 32	\$ 34	\$ 32	\$ 31	\$ 34	\$ 37
<b>Tickets to movies</b>						
<i>Index</i>	84	93	86	84	90	100
Average	\$ 21	\$ 23	\$ 21	\$ 21	\$ 22	\$ 25

Source: Esri spending potential database based on U.S. Bureau of Labor Statistics Consumer Expenditure Survey (2024).

## B. Market Analysis — Spending and market potential indicators

**Market potential for arts and entertainment.** The study team reviewed MPIs for going to cultural spaces, such as museums, zoos, aquariums, art galleries, live theater and education courses, as well as doing painting or drawing or attending performances including classical/opera, country music, dance, movies and rock music (Figure B-8). Percentages reflect the number of people who did these activities at least once in a 12-month period.

All market areas are higher than the national averages for zoo attendance, ranging from 6 to 9 percent higher. Market areas are also higher than the national average for attending a country music performance, ranging from 5 to 10 percent higher.

Market areas where most indices are similar to or slightly higher than the national average include went to a live theater, visited an aquarium, did painting or drawing, or attended a rock performance. All indices in these categories ranged from 99 to 105.

Market areas where indices are similar to or below the national average are attending a classical/opera performance and going to an art gallery. The secondary market, which includes the urban Indianapolis area, has indices of 99 and 98 in these categories, suggesting interest and or access to these activities on par with the national average.

Because the MPI data for Echo Hollow suggests average or above average participation for several arts and culture activities, there appears to be interest in attending zoos, aquariums, concerts and theater. However, the SPI data in Figure B-8 suggests that Echo Hollow market areas may be price sensitive about spending money on tickets for these activities.

B-8. Market potential indices on arts, culture, entertainment and enrichment by market area over a 12-month period, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
Did painting or drawing <i>Index</i>	10.7 % 101	10.7 % 101	10.6 % 101	10.5 % 100	10.5 % 100	10.5 % 100
<b>Went to a(n)...</b>						
Museum <i>Index</i>	13.0 % 98	13.5 % 101	13.0 % 98	12.8 % 96	12.8 % 96	13.3 % 100
Art gallery <i>Index</i>	8.3 % 90	9.1 % 98	8.7 % 94	8.6 % 93	8.6 % 93	9.3 % 100
Live theater <i>Index</i>	8.6 % 99	8.8 % 100	8.6 % 99	8.6 % 99	8.6 % 99	8.7 % 100
Aquarium <i>Index</i>	7.6 % 105	7.4 % 104	7.2 % 101	7.1 % 99	7.1 % 99	7.2 % 100
Zoo <i>Index</i>	13.8 % 109	13.8 % 109	13.7 % 109	13.4 % 106	13.4 % 106	12.6 % 100
Adult education course <i>Index</i>	11.0 % 96	11.5 % 100	11.0 % 96	10.8 % 94	10.8 % 94	11.5 % 100
<b>Attended a(n)...</b>						
Classical/opera performance <i>Index</i>	3.2 % 99	3.2 % 99	3.1 % 94	3.1 % 94	3.1 % 94	3.3 % 100
Country music performance <i>Index</i>	5.0 % 107	5.0 % 105	5.2 % 110	5.1 % 109	5.1 % 109	4.7 % 100
Dance performance <i>Index</i>	3.1 % 97	3.2 % 102	3.1 % 99	3.1 % 98	3.1 % 98	3.2 % 100
Movie (last 6 months) <i>Index</i>	43.0 % 98	44.0 % 100	43.1 % 98	42.7 % 97	42.7 % 97	44.1 % 100
Rock music performance <i>Index</i>	8.4 % 103	8.3 % 101	8.2 % 101	8.1 % 100	8.1 % 100	8.1 % 100

Source: Esri market potential database based on MRI Simmons Survey (2024).

## B. Market Analysis — Spending and market potential indicators

**Spending potential for private events.** Echo Hollow market area spending potential indices are lower than the national average in both catered event categories, with a primary market index for live entertainment-catered affairs that is 20 percent below the national average (Figure B-9).

Rental of party supplies for catered affairs is closely aligned with the national average. The primary, secondary and expanded regional markets had indices of 99 for this category.

B-9. Spending potential indices and averages for private events by market area over a 12-month period, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Catered affairs</b>						
<i>Index</i>	86	88	88	89	94	100
Average	\$ 43	\$ 44	\$ 44	\$ 45	\$ 47	\$ 50
<b>Live entertainment-catered affairs</b>						
<i>Index</i>	80	85	88	88	95	100
Average	\$ 16	\$ 17	\$ 18	\$ 18	\$ 19	\$ 20
<b>Rental of party supplies for catered affairs</b>						
<i>Index</i>	99	99	96	96	99	100
Average	\$ 20	\$ 20	\$ 19	\$ 19	\$ 20	\$ 20

Source: Esri spending potential database based on U.S. Bureau of Labor Statistics Consumer Expenditure Survey (2024).

## B. Market Analysis — Spending and market potential indicators

**Spending potential for sports event admission.** Information on admission to and viewing sporting events is included in the arts and enrichment section as a form of entertainment, distinctly different than participation in sports and recreation. Direct participation in sports and recreation is addressed later in this appendix.

Figure B-10 shows that all market areas are close to the national average for spending on sports event admission, ranging from 4 points below in the primary market to 1 point above in the expanded regional market.

B-10. Spending potential indices and averages for sports events admission by market area over a 12-month period, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Sports events admission</b>						
<i>Index</i>	96	99	97	98	101	100
<i>Average</i>	\$ 76	\$ 79	\$ 77	\$ 77	\$ 80	\$ 79

Source: Esri spending potential database based on U.S. Bureau of Labor Statistics Consumer Expenditure Survey (2024).

## B. Market Analysis — Spending and market potential indicators

### Market potential for attending or viewing sports and recreation.

Figure B-11 shows that all Echo Hollow market areas are above national averages for having attended a sports event, high school sports events, state or county fair and horse races at least once within a 12-month period. Attended a high school sports event and attended a state or county fair had indices ranging from 105 to 116. Having attended a sports event or attended a horse race had more modest participation, with indices ranging from 102 to 108.

All Echo Hollow market areas are even or above the national averages for watched rodeo, fishing, the LPGA and the PGA at least once within 12 months. Indices for watched fishing ranged from 110 to 118 and indices for watched rodeo ranged from 101 to 112, with the secondary market indices being lowest in both categories. This could suggest that residents in the urban area of Indianapolis, which is included in the secondary market, have different interests or different access to these activities.

Echo Hollow market areas are about even with the national averages for watched horse racing. The indices get slightly higher as you move out of Plainfield and into Indianapolis and beyond.

These data suggest interest in attending and watching sports-related events (like high school sports, rodeo and fishing), as well as attending outdoor festivals (like county fairs), but Figure B-10 suggests that willingness to pay may be below the national average.

B-11. Market potential indices on attending or viewing sports and recreation by market area over a 12-month period, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Attended a(n)...</b>						
Sports events	16.4 %	16.4 %	16.6 %	16.5 %	16.5 %	15.9 %
<i>Index</i>	104	103	105	104	104	100
High school sports events	4.1 %	3.8 %	4.1 %	4.2 %	4.2 %	3.6 %
<i>Index</i>	113	107	115	116	116	100
State or county fair	11.7 %	11.3 %	12.2 %	12.3 %	12.3 %	10.8 %
<i>Index</i>	109	105	114	114	114	100
Horse races	2.3 %	2.1 %	2.2 %	2.2 %	2.2 %	2.1 %
<i>Index</i>	108	102	105	104	104	100
<b>Watched ...</b>						
Rodeo	2.3 %	2.2 %	2.4 %	2.4 %	2.4 %	2.1 %
<i>Index</i>	108	101	111	112	112	100
Horse racing	3.0 %	3.1 %	3.2 %	3.3 %	3.3 %	3.1 %
<i>Index</i>	96	99	102	104	104	100
Fishing	4.0 %	3.7 %	4.0 %	4.0 %	4.0 %	3.4 %
<i>Index</i>	118	110	116	118	118	100
LPGA	3.0 %	3.0 %	3.1 %	3.2 %	3.2 %	3.0 %
<i>Index</i>	101	101	103	105	105	100
PGA	13.0 %	12.5 %	12.8 %	13.0 %	13.0 %	12.4 %
<i>Index</i>	105	100	103	104	104	100

Source: Esri market potential database based on MRI Simmons Survey (2024).

## B. Market Analysis — Spending and market potential indicators

### Sports and Recreation Participation

The following section examines SPI and MPI data for sports and recreation-related activities for the five Echo Hollow market areas. While information on admission to and viewing of sporting events was included in the previous arts and enrichment section as a form of entertainment, this section focuses on information about direct participation in sports and recreation activities.

#### Spending potential for sports and recreation participation fees.

Echo Hollow market area spending potential indices are lower than the national average for recreation lessons, sporting event fees and recreation membership fees (Figure B-12).

The national average for spending on fees for recreational lessons is \$172. Echo Hollow market area spending averages range from \$130 in the regional market to \$143 in the secondary and expanded regional markets.

The national average for fees for participant sporting events is \$133. Echo Hollow market area average spending ranges from \$116 in the regional market to \$122 in the expanded regional market.

Social, recreation and health related membership fees are also below the national average of \$303. Echo Hollow market area spending ranges from \$264 in the primary market to \$278 in the secondary market.

B-12. Spending potential indices and averages for sports and recreation participation fees by market area, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Fees for recreational lessons</b>						
<i>Index</i>	76	83	77	75	83	100
Average	\$ 131	\$ 143	\$ 132	\$ 130	\$ 143	\$ 172
<b>Fees for participant sporting events (not on trips)</b>						
<i>Index</i>	87	91	87	87	92	100
Average	\$ 117	\$ 121	\$ 116	\$ 116	\$ 122	\$ 133
<b>Social/recreation/health membership fees</b>						
<i>Index</i>	87	92	88	88	93	100
Average	\$ 264	\$ 278	\$ 265	\$ 266	\$ 282	\$ 303

Source: Esri spending potential database based on U.S. Bureau of Labor Statistics Consumer Expenditure Survey (2024).

## B. Market Analysis — Spending and market potential indicators

**Spending potential for outdoor recreation and camping.** Figure B-13 shows that spending potential indices for hunting and fishing equipment in the secondary and tertiary market areas is slightly higher than the national average, while the other three market areas are close to the national average. The national average for spending on this equipment is \$61. Echo Hollow market area average spending ranges from \$62 in the primary market to \$65 in the secondary market. Secondary and tertiary market areas could be more willing to spend money on fishing-related activities.

Echo Hollow SPIs for all other analyzed recreational equipment or fees are lower than national averages, with the exception of the secondary market having an index of 96, similar to the national average, for spending on camping equipment.

B-13. Spending potential indices and averages for outdoor recreation and camping by market area, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Camp fees</b>						
<i>Index</i>	76	82	80	81	88	100
Average	\$ 43	\$ 46	\$ 45	\$ 45	\$ 49	\$ 57
<b>Recreational vehicle fees</b>						
<i>Index</i>	86	87	90	90	94	100
Average	\$ 170	\$ 172	\$ 178	\$ 178	\$ 186	\$ 197
<b>Spending on camping equipment</b>						
<i>Index</i>	87	96	85	81	88	100
Average	\$ 15	\$ 16	\$ 14	\$ 14	\$ 15	\$ 17
<b>Spending on hunting and fishing equipment</b>						
<i>Index</i>	101	106	105	102	104	100
Average	\$ 62	\$ 65	\$ 64	\$ 63	\$ 64	\$ 61
<b>Spending on winter sports equipment</b>						
<i>Index</i>	77	84	81	80	86	100
Average	\$ 10	\$ 11	\$ 10	\$ 10	\$ 11	\$ 13
<b>Spending on water sports equipment</b>						
<i>Index</i>	88	89	89	86	91	100
Average	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 13

Source: Esri spending potential database based on U.S. Bureau of Labor Statistics Consumer Expenditure Survey (2024).

## B. Market Analysis — Spending and market potential indicators

**Spending potential for campers and boat rentals.** Spending potential indices for campers, boats or trailers not financed is higher than the national average in all market areas other the secondary market, which is 3 percent below (Figure B-14).

Spending indices in the five Echo Hollow market areas for boat, trailer, camper or RV payments and campers financed range from 2 to 8 points below the national average.

Boat, trailer, camper or RV rentals in the primary and secondary markets are 17 to 20 percent below the national average.

B-14. Spending potential indices and averages for camper and boat rentals by market area over a 12-month period, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Boat, trailer, camper or RV rentals</b>						
<i>Index</i>	80	83	93	92	96	100
Average	\$ 33	\$ 34	\$ 38	\$ 38	\$ 40	\$ 41
<b>Boat, trailer, camper or RV payments</b>						
<i>Index</i>	95	92	96	96	98	100
Average	\$ 76	\$ 73	\$ 77	\$ 77	\$ 78	\$ 80
<b>Campers financed</b>						
<i>Index</i>	95	92	95	95	98	100
Average	\$ 48	\$ 47	\$ 48	\$ 48	\$ 50	\$ 51
<b>Campers, boats or trailers not financed</b>						
<i>Index</i>	105	97	109	110	109	100
Average	\$ 179	\$ 166	\$ 186	\$ 188	\$ 186	\$ 170

Source: Esri spending potential database based on U.S. Bureau of Labor Statistics Consumer Expenditure Survey (2024).

## B. Market Analysis — Spending and market potential indicators

**Outdoor recreation and camping market potential.** Figure B-15 shows that Echo Hollow market areas are slightly below or above the national average for outdoor recreation trips and ordered equipment.

- For ordered fishing and camping equipment, market areas range from even with the U.S. average in the secondary market to 14 points higher in tertiary and regional market areas.
- The tertiary and regional market areas that are the least urban market areas are 7 points above the national average for having gone on an overnight camping trip, while the primary, secondary and expanded regional market areas are aligned with the national average.
- Market areas are aligned with the national average for having visited a national park on a domestic vacation.
- Market areas are aligned with the national average for having been backpacking or hiking on a domestic vacation.

MPI data in B-15 suggests average participation across market areas for trips that could include camping, a national park, backpacking or hiking. SPI data for sports and recreation fees in Figure B-12, as well as spending on camp fees in Figure B-13, suggest that they are spending less on costs to do these activities than the national average.

MPI data in B-15 shows that most market areas are more likely to have ordered fishing or camping equipment in the past year. SPI data in Figure B-13 show that spending on camping, hunting and fishing equipment in Echo Hollow market areas is even or below the US average. The secondary market aligns with the national average in ordering equipment, and their spending on related equipment as shown in Figure B-13 is the highest of all Echo Hollow market areas.

B-15. Market potential indices on outdoor recreation and camping by market area over a 12-month period, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
Went on an overnight camping trip <i>Index</i>	14.1 % 103	13.4 % 98	14.7 % 107	14.6 % 107	14.1 % 103	13.7 % 100
Went backpacking or hiking on a domestic vacation <i>Index</i>	8.3 % 97	8.4 % 98	8.6 % 101	8.5 % 100	8.5 % 99	8.6 % 100
Visited a national park on domestic vacation <i>Index</i>	8.9 % 103	8.6 % 100	8.7 % 101	8.6 % 100	8.6 % 100	8.6 % 100
Ordered fishing or camping equipment <i>Index</i>	6.1 % 111	5.5 % 100	6.3 % 114	6.3 % 114	5.9 % 108	5.5 % 100

Source: Esri market potential database based on MRI Simmons Survey (2024).

## B. Market Analysis — Spending and market potential indicators

### Market potential for high-participation outdoor recreation activities.

Figure B-16 depicts Echo Hollow market areas with the highest MPIS for outdoor recreation activities. Echo Hollow market areas other than the secondary market are above the national average for engaging in shooting and hunting-related activities at least once within a 12-month period. The secondary market is similar to the national average. Market areas other than the secondary market, are above the national average by 8 to 15 points for participating in target shooting, 12 to 26 above for hunting with a shotgun, 12 to 25 points above for hunting with a rifle and 7 to 13 points higher for participating in archery.

Echo Hollow market areas are higher for fresh water fishing, being 5 to 21 points above the U.S. average. All market areas, except the secondary market, are 7 to 13 points higher for participated in power boating and canoeing or kayaking. Most Echo Hollow market areas are 4 to 9 points above the national average for participated in birdwatching, with the secondary market index being even with national average. The secondary market, which includes the urban Indianapolis area, is on the lower end of all these index ranges, which could suggest less access than other market areas to these activities.

Figure B-13 shows that most Echo Hollow market areas are spending close to the national average on hunting and fishing equipment, yet most market areas are participating in shooting and fishing activities at a higher rate (Figure B-16).

Market areas also show mostly higher than average participation in boating activities (Figure B-16), although average spending on boat rentals and purchases varies by mode of purchase and market area (Figure B-14).

B-16. Market potential indices for high-participation outdoor recreation activities by market area over a 12-month period, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Participated in...</b>						
Hunting with a shotgun <i>Index</i>	2.8 % 112	2.5 % 101	3.0 % 124	3.1 % 126	2.8 % 116	2.4 % 100
Hunting with a rifle <i>Index</i>	3.7 % 112	3.3 % 98	4.1 % 124	4.2 % 125	3.8 % 114	3.3 % 100
Target shooting <i>Index</i>	5.1 % 113	4.7 % 102	5.2 % 115	5.2 % 115	4.9 % 108	4.6 % 100
Fishing (fresh water) <i>Index</i>	11.5 % 116	10.4 % 105	12.0 % 121	12.2 % 123	11.2 % 113	9.9 % 100
Canoeing or kayaking <i>Index</i>	8.0 % 109	7.5 % 101	8.2 % 111	8.3 % 113	8.0 % 108	7.4 % 100
Boating (power) <i>Index</i>	4.8 % 107	4.6 % 101	5.0 % 110	5.0 % 112	4.8 % 107	4.5 % 100
Swimming <i>Index</i>	16.4 % 105	15.9 % 102	16.3 % 104	16.4 % 104	16.0 % 102	15.7 % 100
Archery <i>Index</i>	2.7 % 110	2.6 % 105	2.8 % 113	2.8 % 112	2.7 % 107	2.5 % 100
Birdwatching <i>Index</i>	8.1 % 107	7.5 % 99	8.1 % 107	8.2 % 109	7.9 % 104	7.5 % 100

Source: Esri market potential database based on MRI Simmons Survey (2024).

## B. Market Analysis — Spending and market potential indicators

### Market potential for lower participation outdoor recreation

**activities.** Figure B-17 continues the discussion of Echo Hollow market areas and outdoor recreation activities. Market area participation in backpacking, ice skating, hiking and horseback riding are mostly aligned with the national average, with indices no more than 5 points away from (above or below) the U.S. average. The primary and regional markets were slightly below the national average for yoga participation.

Activity data in B-17 and MPI data about taking at least one trip with hiking and backpacking in Figure B-15 show Echo Hollow market areas hovering around the national average for participation in these types of activities.

Ice skating MPI data in B-17 suggest average participation across Echo Hollow market areas, yet winter sports equipment spending in Figure B-13 show spending much lower than the U.S. average.

B-17. Market potential indices for lower participation outdoor recreation activities by market area over a 12-month period, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Participated in...</b>						
Backpacking	3.3 %	3.4 %	3.4 %	3.4 %	3.4 %	3.4 %
<i>Index</i>	97	98	100	99	98	100
Bicycling (mountain)	3.1 %	3.3 %	3.2 %	3.1 %	3.1 %	3.3 %
<i>Index</i>	95	99	97	94	95	100
Ice skating	2.3 %	2.5 %	2.4 %	2.3 %	2.4 %	2.5 %
<i>Index</i>	95	102	98	95	97	100
Hiking	18.2 %	18.4 %	18.9 %	18.7 %	18.7 %	19.2 %
<i>Index</i>	95	96	98	97	97	100
Horseback riding	1.9 %	2.0 %	2.1 %	2.1 %	2.1 %	2.0 %
<i>Index</i>	95	98	104	103	101	100
Yoga	9.2 %	9.9 %	9.5 %	9.3 %	9.6 %	10.1 %
<i>Index</i>	92	98	95	93	95	100

Source: Esri market potential database based on MRI Simmons Survey (2024).

## B. Market Analysis — Spending and market potential indicators

### Trips and Travel

The following section examines SPI and MPI data for trips and travel-related activities for the five Echo Hollow market areas.

**Spending potential for trips and travel.** For all types of trip and travel-related spending analyzed in B-18, Echo Hollow market area’s spending potential indices are lower than the national average.

- For trip lodging, market area indices range from 8 to 15 percent below the national average of \$984, with the primary market spending the least (\$831) and the expanded regional market spending the most (\$904).
- For entertainment on trips, market area indices range from 7 to 13 percent below the national average of \$181, with primary market spending the least (\$158) and the expanded regional market spending the most money (\$168).
- For food and beverage-related indices, Echo Hollow market areas range from 7 to 17 percent below the national average, with primary market spending the least and the expanded regional market spending the most.

B-18. Spending potential indices and averages for trips and travel by market area within a 12-month period, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Lodging on trips</b>						
<i>Index</i>	85	89	86	86	92	100
Average	\$ 831	\$ 872	\$ 850	\$ 850	\$ 904	\$ 984
<b>Food and drink on trips</b>						
<i>Index</i>	85	90	87	87	93	100
Average	\$ 631	\$ 671	\$ 650	\$ 648	\$ 689	\$ 741
<b>Food/beverages prepared on trips</b>						
<i>Index</i>	87	91	91	91	96	100
Average	\$ 94	\$ 98	\$ 98	\$ 98	\$ 103	\$ 107
<b>Food/nonalcoholic beverages on trips</b>						
<i>Index</i>	85	90	87	86	92	100
Average	\$ 447	\$ 475	\$ 458	\$ 455	\$ 485	\$ 525
<b>Alcoholic beverages on trips</b>						
<i>Index</i>	83	91	87	87	93	100
Average	\$ 91	\$ 98	\$ 95	\$ 95	\$ 101	\$ 108
<b>Entertainment on trips</b>						
<i>Index</i>	87	92	89	88	93	100
Average	\$ 158	\$ 166	\$ 160	\$ 159	\$ 168	\$ 181

Source: Esri spending potential database based on U.S. Bureau of Labor Statistics Consumer Expenditure Survey (2024).

## B. Market Analysis — Spending and market potential indicators

**Attitudinal indicators related to domestic travel.** Figure B-19 shows data about preferences for traveling within the U.S. or internationally.

Just over half of residents in the Echo Hollow market areas somewhat or completely agree with the statement “prefer traveling in the U.S.” Those who completely agree with this statement are about 20 percent of the market area population. MPIs for completely agreeing with this statement range from 4 to 14 points above the national average.

Just under half of residents in these market areas favor traveling abroad. Those who completely disagree with this statement are around 15 percent of the market population. MPIs for completely disagreeing with this statement are below the national average by 5 to 14 points.

These data show that all market areas share a preference for domestic travel. Those who favor US travel report a stronger preference compared to the residents who prefer international travel.

B-19. Travel psychographic and attitudinal market potential indices by market area over a 12-month period, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Prefer traveling in the U.S. vs. Foreign</b>						
Agree completely	23.7 %	21.6 %	23.3 %	23.8 %	22.6 %	20.8 %
<i>Index</i>	114	104	112	114	109	100
Agree somewhat	30.5 %	29.9 %	30.1 %	30.3 %	30.2 %	29.7 %
<i>Index</i>	103	101	101	102	102	100
Disagree somewhat	31.6 %	32.7 %	31.7 %	31.3 %	31.8 %	32.9 %
<i>Index</i>	96	99	96	95	97	100
Disagree completely	14.2 %	15.6 %	14.6 %	14.4 %	15.3 %	16.5 %
<i>Index</i>	86	95	88	87	93	100

Source: Esri market potential database based on MRI Simmons Survey (2024).

## B. Market Analysis — Spending and market potential indicators

**Market potential for trips taken and money spent.** Figure B-20 shows MPIs for taking trips and spending on domestic vacations. In general, market areas are taking domestic non-business trips about as frequently as the national average. In the categories of one or two trips per year, market areas hover at or just above the national average. For three or more trips per year, market areas hover at or just below the national average.

When looking at vacation spending, the market areas are even or up to 5 points above national averages and 3 to 5 points below in the highest spending category (\$3,000+).

B-20. Market potential indices for trips and travel spending by market area over a 12-month period, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Took...</b>						
One domestic non-business trip	23.3 %	22.9 %	22.9 %	22.8 %	22.8 %	22.6 %
<i>Index</i>	103	101	101	101	101	100
Two domestic non-business trips	14.8 %	14.5 %	14.5 %	14.5 %	14.4 %	14.5 %
<i>Index</i>	103	100	101	100	100	100
3+ domestic non-business trips	16.1 %	16.0 %	16.3 %	16.2 %	16.2 %	16.3 %
<i>Index</i>	99	98	100	99	99	100
<b>Spent ...</b>						
\$1-\$999 on domestic vacations	12.7 %	12.5 %	12.7 %	12.6 %	12.5 %	12.2 %
<i>Index</i>	104	102	104	103	102	100
\$1,000-\$1,499 on domestic vacations	6.9 %	7.0 %	7.0 %	6.9 %	6.9 %	12.2 %
<i>Index</i>	101	102	102	101	100	100
\$1,500-\$1,999 on domestic vacations	4.7 %	4.5 %	4.4 %	4.4 %	4.4 %	4.4 %
<i>Index</i>	105	102	100	100	99	100
\$2,000-\$2,999 on domestic vacations	5.4 %	5.2 %	5.4 %	5.4 %	5.3 %	5.2 %
<i>Index</i>	104	101	103	103	101	100
\$3,000+ on domestic vacations	9.2 %	9.2 %	9.4 %	9.3 %	9.4 %	9.7 %
<i>Index</i>	95	95	97	96	97	100

Source: Esri market potential database based on MRI Simmons Survey (2024).

## B. Market Analysis — Spending and market potential indicators

**Market potential for overnight stays.** Figure B-21 depicts MPIs for at least one night stayed in an Airbnb, hotel or motel within a 12-month period.

Echo Hollow market areas are 3 to 5 points below the national average for stayed in an Airbnb, except for the secondary market that is similar to the national average with an index of 101.

Echo Hollow market areas are similar to the national average for spent any night in a hotel or motel with indices ranging from 100 to 102.

B-21. Market potential indices for Airbnb, hotel and motel stays by market area over a 12-month period, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market	United States
Stayed in an Airbnb <i>Index</i>	10.8 % 97	11.2 % 101	10.8 % 97	10.6 % 95	10.8 % 97	11.1 % 100
Spent any night in a hotel or motel <i>Index</i>	51.6 % 102	51.1 % 101	51.0 % 101	50.6 % 100	50.6 % 100	50.7 % 100

Source: Esri market potential database based on MRI Simmons Survey (2024).

## B. Market Analysis — Spending and market potential indicators

### Philanthropy and Volunteerism

The following section examines SPI and MPI data for philanthropy and volunteerism in the five Echo Hollow market areas.

**Spending potential for philanthropy.** As shown in Figure B-22, Echo Hollow market area spending indices for cash gifts to charities are lower than the national average ranging from 12 percent below (expanded regional market) to 21 percent below (primary market).

B-22. Spending potential indices and averages for philanthropy by market area over a 12-month period, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>Cash gifts to charities</b>						
<i>Index</i>	79	82	81	82	88	100
<i>Average</i>	\$ 540	\$ 564	\$ 556	\$ 563	\$ 604	\$ 683

Source: Esri spending potential database based on U.S. Bureau of Labor Statistics Consumer Expenditure Survey (2024).



## B. Market Analysis — Spending and market potential indicators

**Market potential for philanthropy and volunteerism.** Figure B-23 depicts market area participation in philanthropy and volunteerism. As core local communities for Echo Hollow, the market areas closest to the nature park are of greatest interest when it comes to thinking about potential benefits from volunteerism and contributions.

- All market areas are similar to the national average (even or 1 to 3 points above) for engaging in fundraising or volunteering for a charitable organization at least once within 12 months.
- The primary and secondary markets are 7 to 12 points lower than the national average for served on a committee for a local organization. The primary market is 24 points lower for participated in environmental groups or causes.
- All market areas are below the national average for contributed to arts or cultural organizations and contributed to environmental organizations. The primary market being furthest below the national average in these categories with indices ranging from 15 or 26 points lower.

SPI and MPI data in Figures B-22 and B-23 suggest that Echo Hollow market areas are more likely to volunteer their time than contribute monetarily to arts, environmental or charitable organizations. Initial volunteerism and organizing of a Friends or Foundation group for Echo Hollow would likely be a highly local endeavor, yet data on the primary and secondary markets suggest a below average likelihood of past participation in similar activities. A lower-than-average likelihood to contribute to quality-of-life organizations, like environmental and arts, suggests that garnering private contributions from individuals in the vicinity of Echo Hollow may take time to develop. It may be easier to attract philanthropy after Echo Hollow becomes well-established and develops a wider reputation for good mission work.

B-23. Market potential indices on philanthropy and volunteerism by market area over a 12-month period, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
Engaged in fundraising <i>Index</i>	9.0 % 100	8.9 % 99	9.2 % 102	9.3 % 103	9.3 % 103	9.0 % 100
Volunteered for a charitable organization <i>Index</i>	15.9 % 101	15.6 % 99	16.1 % 102	16.2 % 103	16.2 % 103	15.7 % 100
Served on a committee for a local organization <i>Index</i>	4.6 % 88	4.9 % 93	5.3 % 100	5.4 % 102	5.4 % 102	5.3 % 100
Participated in environmental groups or causes <i>Index</i>	2.3 % 74	2.9 % 92	2.8 % 89	2.8 % 89	2.8 % 89	3.1 % 100
Contributed to arts or cultural organizations <i>Index</i>	3.6 % 85	4.0 % 94	3.9 % 91	3.9 % 91	3.9 % 91	4.3 % 100
Contributed to environmental organizations <i>Index</i>	4.0 % 83	4.3 % 90	4.4 % 91	4.4 % 92	4.4 % 92	4.8 % 100

Source: Esri market potential database based on MRI Simmons Survey (2024).

## B. Market Analysis — Spending and market potential indicators

### Conservation and Environmental Attitudes

The following section examines SPI and MPI data for conservation and environmental attitudes in the five Echo Hollow market areas.

#### Attitudinal indicators for environment conservation.

Figure B-24 depicts attitudinal indices about conservation and government involvement in the environment. Around 75 percent of Echo Hollow market area residents somewhat or completely agree with the statement that “the government should pay attention to environmental issues,” which is even with the national average. However, all Echo Hollow market areas had indices 4 to 11 points higher than the national average for somewhat or completely disagree responses to this statement.

Just over 60 percent of Echo Hollow market area residents somewhat or completely agree with the statement that they are “interested in how to help the environment,” which is similar to the national average (Figure B-24). However, all Echo Hollow market areas had indices 1 to 9 points above the national average for somewhat or completely disagree responses to this statement.

These data suggest that residents are mostly supportive of the government paying attention to environmental issues and most are interested in helping the environment. However, the proportion of residents with skepticism about government involvement in environmental issues and a lack of concern for the environment are slightly higher in these market areas.

B-24. Environmental psychographic and attitudinal market potential indices by market area over a 12-month period, 2024

	Primary market 15 minutes	Secondary market 45 minutes	Tertiary market 90 minutes	Regional market 2.5 hours	Expanded regional market 4 hours	United States
<b>The Government should pay attention to environmental issues</b>						
Agree completely <i>Index</i>	35.2 % 94	37.1 % 99	35.4 % 95	35.2 % 94	36.2 % 97	37.4 % 100
Agree somewhat <i>Index</i>	39.3 % 101	39.0 % 100	39.0 % 100	39.1 % 100	39.0 % 100	39.0 % 100
Disagree somewhat <i>Index</i>	17.2 % 111	15.8 % 103	16.6 % 108	16.8 % 108	16.2 % 105	15.4 % 100
Disagree completely <i>Index</i>	8.3 % 104	7.9 % 100	8.6 % 108	8.7 % 110	8.4 % 106	7.9 % 100
<b>Interested in how to help the environment</b>						
Agree completely <i>Index</i>	15.5 % 91	16.5 % 97	15.6 % 92	15.4 % 90	16.1 % 94	17.1 % 100
Agree somewhat <i>Index</i>	46.4 % 99	46.9 % 100	46.3 % 99	46.3 % 99	46.7 % 99	47.0 % 100
Disagree somewhat <i>Index</i>	26.2 % 105	25.2 % 101	26.0 % 105	26.3 % 106	25.8 % 103	24.9 % 100
Disagree completely <i>Index</i>	11.9 % 109	11.2 % 103	11.7 % 108	11.8 % 108	11.4 % 105	10.9 % 100

Source: Esri market potential database based on MRI Simmons Survey (2024).

## B. Market Analysis — Population projections

### Population Forecasts

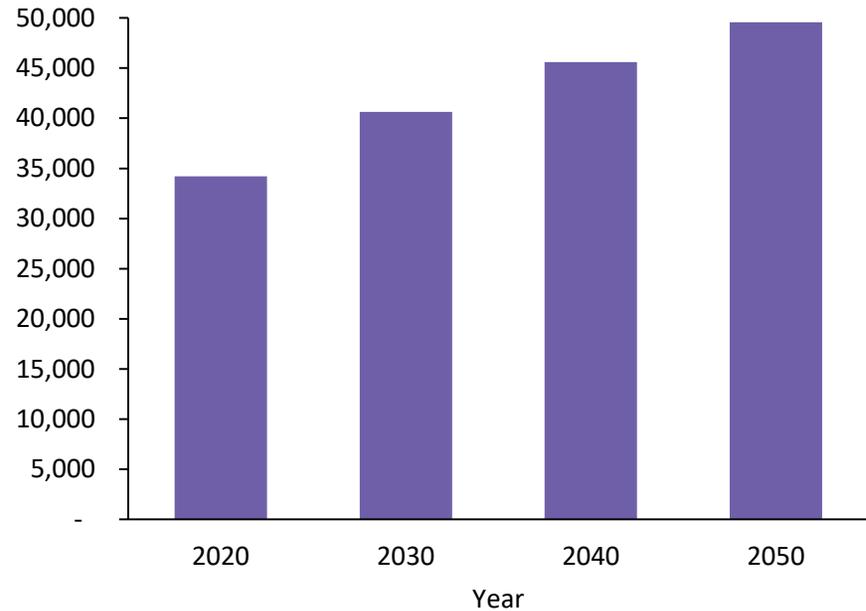
Keen Independent presents the population forecasts for the Town of Plainfield.

**Population change.** Figure B-25 depicts the population projections for the Town of Plainfield based on data from the Indiana Business Research Center at Indiana University (IU) Kelley School of Business and the U.S. Census Bureau. In 2020, the Town population was just under 35,000 and it is projected to increase to just under 50,000 people by the year 2050.

**Population by age in 2020.** Figure B-26 on the following page illustrates the age distribution of the Town of Plainfield population. The graphs show the population grouped according to widely recognized generations beginning with the Silent Generation (born between 1926 and 1945) to Gen Z (born between 1996 and 2010) and the Alpha Generation (born in 2011 and later years). Most generations under 55 have populations that range from around 2,000 to 2,500. The baby boomer generation (ages 55 to 74) has populations ranging from just under 1,000 to 2,500. The silent generation (70 and older) ranges from 500 to 1,000.

**Population by age in 2050.** Figure B-26 also presents the projected age distribution for the Town of Plainfield population in 2050 based on the Indiana Business Research Center and U.S. Census Bureau projections for the area. In 2050, it is projected that generations under 70 will range from just under 2,000 to just under 4,000 people. Overall, Figure B-26 shows that in 2050, most generations under age 70 are growing in size and in a similar proportion to 2020.

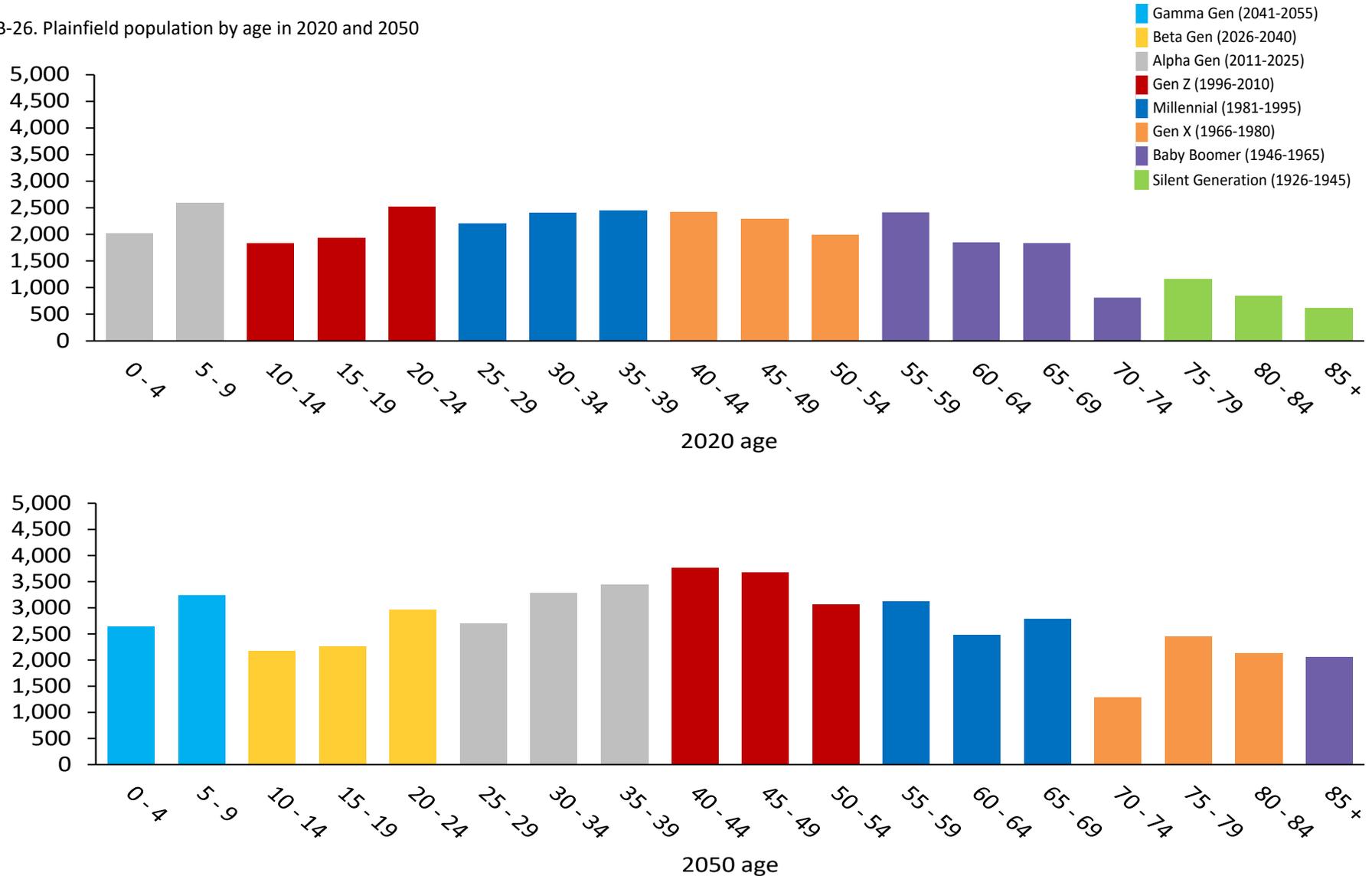
B-25. Projected population change from 2020 to 2050



Source: STATS Indiana using data from the Indiana Business Research Center, IU Kelley School of Business, U.S. Census Bureau American Community Survey 5-Year Estimates (2020) and Keen Independent Research.

## B. Market Analysis — Population projections

B-26. Plainfield population by age in 2020 and 2050



Source: STATS Indiana using data from the Indiana Business Research Center, IU Kelley School of Business, U.S. Census Bureau American Community Survey 5-Year Estimates (2020) and Keen Independent Research.

## B. Market Analysis — Inventory

Keen Independent conducted an environmental scan of recreation, lodging and event venues within the relevant market areas for Echo Hollow.

### Methodology

Keen Independent determined inventory areas of interest based on prospective offerings for Echo Hollow. These interest areas were given driving distance parameters based on their likelihood of competition with prospective offerings at Echo Hollow, as well as the saturation of offerings available within the given radius.

Figure B-27 depicts the inventory categories and their respective drive time radius used for inventory purposes. Each inventory table includes venue type, location (Indiana city/town) and driving distance from Echo Hollow. Venues are ordered by driving distance from Echo Hollow. The only inventory that extends beyond Indiana are the public park complexes with camping or lodging, which therefore include state information in addition to city or town.

Three drive-time maps (Figure B-28, Figure B-34 and Figure B-41) are presented to visualize the location of each section's inventory offerings and their proximity to Echo Hollow. The maps enable identification of saturation or market gaps. Crosshatching on inventory icons distinguish offerings that fit into multiple inventory categories. Maps may include some offerings located slightly beyond the defined drive time radius when there were few offerings available for mapping.

B-27. Inventory categories by driving distance

	Approximate drive time radius
Local recreational parks	15 minutes
Equestrian services	15 minutes
Overnight lodging	15 minutes
Event, meeting and conference venues	15 minutes
Campgrounds	45 minutes
Outdoor recreation parks with hiking or other outdoor activities	45 minutes
Nature education programs	45 minutes
Shooting ranges	45 minutes
Public park complexes with camping or lodging	2.5 hours

Source: Keen Independent Research.

### Inventory key takeaways

- The primary market area is saturated with overnight lodging, but little inventory is upscale and none is lodge-style.
- All event venues paired with lodging in the primary market are part of chain hotels.
- Only one campground is located within the primary market area.
- There are no nature education programs or shooting ranges located within the primary market area.
- There are many public park complexes with camping or lodging located within the regional market area, but few within the primary and secondary market areas.

## B. Market Analysis — Recreation, lodging and event venue inventory (15-minute radius)

---

Keen Independent identified local recreation parks, equestrian services, lodging and event or conference venues within approximately 15 minutes of driving distance from Echo Hollow. Each venue type and location are listed in Figures B-29 through B-32 on subsequent pages.

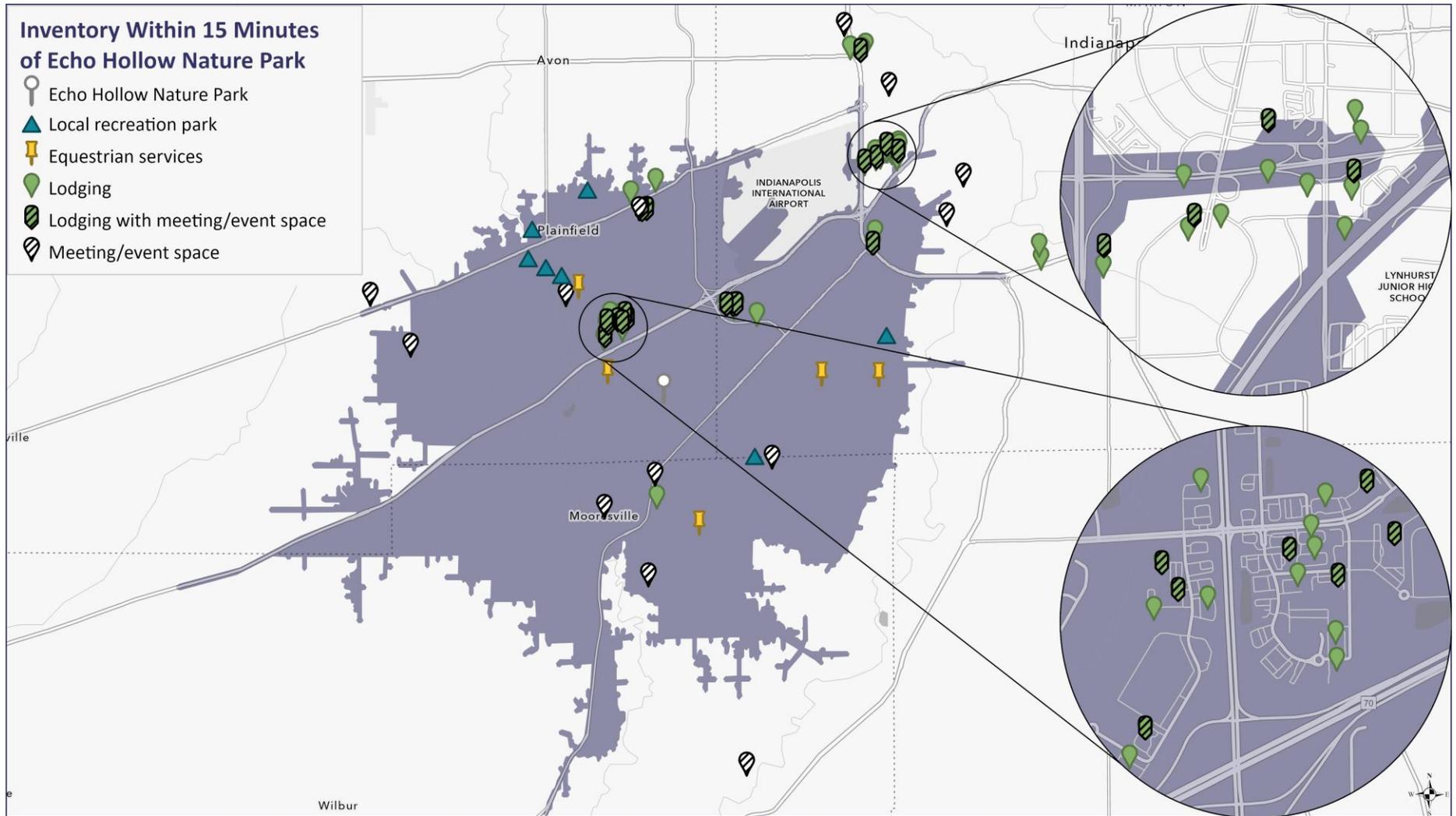
### Recreation, Lodging and Event Venue Inventory Map

Figure B-28, on the following page, maps all local recreation parks, equestrian services, lodging and event or conference venues within 15 minutes of Echo Hollow. The type of offering is illustrated using different symbols.



## B. Market Analysis — Recreation, lodging and event venue inventory (15-minute radius)

B-28. Map of local recreation parks, equestrian services, lodging and event spaces within a 15-minute driving radius from Echo Hollow



Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research.

## B. Market Analysis — Recreation, lodging and event venue inventory (15-minute radius)

### Local Recreation Parks

Local recreation parks are defined as Plainfield area parks that might have features such as a playground or walking path for visitors but do not include hiking trails or other nature-focused outdoor recreation activities. Figure B-29 depicts the seven local recreation parks within a 15-minute drive from Echo Hollow.

B-29. Local recreation parks within 15 minutes of Echo Hollow

Name	Location	Distance from Echo Hollow
Central Park	Camby	3.4 mi
Swinford Park	Plainfield	5.5
Friendship Gardens Park	Plainfield	5.8
Franklin Park	Plainfield	6.5
River Run Neighborhood Playground	Indianapolis	6.6
Al and Jan Barker Sports Complex	Plainfield	6.6
The Treehouse	Plainfield	6.7

Source: Keen Independent Research.

## B. Market Analysis — Recreation, lodging and event venue inventory (15-minute radius)

### Equestrian Services

Equestrian services are defined as locations that include horse-related needs, such as stables for boarding, training, riding lessons or trail rides. Figure B-30 depicts the eight equestrian service locations within a 15-minute drive from Echo Hollow.

B-30. Equestrian services within 15 minutes of Echo Hollow

Name	Location	Distance from Echo Hollow
On Eagles Wings Farm	Plainfield	2.0 mi
Hilltop Farms Equestrian Center	West Newton	4.5
Strides to Success	Plainfield	5.1
Willow Acres	Mooresville	5.1
Taylor Turn Stable	Indianapolis	5.5
Creekside Equestrian Services	Avon	7.9
City Ranch, LLC	Indianapolis	10.3
Long Range Stables	Danville	10.7

Source: Keen Independent Research.

## B. Market Analysis — Recreation, lodging and event venue inventory (15-minute radius)

### Overnight Lodging

The study team compiled information about overnight lodging options, such as hotels and motels in the primary market, within 15 minutes of Echo Hollow. The primary market area is highly saturated with overnight lodging with just over 50 hotels and motels within this distance, many clustered near the Indianapolis International Airport. This inventory is shown in three segments starting on the next page (Figure B-32).

Most hotels in the primary market area are chains. The area offers few upscale offerings and no lodge-style options. Half of hotels in the primary market offer a pool and about 23 percent have a restaurant. One offers a spa. Six of these hotels and motels also include event space or conference rooms that hold at least 100 people. These hotels are also included in the event, conference and wedding venue tables later in this Appendix (Figure B-33).

**Operational planning data.** Where available, the study team appended room counts and daily price ranges for off-peak and peak dates for both standard and premium rooms. Room count and pricing fields were left blank if the information was not published by the facility. The study team also noted features such as a restaurant, pool or large meeting space (capacity of 100+). Figure B-31 summarizes size and pricing for lodging inventory in the primary market area.

- Overall, room count average: 110;
- Hotels with restaurants room count average: 168
- Hotels with meeting space room count average: 153 rooms;
- Average off-peak standard room: \$119 (\$110 median);
- Average peak standard room: \$173 (\$162 median);
- Average off-peak premium room: \$157 (\$152 median);
- Average peak premium room: \$204 (\$191 median).

B-31. Lodging operational planning data summary

	Average	Median
<b>All (52)</b>		
Room count	110	98
Standard room daily rate range	\$ 119 to 173	\$ 110 to 162
Premium room daily rate range	\$ 157 to 204	\$ 152 to 191
<b>With restaurant (12)</b>		
Room count	168	131
Standard room daily rate range	\$ 163 to 252	\$ 164 to 214
Premium room daily rate range	\$ 199 to 295	\$ 179 to 224
<b>With pool (26)</b>		
Room count	97	96
Standard room daily rate range	\$ 124 to 191	\$ 169 to 231
Premium room daily rate range	\$ 114 to 175	\$ 170 to 208
<b>With meeting/conference space for 100 or more (6)</b>		
Room count	153	131
Standard room daily rate range	\$ 151 to 239	\$ 149 to 174
Premium room daily rate range	\$ 186 to 272	\$ 179 to 208

Source: Keen Independent Research.

## B. Market Analysis — Recreation, lodging and event venue inventory (15-minute radius)

### B-32. Overnight lodging within 15 minutes of Echo Hollow (1 of 3)

Name	Rooms	Standard		Premium		Restaurant	Pool	Spa	Meetings or conferences (100+ capacity)	Location	Distance from Echo Hollow
		Price per day (low)	Price per day (high)	Price per day (low)	Price per day (high)						
Comfort Inn Airport	66	\$ 77	\$ 119	\$ 93	\$ 146		✓			Plainfield	3.1 mi
My Hometown Inn		68	98	95	125					Mooresville	3.2
Hampton Inn Indianapolis SW/Plainfield	79	110	175	221	275		✓			Plainfield	3.2
Days Inn Plainfield	63	70	85	80	100					Plainfield	3.2
Quality Inn Plainfield - Indianapolis Airport	56	98	170				✓			Plainfield	3.2
Sonesta Essential Indianapolis Airport	67	101	115	195	208		✓			Plainfield	3.2
SpringHill Suites Indianapolis Airport/Plainfield	103	128	249	179	289	✓	✓			Plainfield	3.2
Baymont Plainfield/ Indianapolis Airport	81	84	149	144	229		✓	✓		Plainfield	3.2
My Place Hotel-Plainfield, IN		139	179	139	179					Plainfield	3.2
Homewood Suites Indianapolis-Airport/Plainfield	82	120	191	126	191		✓			Plainfield	3.3
Clarion Pointe Indianapolis Airport	71	67	80	103	116		✓			Plainfield	3.3
Embassy Suites Plainfield Indianapolis Airport	174	175	216	183	208	✓	✓	✓		Plainfield	3.4
Fairfield Inn & Suites Indianapolis Plainfield		119	189	159	219		✓			Plainfield	3.4
La Quinta Inn & Suites Indianapolis Airport West	96	97	189	152	239		✓			Plainfield	3.4
Staybridge Suites Indianapolis-Airport	88	185	278	240	358		✓			Plainfield	3.5
Holiday Inn Express Indianapolis Airport	76	139	234	169	244		✓			Plainfield	3.5
Wingate Indianapolis Airport Plainfield	64	89	165	139	279		✓			Plainfield	3.5
Holiday Inn Indianapolis Airport	122	116	108	116	124	✓	✓	✓		Indianapolis	3.6
Extended Stay America Select Suites	121			97	97					Plainfield	3.6
Home2 Suites	109			170	186		✓			Indianapolis	3.9

Source: Keen Independent Research.

## B. Market Analysis — Recreation, lodging and event venue inventory (15-minute radius)

### B-32. Overnight lodging within 15 minutes of Echo Hollow (2 of 3)

Name	Rooms	Standard		Premium		Restaurant	Pool	Spa	Meetings or conferences (100+ capacity)	Location	Distance from Echo Hollow
		Price per day (low)	Price per day (high)	Price per day (low)	Price per day (high)						
ECHO Suites Extended Stay Indianapolis AmeriPlex		\$ 91	\$ 93	\$ 106	\$ 108					Indianapolis	4.2 mi
TownePlace Suites Indianapolis Airport		159	209	364	399		✓			Indianapolis	4.2
Hilton Garden Inn Indianapolis Airport	131	149	159	179	189	✓	✓		✓	Indianapolis	4.3
Hampton Inn & Suites Indianapolis-Airport	118	179	209	219	229		✓			Indianapolis	4.4
Residence Inn Indianapolis Plainfield		199	218	239	268		✓			Plainfield	6.4
Ashley Motel	45	55	75	80	80					Plainfield	6.4
Country Inn & Suites Indianapolis Airport South	109	112	137	165	190		✓			Indianapolis	6.7
White House Suites Plainfield	43									Plainfield	6.8
WoodSpring Suites Indianapolis Airport South				70	70					Indianapolis	7.0
Courtyard Indianapolis Plainfield	117	219	214			✓				Plainfield	7.2
La Quinta Inn Indianapolis Airport Executive Dr.	97	88	128	185	225					Indianapolis	10.9
Wyndham Indianapolis Airport	407	132	162	152	282	✓				Indianapolis	10.9
Holiday Inn Indianapolis - Airport Area N	131	164	118	264	224	✓				Indianapolis	11.0
Courtyard Indianapolis Airport		199	149	219	199	✓	✓			Indianapolis	11.0
Hyatt Place Indianapolis Airport	134			239	196	✓	✓			Indianapolis	11.1
Extended Stay America - W. Southern Ave.				80	98					Indianapolis	11.1
La Quinta Inn Indianapolis Airport Lynhurst		69	75	169	175					Indianapolis	11.1
Fairfield Inn & Suites Indianapolis Airport	118	169	499	179	524	✓	✓			Indianapolis	11.1
Delta Hotels Indianapolis Airport	240	219	539	304	616	✓			✓	Indianapolis	11.2

Source: Keen Independent Research.

## B. Market Analysis — Recreation, lodging and event venue inventory (15-minute radius)

### B-32. Overnight lodging within 15 minutes of Echo Hollow (3 of 3)

Name	Rooms	Standard		Premium		Restaurant	Pool	Spa	Meetings or conferences (100+ capacity)	Location	Distance from Echo Hollow
		Price per day (low)	Price per day (high)	Price per day (low)	Price per day (high)						
Candlewood Suites Indianapolis Airport	125	\$	\$	\$	135	\$	181			Indianapolis	11.2 mi
Days Inn & Suites Indianapolis Airport East		74	74	104	104					Indianapolis	11.2
Residence Inn Indianapolis Airport				229	180					Indianapolis	11.2
Red Roof Inn & Suites Indianapolis Airport		69	69	129	69					Indianapolis	11.2
Knights Inn Indianapolis						✓				Indianapolis	11.2
Quality Inn South		57	165	68	172					Indianapolis	11.2
Comfort Suites Indianapolis Airport		72	138	104	191			✓		Indianapolis	11.3
Extended Stay America - Indianapolis Airport				50	54					Indianapolis	11.3
Microtel Inn & Suites Indianapolis Airport		89	136	129	186					Indianapolis	12.9
Wingate Indianapolis Airport, Rockville Rd.	96	97	174	147	224		✓		✓	Indianapolis	13.0
Motel 6 Indianapolis Airport		72	152							Indianapolis	13.1
Holiday Inn Express & Suites Airport Area	98	184	204	184	204		✓			Indianapolis	13.1
Quality Suites				90	160					Indianapolis	13.5

Source: Keen Independent Research.

## B. Market Analysis — Recreation, lodging and event venue inventory (15-minute radius)

### Event, Conference and Wedding Venues

Figure B-33 depicts conference, meeting and wedding venues with a capacity of 100 or more people within 15 minutes of Echo Hollow. Venues that are part of a larger complex of meeting space are included here but do not list capacities for individual spaces.

This list includes 18 venues. Six of these venues include overnight lodging and are also listed in the overnight lodging table (Figure B-32).

B-33. Event, conference and wedding venues within 15 minutes of Echo Hollow

Name	Max capacity	Square footage	Overnight lodging	Location	Distance from Echo Hollow
Jones Crossing Banquet and Event Center	300			Mooresville	2.5 mi
Embassy Suites by Hilton Plainfield Indianapolis Airport	1,896	17,252	✓	Plainfield	3.4
Holiday Inn Indianapolis Airport	360	1,000	✓	Indianapolis	3.6
Five East	100			Mooresville	3.7
The Links at Heartland Crossing				Camby	4.0
Hilton Garden Inn Indianapolis Airport	300	2,880	✓	Indianapolis	4.3
Guilford Township Community Center		4,000		Plainfield	4.6
The Barn At Milkhouse Lane	100			Mooresville	5.4
Martha's Orchard	150	5,000		Clayton	7.9
Memories Wedding Barn and Event Center	150			Clayton	9.2
Buffer Park Golf Course				Indianapolis	9.4
Delta Hotels Indianapolis Airport	264	4,370	✓	Indianapolis	11.2
Comfort Suites near Indianapolis Airport	100	90	✓	Indianapolis	11.3
Harris Glen, Event Venue	120			Mooresville	11.8
The Caribbean Banquet Hall				Indianapolis	12.2
Star Events				Indianapolis	12.9
Wingate by Wyndham Indianapolis Airport-Rockville Rd.	125	1,445	✓	Indianapolis	13.0
The Grand Hall at Westlake Gardens	500			Indianapolis	13.5

Source: Keen Independent Research.

## B. Market Analysis — Campgrounds, nature parks and programs (45-minute radius)

---

Keen Independent identified campgrounds, outdoor recreation parks, nature education programs and shooting ranges within a 45-minute driving distance from Echo Hollow including both the primary market area and secondary market area. The 45-minute radius includes offerings within the city limits of Indianapolis. Each venue type and location are listed in Figures B-35 through B-40 on subsequent pages.

### Campground, Nature Park and Program Inventory Map

Figure B-34 on the following page maps all campground, nature park and program inventories within 45 minutes of Echo Hollow. The type of venue is illustrated using different symbols. The map shows that there are few offerings for all of these categories located within the primary Echo Hollow market area.





## B. Market Analysis — Campgrounds, nature parks and programs (45-minute radius)

### Campgrounds

The study team compiled data about campgrounds within a 45-minute drive of Echo Hollow. Of the 23 campgrounds identified, only one venue, Indy Lakes, is located within 15 minutes of Echo Hollow. The full inventory is depicted in Figure B-36, which is shown on the next page.

Most campgrounds are stand-alone sites. However, four campgrounds are part of county or state parks, and these are cross-referenced on the inventory of public park complexes in Figure B-45.

**Campground features.** The study team analyzed the featured activities available at the sites in the campground market area inventory.

- Most have playgrounds and many offer trails and fishing;
- Several provide swimming at a beach or a pool;
- A few allow boating;
- Three offer some form of glamping;<sup>1</sup>
- Distinctive features offered by only one or two parks included:
  - A horse park;
  - A volleyball or basketball court;
  - Golf and miniature golf; and
  - A drive-in theater;
- None offer archery or a shooting range.

About 65 percent of campgrounds in the inventoried area do not offer full hook up sites.

<sup>1</sup> Merriam-Webster.com Dictionary, s.v. “glamping,” accessed May 5, 2025, <https://www.merriam-webster.com/dictionary/glamping> defines “glamping” as

**Operational planning data.** Figure B-36 shows summary data about the number of sites by type and average and median daily rates at the inventoried campgrounds.

- The average number of tent sites (82) is skewed by one large tent camping site; The median (12) better reflects the number of tent sites typically available in the inventoried campgrounds.
- Tent camping average daily rate: \$32;
- RV site count average (179) and median (197) illustrate the emphasis campgrounds place on RV camping;
- Average daily rates for RV sites range from \$47 at the low end for an off-peak standard site to \$113 at the high end for a peak rate premium site.

B-35. Campground operational planning data summary

	Average	Median
<b>Tent sites</b>		
Count	82	12
Rate	\$ 32	\$ 36
<b>RV sites</b>		
Count	179	197
Standard site daily rate range	\$ 47 to 63	\$ 51 to 62
Premium site daily rate range	\$ 73 to 113	\$ 78 to 80

Source: Keen Independent Research.

“outdoor camping with amenities and comforts (such as beds, electricity, and access to indoor plumbing) not usually used when camping.”

## B. Market Analysis — Campgrounds, nature parks and programs (45-minute radius)

### B-36. Campgrounds within 45 minutes of Echo Hollow

Name	Tent Camping		RV Camping						Glamping	Location	Distance
	Sites	Rate	Sites	Full hook up	Standard off-peak	Standard peak	Premium off-peak	Premium peak			
Indy Lakes	4	\$ 25	52		\$ 55	\$	\$	\$	✓	Indianapolis	7.6 mi
Lake Haven Retreat			100	✓	52					Indianapolis	11.1
Raceview Family Campground	400	45	265		63	71	80	86		Indianapolis	14.4
Johnson County Fairground Campground					30					Franklin	22.7
Quarry Lake Campground		15			35		45			Fillmore	23.2
Indiana State Fairgrounds camp grounds				✓	51	62				Indianapolis	23.7
Lake Melissa Campground										Martinsville	26.1
Morgan-Monroe State Forest (several sites)	35								✓	Martinsville	28.0
Cloverdale RV Park			72		40					Cloverdale	29.1
Walnut Grove Campground		15								Boggstown	31.8
Indianapolis KOA Holiday	12	46	111		63	126	118	275	✓	Greenfield	32.5
Johnson County Park			71	✓	25	25				Nineveh	33.0
Home Place Campground										Quincy	34.5
Cagles Mill Lake (several sites)			216							Cloverdale	34.9
Steeles Campground										Cloverdale	35.1
The Retreat at Hickory Hills			332	✓		62		78		Quincy	35.7
Misty Morning Campground		36				54		63		Cloverdale	36.3
Bill Monroe's Music Park and Campground	9	41	287	✓		37		65		Morgantown	36.7
S&H Campground	100	45	250	✓	70		85			Greenfield	36.8
Heartland Resort		35	200 +	✓	36		39			Greenfield	37.1
Indian Oaks Campground			193	✓						Quincy	37.9
Mohawk Camp Ground										Greenfield	38.9
Thornwood Nature Preserve	11	20								Greenfield	39.1

Source: Keen Independent Research.

## B. Market Analysis — Campgrounds, nature parks and programs (45-minute radius)

### Outdoor Recreation Parks

Outdoor recreation parks are parks that include hiking trails and/or other outdoor recreation and nature-focused activities within 45 minutes of Echo Hollow. These parks do not include camping and overnight lodging. Outdoor recreation parks that offer overnight lodging are inventoried in the public park complexes with camping or lodging section (Figure B-45).

Figure B-37 lists the 85 parks that meet these criteria within 45 minutes of Echo Hollow. Seven of these parks are located within Echo Hollow’s primary market. Twelve of these parks also include nature education programming and they are also included in the nature education programming tables in Figure B-38.

B-37. Outdoor recreation parks within 45 minutes of Echo Hollow (1 of 4)

Name	Location	Distance from Echo Hollow
Pioneer Park	Mooresville	2.4 mi
Wallace F. Holladay Preserve at Ameriplex	Indianapolis	3.7
Hummel Park	Plainfield	4.6
Southwestway Park	Indianapolis	6.8
Dollar Hide Creek Park	Indianapolis	6.8
Burnett Woods Nature Preserve	Avon	9.3
Fred and Dorothy Meyer Nature Preserve	Martinsville	9.6
Glenns Valley Nature Park	Indianapolis	11.4
Krannert Park	Indianapolis	12.9
Pecar Park/Pock Woods	Avon	13.5
Thatcher Park	Indianapolis	14.6
Virgil Park	Brownsburg	14.6
Independence Park	Greenwood	14.9
Williams Park	Brownsburg	15.4
White River State Park	Indianapolis	17.1
Northwest Park Annex	Greenwood	17.7
Riverside Regional Park	Indianapolis	18.0
Gray Park	Indianapolis	18.3
Garfield Park	Indianapolis	18.8
Robey Park	Indianapolis	18.9
Westside Park	Greenwood	20.0
Brookside Park	Indianapolis	20.6

Source. Keen Independent Research.

## B. Market Analysis — Campgrounds, nature parks and programs (45-minute radius)

B-37. Outdoor recreation parks within 45 minutes of Echo Hollow (2 of 4)

Name	Location	Distance from Echo Hollow
Christian Park	Indianapolis	20.6 mi
Northwestway Park	Indianapolis	21.2
Franklin Township Community Park	Indianapolis	21.4
Eagle Creek Park	Indianapolis	21.6
Ellenberger Park	Indianapolis	21.9
Raymond Park & Indy Island Aquatic Center	Indianapolis	22.4
Washington Park	Indianapolis	22.4
Scott Starling Nature Sanctuary	Indianapolis	22.7
Northwest Park	Greenwood	22.8
Pogues Run Art and Nature Park	Indianapolis	23.4
Eagles Crest Nature Preserve	Indianapolis	24.1
Juan Solomon Park	Indianapolis	24.2
Arbuckle Acres Park	Brownsburg	24.7
Burkhart Creek County Park	Paragon	25.2
Grassy Creek Park	Greenwood	25.3
Paul Ruster Park	Indianapolis	25.5
Overleys Worman Park	Zionsville	25.6
Holliday Park Nature Center	Indianapolis	26.0
Blickman Educational Trail Park	Indianapolis	26.2
Creekside Nature Park	Zionsville	26.2
McCloud Nature Park	North Salem	26.3
Elm Street Green	Zionsville	26.4

Source. Keen Independent Research.

B-37. Outdoor recreation parks within 45 minutes of Echo Hollow (3 of 4)

Name	Location	Distance from Echo Hollow
Broad Ripple Park	Indianapolis	26.6 mi
Zion Nature Sanctuary	Zionsville	26.9
Starkey Nature Park	Zionsville	27.2
Marott Woods	Indianapolis	27.7
Turkey Foot Park	Zionsville	27.9
Southeastway Park	Indianapolis	28.0
Ravenswood Overlook Park	Indianapolis	28.0
Laura Hare Preserve at Blossom Hollow	Trafalgar	28.4
Scout Ridge Nature Preserve	Unionville	28.4
Dubarry Park	Indianapolis	28.5
Carter Station Park	Zionsville	28.9
Grassy Creek Regional Park	Indianapolis	29.2
Jacob Schramm Nature Preserve	New Palestine	29.4
Daubenspeck Community Nature Park	Indianapolis	29.6
West Park	Carmel	29.9
Skiles Test Nature Park	Indianapolis	30.8
Big Walnut Nature Preserve	Bainbridge	30.9
Woollens Gardens	Indianapolis	31.3
Depauw Nature Park	Greencastle	31.6
Sargent Road Nature Park	Indianapolis	32.9
Central Park	Carmel	34.0
Oliver's Woods	Indianapolis	34.5

Source. Keen Independent Research.

## B. Market Analysis — Campgrounds, nature parks and programs (45-minute radius)

B-37. Outdoor recreation parks within 45 minutes of Echo Hollow (4 of 4)

Name	Location	Distance from Echo Hollow
Beanblossom Bottoms Nature Preserve	Ellettsville	34.8 mi
Town Run Trail Park	Indianapolis	35.1
Ritchey Woods Nature Preserve	Fishers	35.1
Carpenter Nature Preserve	Zionsville	35.3
Conservation Park	Lebanon	35.4
Hot Pond Park	Lebanon	35.4
Nonie Werbe Krauss Nature Preserve	Fishers	35.6
Meadowlark Park	Carmel	35.7
Cheaney Creek Natural Area	Fishers	36.0
Cool Creek Park	Carmel	37.1
Sahm Park	Indianapolis	36.2
Hazel Landing Park	Carmel	36.5
Flowing Well Park	Carmel	36.8
Cumberland Park	Fishers	37.8
River Heritage Park	Carmel	38.4
Roy G. Holland Memorial Park	Fishers	39.1
Henry B. Wilson Park	Greenfield	39.2
Beckenholdt Park	Greenfield	39.4
Riley Park	Greenfield	39.8

Source. Keen Independent Research.

## B. Market Analysis — Campgrounds, nature parks and programs (45-minute radius)

### Nature Education Programs

Figure B-38 depicts all nature or outdoor education programs within a 45-minute drive of Echo Hollow. All programs in these tables offer camps, courses, clubs, drop-in programming or exhibits with a focus on nature, being outdoors or learning an outdoor skill.

There are 58 programs that meet these criteria. None of these programs are located within the primary market that is within 15 minutes of Echo Hollow.

Most offer camps (34) or nature or outdoor learning (15). The majority serve youth exclusively (35) and the balance serve all ages.

B-38. Nature education programs within 45 minutes of Echo Hollow (1 of 3)

Name	Location	Distance from Echo Hollow
Jameson Camp	Indianapolis	10.0 mi
Hendricks Regional Health YMCA	Avon	10.5
Avon Outdoor Learning Center	Avon	10.7
Arthur R. Baxter Branch YMCA	Indianapolis	13.0
Camp Riley	Martinsville	13.1
Pecar Park Nature Center	Avon	13.5
Highland Lakes Baptist Camp	Martinsville	14.6
Capitol City Conservation Club	Indianapolis	15.1
Indianapolis Zoo	Indianapolis	16.0
The Salvation Army Eagle Creek	Indianapolis	16.6
Camp Dellwood	Indianapolis	16.8
Indiana State Museum	Indianapolis	17.0
Irsay Family YMCA at CityWay	Indianapolis	17.2
Happy Hollow Children's Camp, Inc.	Indianapolis	17.8
Riverside Regional Park	Indianapolis	18.0
Nina Mason Pulliam EcoLab	Indianapolis	18.5
Garfield Park Conservatory	Indianapolis	18.8
OrthoIndy Foundation YMCA	Indianapolis	19.9
Eagle Creek Sailing Club	Indianapolis	20.3
YMCA of Morgan County	Martinsville	20.3

Source. Keen Independent Research.

## B. Market Analysis — Campgrounds, nature parks and programs (45-minute radius)

B-38. Nature education programs within 45 minutes of Echo Hollow (2 of3)

Name	Location	Distance from Echo Hollow
Eagle Creek Park Earth Discovery Center	Indianapolis	21.3 mi
Newfields	Indianapolis	21.6
The Children's Museum of Indianapolis	Indianapolis	22.6
Outdoor Youth Exploration Academy	Indianapolis	23.1
Harper J. Ransburg Branch YMCA	Indianapolis	23.1
Camptown Inc.	Indianapolis	23.4
URJ Goldman Union Camp Institute	Indianapolis	23.7
White Pine Wilderness Academy	Indianapolis	25.5
JCC Indianapolis	Indianapolis	26.0
Holliday Park Nature Center	Indianapolis	26.0
McCloud Nature Park	North Salem	26.3
Camp Allendale	Trafalgar	26.3
Zionsville Nature Center	Zionsville	26.6
Camp Cathedral	Indianapolis	27.0
Southeastway Park	Indianapolis	28.0
Z'Camp	Whitestown	28.3
Arthur Jordan Branch YMCA	Indianapolis	29.5
Daubenspeck Community Nature Park	Indianapolis	29.6
Camp Belzer	Indianapolis	30.1
Cloverdale Conservation Club	Cloverdale	30.4

Source. Keen Independent Research.

B-38. Nature education programs within 45 minutes of Echo Hollow (3 of3)

Name	Location	Distance from Echo Hollow
Benjamin Harrison YMCA	Indianapolis	31.1 mi
Depauw Nature Park	Greencastle	31.6
Fort Harrison State Park	Indianapolis	32.0
Camp Delafield	Indianapolis	34.0
Camp Indy	Indianapolis	34.4
Oliver's Woods	Indianapolis	34.5
Cagles Mill Lake	Cloverdale	34.9
Kaleidoscope Summer Camp	Indianapolis	35.8
Champ Camp	Indianapolis	36.9
Cool Creek Park Nature Center	Carmel	37.1
Indianapolis Sailing Club	Indianapolis	38.6
Kid City	Bloomington	38.8
Fishers YMCA	Fishers	39.0
Westfield-YMCA/Natatorium	Westfield	39.0
SpringHill Day Camps	Carmel	39.0
Riley Park	Greenfield	39.8
YMCA of Monroe County - Northwest	Bloomington	40.4
Connor Prairie Museum	Fishers	40.9

Source. Keen Independent Research.

## B. Market Analysis — Campgrounds, nature parks and programs (45-minute radius)

### Shooting Ranges

Figure B-40, shown on the next page, depicts 21 indoor or outdoor shooting ranges within 45 minutes of Echo Hollow. Shooting ranges on this list support different types of firearm usage, trap and skeet and/or archery. This table also includes a column for distance to a residential home. All the entries on this inventory are one mile or less to a residence.

The primary market that is within 15 minutes of Echo Hollow currently has no shooting ranges. However, Midwest Shooting Center, which offers several locations operating as both corporate entities and franchises, has announced plans to open a new location in South Indianapolis though no additional details were available at the time of this analysis.<sup>2</sup> Midwest Shooting Centers have offered law enforcement training in other locations and law enforcement membership discounts.<sup>3</sup>

**Pricing data.** Figure B-39 presents hourly, monthly and annual membership rate data for inventoried shooting ranges. Hourly rates average between \$25 and \$30. Monthly membership averages for different types of memberships range from \$30 to \$62. Annual membership averages for different membership types range from \$172 to \$428.

B-39. Hourly and membership rates for inventoried shooting ranges

	Average	Median
Hourly rate	\$ 27	\$ 24
Monthly membership	\$ 30 to 62	\$ 30 to 70
Annual membership	\$ 172 to 428	\$ 135 to 480

Source: Keen Independent Research.

<sup>2</sup> <https://midwestshootingcenter.com/locations/south-indianapolis-in>

<sup>3</sup> [https://www.hometownstations.com/news/wright-state-lake-police-cadets-train-at-midwest-shooting-center/article\\_a8ebb978-42c0-11e9-a768-93ad519c098d.html#:~:text=Wright%20State%20Lake%20police%20cadets%20train%20at%20Midwest%20Shooting%20Center.&text=%E2%80%9CWhen%20we%20heard%20about%20Midwest%20and%20the,Wright%20State%20Lake%20campus%20Police%20Academy%20commander.](https://www.hometownstations.com/news/wright-state-lake-police-cadets-train-at-midwest-shooting-center/article_a8ebb978-42c0-11e9-a768-93ad519c098d.html#:~:text=Wright%20State%20Lake%20police%20cadets%20train%20at%20Midwest%20Shooting%20Center.&text=%E2%80%9CWhen%20we%20heard%20about%20Midwest%20and%20the,Wright%20State%20Lake%20campus%20Police%20Academy%20commander.)

## B. Market Analysis — Campgrounds, nature parks and programs (45-minute radius)

### B-40. Shooting ranges within 45 minutes of Echo Hollow

Name	Outdoor ranges				Indoor range	Hourly rate	Membership				Location	Distance to residential		Distance from Echo Hollow	
	Pistol	Rifle	Trap and skeet	Archery			Monthly low	Monthly high	Annual low	Annual high		mi	mi	mi	mi
Parabellum Firearms & Indoor Range	✓	✓			✓	\$ 22	\$ 25	\$ 55	\$ 250	\$ 550	Avon	0.3	mi	9.7	mi
Range USA Avon	✓	✓			✓	24	30	70			Indianapolis	0.3		12.4	
Twin Bridges Skeet and Trap Club			✓								Danville	0.2		13.3	
Pine Hill Archery Club				✓					135		Danville	0.1		13.4	
Brownsburg Conservation Club			✓						100		Danville	0.2		14.6	
Danville Conservation Club	✓	✓		✓	✓				250		Danville	0.0		16.0	
Marion County Fish & Game	✓	✓	✓						135		Indianapolis	0.1		16.3	
The Outdoorsman Sport Shop				✓	✓	10					Greenwood	0.0		17.4	
The Barn Archery Pro Shop				✓	✓						Martinsville	0.0		18.8	
LaserPrecision Marksmanship Club	✓	✓			✓	79					Indianapolis	0.1		19.4	
Range USA Greenwood	✓	✓			✓	24	30	70			Greenwood	0.7		21.1	
Martinsville Conservation Club	✓	✓	✓						125		Martinsville	0.4		21.5	
Five Points Conservation Club			✓								Indianapolis	0.0		22.4	
Indy Arms Company	✓	✓			✓	25	35	45	360	480	Indianapolis	0.0		24.9	
Paragon Conservation Club		✓							110		Martinsville	0.7		27.9	
Bell Conservation Club	✓	✓		✓					155	255	Nineveh	0.2		29.6	
Cloverdale Conservation Club	✓	✓	✓	✓					100		Cloverdale	0.1		30.3	
Range USA Indy North	✓	✓			✓	24	30	70			Carmel	0.3		33.0	
Deer Creek Fish & Wildlife Shooting Range	✓	✓				7					Cloverdale	1.7		33.2	
Nancy's Broken Arrow				✓							Quincy	0.1		33.9	
Kingen Gun Club			✓								McCordsville	1.0		35.5	

Source: Keen Independent Research.

## B. Market Analysis — Public park complexes with camping or lodging (2.5-hour radius)

---

Keen Independent identified public park complexes with overnight camping or lodging within the regional market area that is a 2.5-hour driving distance from Echo Hollow. Public park complexes that do not offer overnight lodging and are within 45 minutes of Echo Hollow are inventoried in the outdoor recreation park table (Figure B-37).

Each venue type and location are listed in Figure B-45. Figures B-42 through B-44 present synthesized information about the accommodations, components and featured offerings of the public park complex inventory.

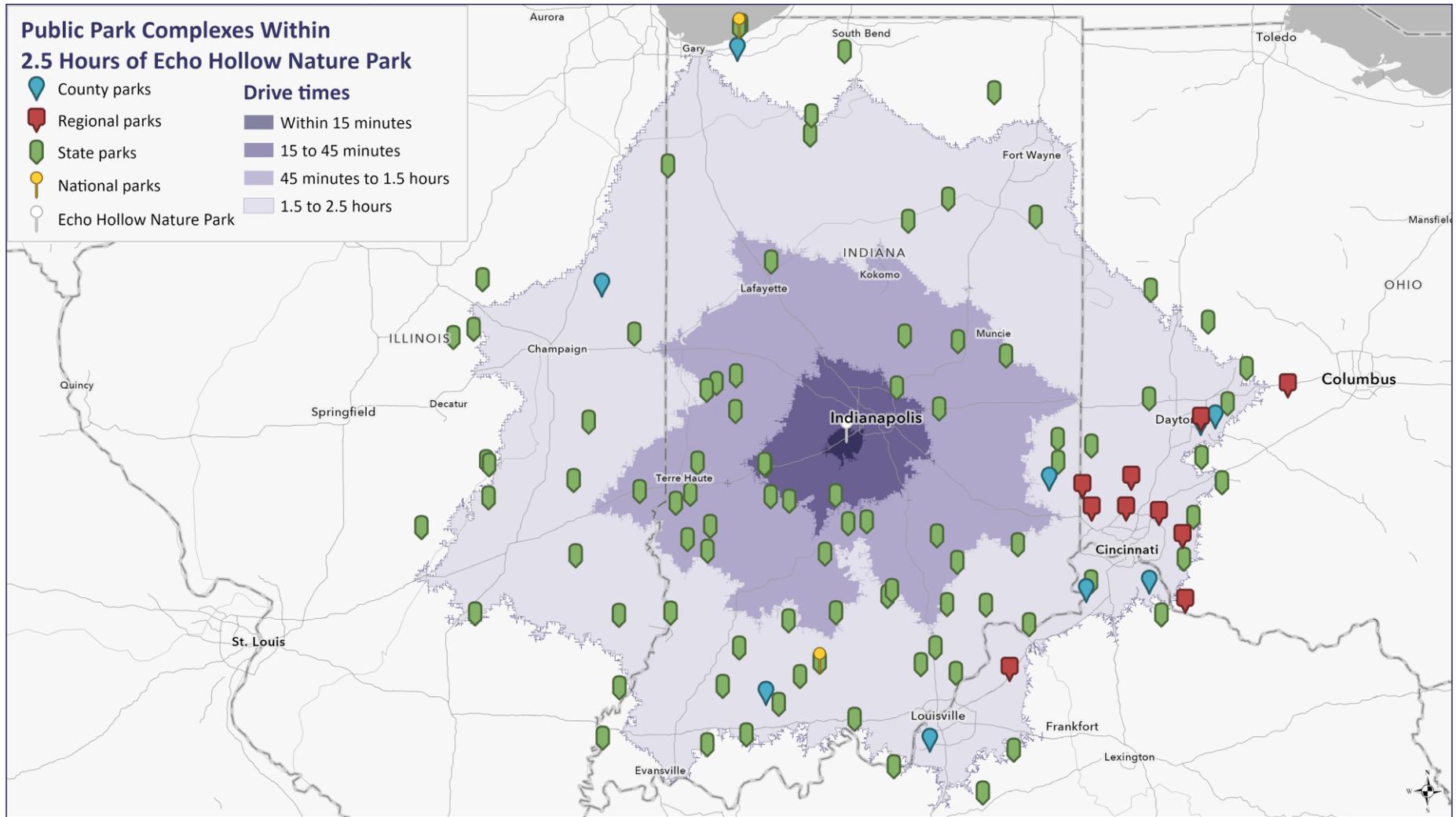
### Public Park Complex Inventory Map

Figure B-41 on the following page maps all county, state and national parks with overnight camping or lodging within 2.5 hours of Echo Hollow. The type of venue ownership is illustrated using different colored symbols. Most of these public park complexes are more than 45 minutes away from Echo Hollow and are located in Echo Hollow's tertiary and regional market areas.



## B. Market Analysis — Public park complexes with camping or lodging (2.5-hour radius)

B-41. Map of county, regional, state and national parks within 2.5 hours of Echo Hollow with overnight lodging



Source: Esri, HERE, Garmin, SafeGraph, FAO, METI/NASA, USGS, EPA, NPS, ArcGIS, Keen Independent Research

## B. Market Analysis — Public park complexes with camping or lodging (2.5-hour radius)

### Public Park Complexes

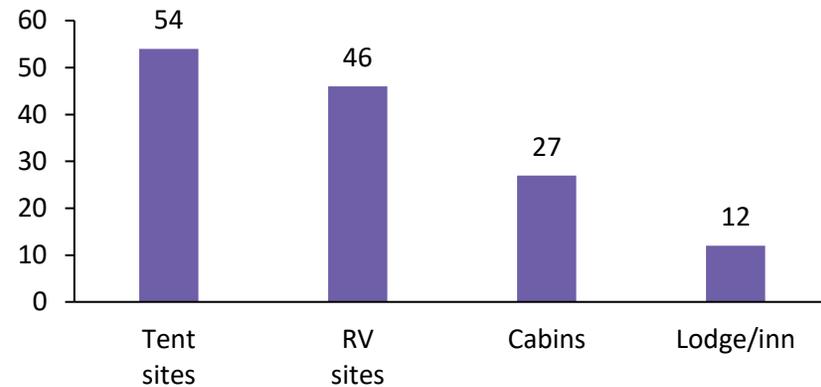
The study team inventoried public park complexes with overnight camping or lodging within 2.5 hours of Echo Hollow.

The inventory of 109 public park complexes, shown in Figure B-45, includes 76 state parks, 21 county parks, 10 regional parks and two national parks. Regional parks are public parks managed by an organization separate from the county or state.

**Camping and lodging.** Most of the public park complexes inventoried offer campgrounds. As shown in Figure B-42, 54 offer tent camping and 46 offer RV sites. Twenty-seven of the inventoried parks offered cabins and 12 have a lodge or inn.

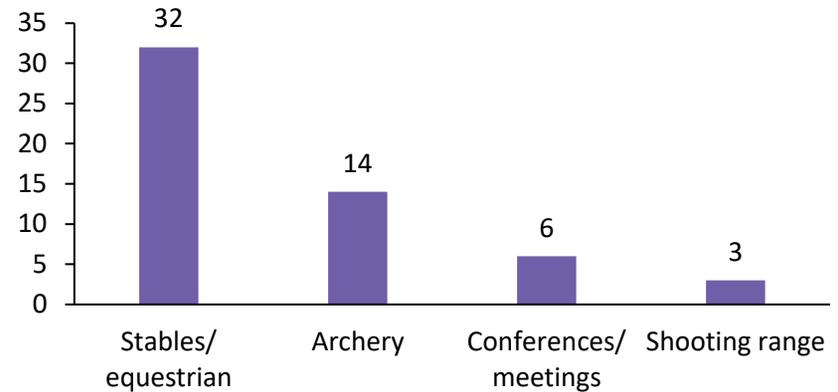
**Additional features.** The study team also synthesized information about the number of inventoried campgrounds featuring components of potential relevance to Echo Hollow as shown in Figure B-43. Components include horse stables or equestrian services (32), archery (14) or shooting ranges (3) and conference and meeting facilities (6).

B-42. Count of park complexes by lodging options offered



Source: Keen Independent Research.

B-43. Count of park complexes by other features relevant to Echo Hollow



Source: Keen Independent Research.

## B. Market Analysis — Public park complexes with camping or lodging (2.5-hour radius)

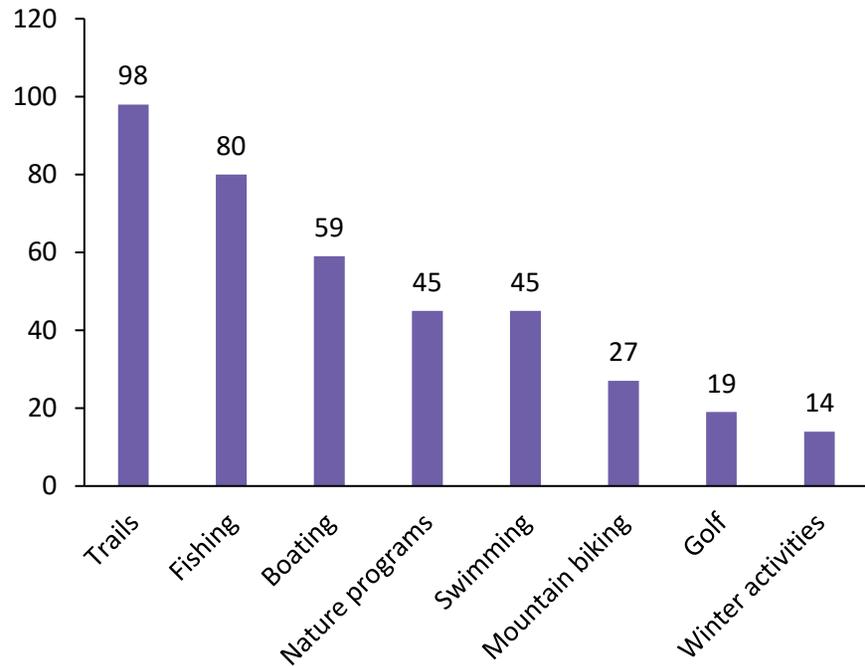
**Featured activities.** The study team collected data about the types of activities featured at each park in the inventory. Almost all properties in the inventory highlight their trail systems for hiking and related activities (98). Many offer opportunities for fishing (80) and boating (59).

Slightly less than half offer nature programs (45) or swimming opportunities either at a swimming beach or pool (45).

Some parks highlight opportunities for mountain biking (27) or golf/miniature golf (19).

While many parks may be suitable for winter activities, the study team found that 14 featured opportunities such as cross-country skiing, sledding hills or other winter recreation activities.

B-44. Count of park complexes by featured activities



Source: Keen Independent Research.

## B. Market Analysis — Public park complexes with camping or lodging (2.5-hour radius)

B-45. Public park complexes within 2.5 hours of Echo Hollow (1 of 4)

Name	RV sites	Tent sites	Cabins	Lodge or inn	Conferences/ meetings	Stables/ equestrian	Shooting range	Archery	City/Town	State	Distance from Echo Hollow
Morgan-Monroe State Forest				✓					Martinsville	IN	29.3 mi
Fort Harrison State Park				✓	✓				Indianapolis	IN	32.0
Johnson County Park			✓			✓			Nineveh	IN	33.0
Cagles Mill Lake (several areas)	✓								Cloverdale	IN	34.9
McCormick's Creek State Park	Closed	Closed	✓	✓					Spencer	IN	38.6
Thornwood Preserve									Greenfield	IN	39.1
Yellowwood State Forest		✓		✓		✓			Nashville	IN	42.6
Brown County State Park	✓	✓		✓		✓			Nashville	IN	43.6
Raccoon Lake State Recreation Area	✓	✓						✓	Rockville	IN	45.1
Owen-Putnam State Forest	✓	✓				✓			Spencer	IN	45.7
Monroe Lake (several areas)									Bloomington	IN	48.1
White River Campground	✓	✓						✓	Cicero	IN	51.4
Echo Lake Park	✓								Elizabethtown	IN	54.8
Hawthorn Park	✓	✓							Terre Haute	IN	56.8
Turkey Run State Park		✓		✓	✓	✓			Marshall	IN	59.1
Covered Bridge Retreat						✓			Bloomingsdale	IN	60.1
Mounds State Park		✓							Anderson	IN	63.4
Shades State park		✓							Waveland	IN	63.8
Fowler Park	✓	✓	✓						Terre Haute	IN	67.4
Shakamak State Park	✓		✓						Jasonville	IN	72.6
Prairie Creek Park	✓	✓	✓						Terre Haute	IN	74.0
Jackson-Washington State Forest		✓				✓		✓	Brownstown	IN	74.9
Summit Lake State Park		✓							New Castle	IN	75.1
Spring Mill State Park		✓		✓					Mitchell	IN	75.3
Muscatatuck Park	✓	✓							North Vernon	IN	77.0
Prophetstown State Park	✓								West LaFayette	IN	78.8
Starve-Hollow State Recreation Area	✓		✓						Vallonia	IN	79.2

Source: Keen Independent Research.

## B. Market Analysis — Public park complexes with camping or lodging (2.5-hour radius)

B-45. Public park complexes within 2.5 hours of Echo Hollow (2 of 4)

Name	RV sites	Tent sites	Cabins	Lodge or inn	Conferences/ meetings	Stables/ equestrian	Shooting range	Archery	City/Town	State	Distance from Echo Hollow
Martin State Forest									Shoals	IN	81.2 mi
Greene-Sullivan State Forest			✓			✓			Dugger	IN	83.7
Sullivan County Park & Lake	✓	✓							Sullivan	IN	84.0
Lincoln Trail State Park		✓							Marshall	IL	84.2
Versailles State Park		✓							Versailles	IN	85.6
Brookville Lake (several areas)	✓						✓	✓	Brookville	IN	86.6
Franklin County Park	✓	✓							Brookville	IN	88.7
Whitewater Memorial State Park	✓	✓	✓			✓			Liberty	IN	90.1
Hoosier National Forest	✓		✓			✓			Bedford	IN	92.0
Hardy Lake (several areas)								✓	Scottsburg	IN	92.1
Clark State Forest						✓	✓		Henryville	IN	94.6
Mississinewa Lake (several areas)			✓						Peru	IN	95.4
Clifty Falls State Park		✓		✓	✓				Madison	IN	98.2
Hueston Woods State Park			✓	✓		✓			College Corner	OH	98.4
Ouabache Trails Park	✓	✓							Vincennes	IN	103.0
Walnut Point State Park								✓	Oakland	IL	104.0
Glendale Fish and Wildlife Area									Montgomery	IN	105.0
Miami Whitewater Forest									Harrison	OH	106.0
Patoka Lake (several areas)								✓	Birdseye	IN	108.0
Kickapoo State Recreation Area						✓			Oakwood	IL	109.0
Salamonie River State Forest		✓				✓			Largo	IN	109.0
Fox Ridge State Park		✓	✓						Charleston	IL	109.0
Governor Bebb Metropark									Okeana	OH	109.0
Deam Lake State Recreation Area			✓						Borden	IN	112.0
Charlestown State Park	✓								Charlestown	IN	113.0
Tippecanoe River State Park	✓	✓	✓						Winamac	IN	114.0
Dubois County Park									Huntingburg	IN	114.0
General Butler State Resort Park				✓					Carrollton	KY	117.0

Source: Keen Independent Research.

## B. Market Analysis — Public park complexes with camping or lodging (2.5-hour radius)

### B-45. Public park complexes within 2.5 hours of Echo Hollow (3 of 4)

Name	RV sites	Tent sites	Cabins	Lodge or inn	Conferences/ meetings	Stables/ equestrian	Shooting range	Archery	City/Town	State	Distance from Echo Hollow
Sycamore State Park						✓		✓	Trotwood	OH	120.0 mi
Ferdinand State Forest									Ferdinand	IN	122.0
Bass Lake Beach & Campground	✓	✓							Knox	IN	122.0
Pike State Forest									Winslow	IN	122.0
Winton Woods	✓		✓			✓			Cincinnati	OH	122.0
Sam Parr State Park									Newton	IL	124.0
Timberhill MetroPark									Hamilton	OH	127.0
Lincoln State Park		✓							Lincoln City	IN	128.0
Willow Slough Fish & Wildlife Area							✓		Morocco	IN	130.0
Middle Fork River Forest Preserve									Penfield	IL	131.0
Red Hills State Park	✓					✓			Sumner	IL	133.0
Ouabache State Park		✓							Bluffton	IN	134.0
Big Bone Lick State Historic Site	✓								Union	KY	135.0
Lake Isabella		✓			✓				Loveland	OH	135.0
Wolf Creek State Park		✓	✓			✓			Windsor	IL	140.0
Jefferson Memorial Forest		✓				✓			Fairdale	KY	141.0
Constitution Park						✓			Spring Valley	OH	142.0
AJ Jolly Park									Alexandria	KY	143.0
Lake Loramie State Park	✓								Minster	OH	143.0
Eagle Creek State Park						✓			Findlay	IL	143.0
Angels Pass Park									Beavercreek	OH	145.0
Narrows Reserve									Xenia	OH	146.0
Pattison Park				✓					Batavia	OH	146.0
Stonelick State Park	✓		✓						Pleasant Plain	OH	147.0
Old Town Reserve Park									Xenia	OH	148.0
Hidden Springs State Forest								✓	Strasburg	IL	148.0
O'Bannon Woods State Park						✓			Corydon	IN	150.0
Lake Jericho Recreational Area	✓	✓							Smithfield	KY	150.0

Source: Keen Independent Research.

## B. Market Analysis — Public park complexes with camping or lodging (2.5-hour radius)

B-45. Public park complexes within 2.5 hours of Echo Hollow (4 of 4)

Name	RV sites	Tent sites	Cabins	Lodge or inn	Conferences/ meetings	Stables/ equestrian	Shooting range	Archery	City/Town	State	Distance from Echo Hollow
Buck Creek State Park Campground			✓						Springfield	OH	151.0 mi
John Bryan State Park									Yellow Springs	OH	152.0
Potato Creek State Park		✓	✓	Upcoming					North Liberty	IN	154.0
Kiser Lake State Park		✓	✓						Conover	OH	154.0
East Fork State Park	✓					✓		✓	Bethel	OH	155.0
Beall Woods State Park									Mount Carmel	IL	155.0
Caesar Creek State Park	✓	✓			✓	✓		✓	Waynesville	OH	156.0
Scales Lake Park	✓	✓	✓						Boonville	IN	156.0
Sunset Hill Farm County Park		✓							Valparaiso	IN	156.0
Hartig Park & Wildlife Reserve	✓	✓							Warsaw	KY	156.0
Chilo Lock 34 Park			✓						Chilo	OH	157.0
Otter Creek Outdoor Recreation Area	✓	✓	✓			✓		✓	Brandenburg	KY	159.0
Cowan Lake State Park		✓	✓						Wilmington	OH	160.0
Indiana Dunes National Park	✓	✓				✓			Porter	IN	160.0
Taylorville Lake State Park	✓	✓				✓			Mt. Eden	KY	163.0
Ramsey Lake State Recreation Area	✓	✓	✓			✓			Ramsey	IL	164.0
Stephen A. Forbes State Recreation Area	✓	✓				✓			Kinmundy	IL	165.0
Kincaid Lake State Park	✓	✓							Falmouth	KY	165.0
Clinton Lake State Recreation Area	✓	✓				✓		✓	DeWitt	IL	166.0
Chain O'Lakes State Park	✓	✓	✓						Albion	IN	167.0
My Old Kentucky Home State Park	✓	✓			✓				Bardstown	KY	168.0
Moraine View State Park	✓	✓				✓		✓	LeRoy	IL	169.0
Weldon Springs State Park	✓	✓							Clinton	IL	169.0
Prairie Grass Trailhead		✓							London	OH	169.0
Harmonie State Park	✓	✓	✓			✓			New Harmony	IN	170.0
Indiana Dunes State Park	✓	✓							Chesterton	IN	173.0

Source: Keen Independent Research.

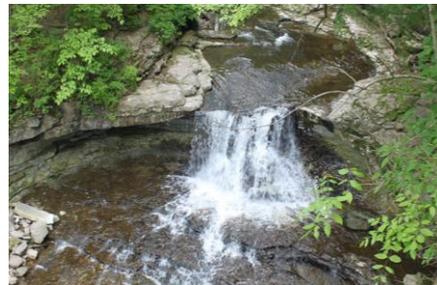
## APPENDIX C. Park Complex Benchmarking

Keen Independent conducted benchmark research to inform operational planning for Echo Hollow Nature Park.

### Selection and Methodology

The study team established ideal benchmark selection characteristics in collaboration with the Plainfield project team and sought entities for case studies that met as many of the following criteria as possible:

- Type: Park complex;
- Key features:
  - Campground;
  - Lodge or inn;
  - Nature center or visitor center with nature exhibits or programs;
- Location: Within three hours of a major Midwest metropolitan area;
- Size: Approximately 1,500 to 4,000 acres; and
- Ownership: Public.



Left to right: Fort Harrison State Park (Indiana DNR); McCormick's Creek State Park, (Indiana DNR); Potato Creek State Park (Indiana DNR); Hocking Hills State Park (Ohio DNR via Facebook).

**Park complex benchmarks.** The study team selected the following benchmarks for Echo Hollow Nature Park operational planning:

- Fort Harrison State Park, Indiana;
- McCormick's Creek State Park, Indiana;
- Potato Creek State Park, Indiana; and
- Hocking Hills State Park, Ohio.

Keen Independent conducted background research, interviews and two site visits to develop the benchmark case study profiles. Any details attributed to park officials or DNR representatives are drawn from study team interviews.

### Additional Examples of Interest

Following discussion of the park complex benchmarks in this appendix, the study team provides short descriptions of two alternative lodging providers. Though not limited in focus to park complexes, these “glamping” and cabin businesses are closely related to the types of park components under consideration for Echo Hollow. One of the businesses, Postcard Cabins, has a location in Brown County, Indiana.

## C. Park Complex Benchmarking — Overview

Figure C-1 lists the park complexes examined for this study with the criteria for their selection. All four parks are publicly owned, three by Indiana Department of Natural Resources (Indiana DNR) and one by the Ohio Department of Natural Resources (Ohio DNR).

C-1. Summary of park complex benchmarks

Name	Campground	Lodge/ Inn	Nature center	Location	Drive time to nearest city (in minutes)	Size (in acres)
<b>Indiana State Parks</b>						
Fort Harrison State Park		✓	✓	Indianapolis	0	1,700
McCormick's Creek State Park	✓	✓	✓	Spencer	65	1,961
Potato Creek State Park	✓	Coming	✓	North Liberty	57	3,840
<b>Ohio State Parks</b>						
Hocking Hills State Park	✓	✓	✓	Logan	20	2,356

Source: Keen Independent Research.

## C. Park Complex Benchmarking — Indiana State Parks

---

Keen Independent selected three park complexes in the Indiana DNR portfolio with features relevant to Echo Hollow. Individual benchmark case studies begin later in this appendix. Here, we provide information that pertains to all Indiana DNR properties, including the three benchmark case studies. This includes park funding and various use fees, administration of the inns on Indiana DNR properties and promotion of the parks as part of the Indiana Birding Trail.

### Park Funding and Fees

Indiana DNR is responsible for 24 state parks, 7,700 campsites, 700 miles of trails and 150 cabins.<sup>1</sup>

Indiana State Parks are primarily funded by earned revenue. User fees, including gate charges, account for 91 percent of park budgets overall. Tax dollars appropriated by the state legislature account for 9 percent of park funding. Fees for Indiana State Parks entrance, permits and annual passes are the same for most parks statewide.<sup>2</sup>

**Entrance fees and passes.** Statewide rates apply to all three of the Indiana DNR benchmarks featured in this appendix.

In 2025, entry fees and pass costs included:

- Vehicle entrance: \$7 with Indiana plates; \$9 out-of-state.
- Other entrance: \$2 per pedestrian/bicyclist; \$2 per passenger entering by bus/van; and
- Annual passes: \$50 for state residents; \$25 for residents 65+; \$70 for non-residents.<sup>3</sup>

In 2025, DNR noted that annual vehicle counts per property ranged from approximately 7,700 to approximately 142,000, with an average of 31,000 not including annual passholders who purchased passes online.<sup>4</sup> A 2017 Indiana State Parks visitor study found that 48 percent of guests paid daily entry fees while approximately 49 percent used annual passes.<sup>5</sup> Indiana DNR had not released more recent visitor survey results as of June 2025.

Note: In the 2025 legislative session, the Indiana General Assembly entertained a bill to add a \$1 surcharge to state park entry fees with the surcharge passed through to the County in which the park is based.<sup>6</sup> The measure was intended to offset the increased local public safety expenses associated with the state parks.<sup>7</sup> The House passed the bill; the Senate did not vote on the measure before the session concluded.<sup>8</sup>

---

<sup>1</sup> <https://www.in.gov/dnr/state-parks/parks-lakes/>

<sup>2</sup> <https://www.in.gov/dnr/state-parks/rates-and-fees/user-fees-and-funding/>

<sup>3</sup> <https://www.in.gov/dnr/files/indiana-recreation-guide-2025.pdf>

<sup>4</sup> <https://iga.in.gov/pdf-documents/124/2025/house/bills/HB1245/fiscal-notes/HB1245.04.COMS.FN001.pdf>

<sup>5</sup> <https://www.in.gov/dnr/state-parks/about-us/whats-new/second-century-survey-results/>

<sup>6</sup> [https://www.thestatehousefile.com/politics/indianas-state-parks-could-see-a-small-hike-in-entry-fees-with-passage-of-bill/article\\_589e2fa9-bdb6-4af9-b4ac-3ceb471f0648.html](https://www.thestatehousefile.com/politics/indianas-state-parks-could-see-a-small-hike-in-entry-fees-with-passage-of-bill/article_589e2fa9-bdb6-4af9-b4ac-3ceb471f0648.html)

<sup>7</sup> <https://iga.in.gov/legislative/2025/bills/house/1245/details>

<sup>8</sup> <https://iga.in.gov/legislative/2025/bills/house/1245/actions>

## C. Park Complex Benchmarking — Indiana State Parks

**Campsite rental.** Indiana DNR campsite rental rates vary by type and day of week/holidays as follows:

- Full hook up sites: \$30 to \$44 per night; and
- Electric sites: \$23 to \$33 per night.<sup>9</sup>

**Reservable shelters and buildings.** Most Indiana DNR properties offer reservable shelters, primarily pavilion or picnic-style spaces with grills and picnic tables with capacities ranging from about 30 to about 100. These are typically about 20 x 40 feet to about 30 x 50 feet and are located near parking and shared restrooms. Some offer fireplaces, electricity, water and dedicated restrooms.

Some parks offer higher-end options for reservable shelters, such as gazebos suitable for weddings or other similar events. Additionally, some offer recreation buildings for rent.

### Rental fees:

- Reservable shelter: \$25 to \$250 per day.
- Recreational building: \$80 to \$300 per day.<sup>10</sup>

**State park pool admission.** Admission fees are \$3 per person. Users 3 and under are free.<sup>11</sup>

**Additional fees.** Other fees include daily or annual horse permits, boat/lake permits and equipment rental.<sup>12</sup>



Photo: McCormick's Creek State Park Pool  
Source: mccormickscreekstatepark.com

<sup>9</sup> <https://www.in.gov/dnr/files/indiana-recreation-guide-2025.pdf>

<sup>10</sup> <https://www.in.gov/dnr/files/indiana-recreation-guide-2025.pdf>

<sup>11</sup> <https://www.in.gov/dnr/files/indiana-recreation-guide-2025.pdf>

<sup>12</sup> <https://www.in.gov/dnr/files/indiana-recreation-guide-2025.pdf>

## C. Park Complex Benchmarking — Indiana State Parks

Indiana State Parks offer more than 600 rooms in seven park-based lodges or inns.<sup>13</sup> Here the study team describes the management structure that applies across all Indiana State Park Inns, enabling them to operate as a semi-independent bottom-line focused business within state government.

### Indiana State Park Inns

Indiana State Park Inns Authority (Inns Authority), a quasi-governmental entity that is part of Indiana DNR's Division of State Parks, runs the state's portfolio of state park lodging and related concessions and is led by a highly experienced hospitality industry veteran.<sup>14,15,16</sup>

The Inns Authority operates all inns and lodges based at State Parks separately from park operations, including distinct staffing and budgeting. Additionally, the Inns Authority operates outside of state agency contracting and procurement requirements.<sup>17</sup>



The poster features the Indiana State Parks logo at the top left, which includes a landscape scene with a tree, a sun, and water. To the right of the logo is the text "Indiana State Park Inns". Below this, the large text "WE ARE HIRING" is prominently displayed, followed by "JOIN OUR AMAZING TEAM". A photograph of a smiling woman in a red polo shirt talking on a mobile phone is positioned on the right side. Below the photo, a yellow banner reads "OPEN POSITION :". Underneath, a list of four job openings is provided, each with a checkmark icon. The list includes: "Kitchen Manager - Abe Martin Lodge", "Kitchen Supervisor - Abe Martin Lodge", "Executive Housekeeping Mgr - Potawatomi Inn", and "Maintenance - Abe Martin & Potawatomi Inn". Below the list, the "Full-time Benefits :" section lists several perks: "Medical, dental, vision, life insurance", "Retirement (pension option) paid 100% by us", "Education reimbursement; we are also a qualified employer for the Public Service Loan Forgiveness Program", and "Paid time off and much more". A yellow button at the bottom right says "APPLY NOW" with the URL "on.in.gov/inns-jobs". At the bottom left is the "DNR Indiana Department of Natural Resources" logo, and at the bottom right is a QR code.

**Indiana State Park Inns**

**WE ARE HIRING**  
JOIN OUR AMAZING TEAM

**OPEN POSITION :**

- ✓ Kitchen Manager - Abe Martin Lodge
- ✓ Kitchen Supervisor - Abe Martin Lodge
- ✓ Executive Housekeeping Mgr - Potawatomi Inn
- ✓ Maintenance - Abe Martin & Potawatomi Inn

**Full-time Benefits :**

- Medical, dental, vision, life insurance
- Retirement (pension option) paid 100% by us
- Education reimbursement; we are also a qualified employer for the Public Service Loan Forgiveness Program
- Paid time off and much more

**APPLY NOW**  
[on.in.gov/inns-jobs](https://on.in.gov/inns-jobs)

**DNR**  
Indiana Department of Natural Resources



<sup>13</sup> <https://www.in.gov/dnr/state-parks/parks-lakes/>

<sup>14</sup> <https://www.southbendtribune.com/story/news/local/2023/10/19/potato-creek-state-park-inn-ground-broken-by-worster-lake/71213354007/>

<sup>15</sup> IN Code § 14-19-11-4 (2024).

<sup>16</sup> Indiana DNR interview.

<sup>17</sup> Indiana DNR interview.

## C. Park Complex Benchmarking — Indiana State Parks

---

State Parks operating as assets of a larger, connected system can benefit from cross-promotion that happens organically when visitors seek information from Indiana DNR’s website or through printed park system materials and discover other properties of interest. Parks can also benefit from efforts that help guests with particular interests discover multiple parks that cater to their needs or hobbies. One such effort that links multiple parks and promotes visitation to multiple parks is the Indiana Birding Trail.

### Indiana Birding Trail

Indiana sits in a prime migratory zone, the Mississippi Flyway. The Indiana Birding Trail, a guide, website and promotional effort of the Indiana Audubon Society highlights areas in the state that offer distinctive birding opportunities. Indiana DNR is recognized as a sponsor of the initiative.<sup>18</sup> All three Indiana DNR benchmark case studies are included on the Indiana Birding Trail.<sup>19,20</sup>



---

<sup>18</sup> <https://indianabirdingtrail.com/>

<sup>19</sup> <https://indianabirdingtrail.com/pages/central-indiana-birding-sites>

<sup>20</sup> <https://indianabirdingtrail.com/pages/northwest-indiana-birding-sites>

## C. Park Complex Benchmarking — Fort Harrison State Park, Indianapolis IN

Fort Harrison State Park’s (Fort Harrison) location in a metropolitan area, which is unusual for similar parks, and its specific location in the greater Indianapolis market make it particularly relevant for Echo Hollow. The study team examined this benchmark through background research and a site visit including an overnight stay.

### Overview

**Benchmark features:** Inn and nature center.

**Size:** 1,700 acres.<sup>21</sup>

**Annual visitation:** Over 1.2 million.<sup>22</sup>

#### Additional features:

- The Fort Golf Course, an 18-hole championship golf course;<sup>23</sup>
- Museum of 20<sup>th</sup> Century Warfare;<sup>24</sup>
- The Garrison Restaurant and Conference Center;<sup>25</sup>
- A 10+ acre dog park with three fenced play areas;<sup>26</sup>
- Sledding hill and cross-country skiing;
- Saddle barn and guided trail rides; and
- Fishing and ice fishing.<sup>27</sup>



**User fees.** Recent data were not available, but a March 2014 report indicated that user fees (park entrance fees, annual park passes and dog park passes) comprised 26 percent of park revenue and that revenue from user fees had been increasing annually. At the time of the report, 389 dog park passes had been sold in the prior nine months as well as 6,144 annual park passes. The report also attributed revenue to staffing the gate during winter snow days to capitalize on sledding hill attendance.<sup>28</sup>

<sup>21</sup> <https://www.in.gov/dnr/state-parks/parks-lakes/fort-harrison-state-park/>

<sup>22</sup> <https://www.in.gov/dnr/state-parks/files/sp-2022-23-annual-visits.pdf>

<sup>23</sup> <https://www.in.gov/dnr/state-parks/inns/fort-harrison-inn-at-fort-harrison-state-park/the-fort-golf-course/>

<sup>24</sup> <https://www.in.gov/dnr/state-parks/parks-lakes/fort-harrison-state-park/>

<sup>25</sup> <https://www.in.gov/dnr/state-parks/inns/fort-harrison-inn-at-fort-harrison-state-park/>

<sup>26</sup> <https://www.in.gov/dnr/state-parks/parks-lakes/fort-harrison-state-park/fort-harrison-state-park-dog-park/>

<sup>27</sup> <https://www.in.gov/dnr/state-parks/parks-lakes/fort-harrison-state-park/#Activities>

<sup>28</sup>

<https://www.friendsoffortharrison.org/uploads/1/2/6/4/12644851/mar2014newsletterffh.pdf>

## C. Park Complex Benchmarking — Fort Harrison State Park, Indianapolis IN

**Affiliated nonprofit.** The Friends of Fort Harrison State Park (Friends), founded in 2014, supports “projects and events that preserve, manage and interpret both the natural and cultural heritage and recreational opportunities of Fort Harrison State Park.”<sup>29</sup>

The Friends are not required to file a Form 990, so no information is available from public sources about organization revenue, expenses or assets.<sup>30</sup> Eligibility rules for filing Form 990 indicates that Friends annual revenue has likely been less than \$50,000 annually to date.<sup>31</sup>

**Friends events and programs:** Regular Friends events such as Maintenance Mondays and Tuesday Troops focus on environmental action such as invasive species control. Seasonal programs include a First Day Hike and Hauntumn/Soldier’s Haunt Halloween event.<sup>32</sup>

**Nature center.** Fort Harrison’s nature center is open daily and offers an array of programs such as:

- Sunday Morning Bird Walks;
- Wildflower Walk;
- Tricky Tracks;
- Amphibian Amble; and
- Guided hikes.<sup>33</sup>

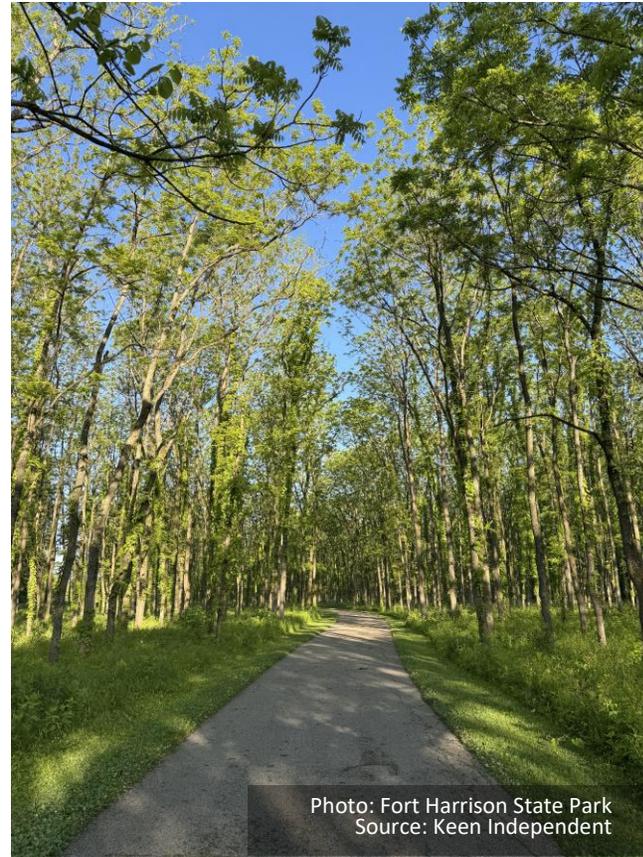


Photo: Fort Harrison State Park  
Source: Keen Independent

---

<sup>29</sup> <https://www.friendsoffortharrison.org/about-us.html>

<sup>30</sup> <https://www.guidestar.org/profile/45-5085030>

<sup>31</sup> <https://www.irs.gov/charities-non-profits/annual-electronic-notice-form-990-n-for-small-organizations-faqs-who-must-file#:~:text=Who%20must%20file%20Form%20990,Form%20990%20or%20990%2DEZ.>

<sup>32</sup> <https://www.friendsoffortharrison.org/events.html>

<sup>33</sup> <https://www.in.gov/dnr/state-parks/programs/program-schedules/>

## C. Park Complex Benchmarking — Fort Harrison State Park, Indianapolis IN

### The Fort Harrison Inn

#### Features:

- 28 rooms in the main lodge;
- Exercise room;
- Wedding/conference facilities; and
- Additional lodging in Harrison House (7 guest rooms/suites) and four historic officers' homes (3 bedrooms each).<sup>34</sup>

**Occupancy.** Keen Independent was unable to locate or obtain information on Fort Harrison Inn occupancy. A team member who stayed at the Inn just prior to the Indy 500 weekend observed that Inn use appeared to be low.

**Event spaces.** In addition to a gazebo, event spaces are located both in an event center and the Inn. They include:

- Blue Heron Ballroom (up to 320 guests);
- Bunker Meeting Room (up to 90);
- Cardinal Room (up to 100);
- Gates and Lawrence Meeting Rooms (up to 40 each);
- Harrison Board Room (up to 12);
- Roosevelt Room (up to 100);
- Theodore Room (up to 80 guests, configurable as two rooms);
- Sycamore room (up to 40); and
- Barracks Lounge (up to 15).<sup>35</sup>



Photo: Fort Harrison inn at Fort Harrison State Park  
Source: Indiana DNR

**Capital upkeep.** Similar to the Inn at McCormick's Creek State Park discussed later in this appendix, Fort Harrison Inn appears to be under-resourced for capital maintenance. The property is dated and shows evidence of wear and tear.

<sup>34</sup> [https://www.in.gov/dnr/state-parks/inns/fort-harrison-inn-at-fort-harrison-state-park/lodging-and-amenities/#\\_b\\_Attractions\\_\\_b\\_](https://www.in.gov/dnr/state-parks/inns/fort-harrison-inn-at-fort-harrison-state-park/lodging-and-amenities/#_b_Attractions__b_)

<sup>35</sup> <https://www.in.gov/dnr/state-parks/inns/fort-harrison-inn-at-fort-harrison-state-park/>

## C. Park Complex Benchmarking — McCormick’s Creek State Park, Spencer IN

McCormick’s Creek State Park (McCormick’s Creek), an Indiana DNR property, is located approximately one hour southwest of Indianapolis and about 15 miles from Bloomington, Indiana. The study team conducted a site visit to McCormick’s Creek State Park with an overnight stay to supplement this benchmark case study.

### Overview

#### Benchmark features:

- Campground (currently closed due to tornado recovery);
- Canyon Inn; and
- Nature center.<sup>36</sup>

**Size:** 1,961 acres.<sup>37</sup>

#### Additional features:

- Recreation center/camp store (currently closed);<sup>38</sup>
- Saddle barn;
- Tennis courts;
- Amphitheater;
- Day-use event shelters (eight);<sup>39</sup> and
- A full-sized Olympic pool/pool house and concession stand.<sup>40</sup>

<sup>36</sup> <https://www.in.gov/dnr/state-parks/parks-lakes/mccormicks-creek-state-park/#Trails>

<sup>37</sup> <https://www.in.gov/dnr/state-parks/parks-lakes/mccormicks-creek-state-park/mccormicks-creek-state-park-tornado/#:~:text=FAQs,received%20little%20to%20no%20damage.>

<sup>38</sup> [https://mccormickscreekstatepark.com/recreation\\_center/index.htm](https://mccormickscreekstatepark.com/recreation_center/index.htm)



Photo: McCormick Creek Falls Overlook  
Source: Keen Independent

**Annual visitation:** 635,000 (2023).<sup>41</sup> This number dropped to 387,511 in 2024,<sup>42</sup> which may be related to the closure of the campground.

**Park experience and draw.** A park official describes McCormick’s Creek as having a “classic state park feel” with a variety of offerings such as camping, cabins, hiking to caves and waterfalls, a large pool and the saddle barn. The official explained that the “smaller and homey” feel at this park that has a variety of things to do has kept many visitors loyal across generations. Walkability is attractive for families and family reunions. The official noted that the park experience and attraction for families is also heavily linked to the pool.

<sup>39</sup> <https://www.in.gov/dnr/state-parks/parks-lakes/mccormicks-creek-state-park/#Activities>

<sup>40</sup> [https://mccormickscreekstatepark.com/swimming\\_pool/index.htm](https://mccormickscreekstatepark.com/swimming_pool/index.htm)

<sup>41</sup> <https://www.in.gov/dnr/state-parks/files/sp-2022-23-annual-visits.pdf>

<sup>42</sup> <https://www.in.gov/dnr/state-parks/files/sp-2023-24-annual-visits.pdf>

## C. Park Complex Benchmarking — McCormick’s Creek State Park, Spencer IN

### Operations and Resources

**Staffing.** The Park has 14 full-time staff, not including staffing for the Canyon Inn. Staff include:

- Two full-time office staff (office manager and account clerk);
- A park manager and assistant manager;
- A maintenance supervisor who oversees a team of five;
- A housekeeping supervisor for the cabins, group camps, shelters, recreation buildings, office and nature center;
- A grounds supervisor;
- An interpretive naturalist and additional seasonal staff for the nature center; and
- A combination of full- and part-time security staff (some positions are seasonal); and
- Additional intermittent staff including gate, grounds and housekeeping.<sup>43</sup>

**Affiliated nonprofit.** The Friends of McCormick’s Creek State Park (Friends) was formed in 2004 as a membership organization to provide financial and volunteer support to McCormick’s Creek.<sup>44</sup> Annual contributions to the Friends have been approximately \$50,000 according to their two most recent tax filings (2022 and 2023).<sup>45</sup> The Friends host an annual 5k run/walk.<sup>46</sup>



---

<sup>43</sup> Indiana DNR interview.

<sup>44</sup> <https://friendsmccormickscreek.org/history/>

<sup>45</sup> <https://projects.propublica.org/nonprofits/organizations/352004784>

<sup>46</sup> <https://www.facebook.com/fmccsp/>

## C. Park Complex Benchmarking — McCormick’s Creek State Park, Spencer IN

### Nature Center

The Nature Center at McCormick’s Creek operates from 9:30 a.m. to 5 p.m. daily and reduces operations by two days per week in the off season.<sup>47</sup>

#### Features:

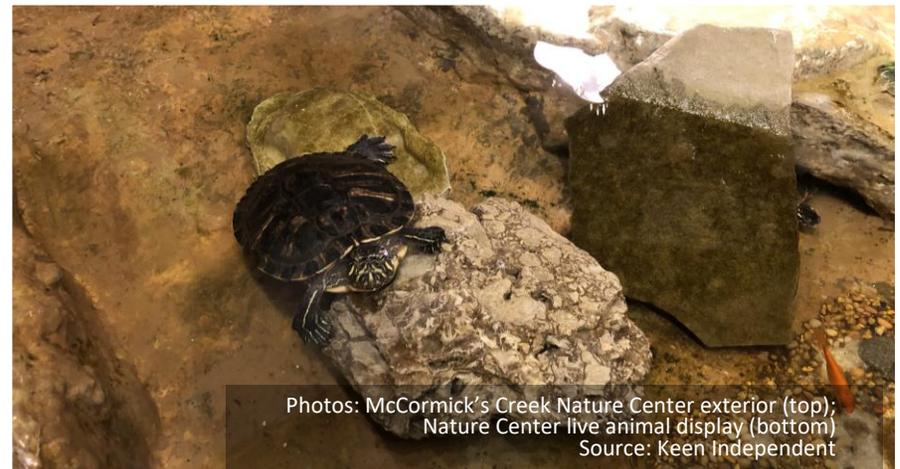
- An exhibit area;
- Program room; and
- Offices and storage.<sup>48</sup>

#### Sample programs:

- Bluebird Box Workshop;
- Bob Ross Painting;
- Slimy Sallies; and
- People of the Past.<sup>49</sup>

#### Sample partnerships:

- White River Valley Archaeology Association;
- Owen County Middle School (Riverwatch aquatic data collection); and
- WildCare Inc., a wildlife rehab organization (live animal presentations).<sup>50</sup>



Photos: McCormick’s Creek Nature Center exterior (top);  
Nature Center live animal display (bottom)  
Source: Keen Independent

<sup>47</sup> <https://www.in.gov/dnr/state-parks/parks-lakes/mccormicks-creek-state-park/#Activities>

<sup>48</sup> [https://www.in.gov/dnr/state-parks/files/SP-McCormicks\\_Creek\\_IMP2010.pdf](https://www.in.gov/dnr/state-parks/files/SP-McCormicks_Creek_IMP2010.pdf)

<sup>49</sup> <https://www.in.gov/dnr/state-parks/parks-lakes/mccormicks-creek-state-park/#events>

<sup>50</sup> [https://www.in.gov/dnr/state-parks/files/SP-McCormicks\\_Creek\\_IMP2010.pdf](https://www.in.gov/dnr/state-parks/files/SP-McCormicks_Creek_IMP2010.pdf)

## C. Park Complex Benchmarking — McCormick’s Creek State Park, Spencer IN

### Campground

McCormick’s Creek’s campground suffered substantial damage in a 2023 tornado and is currently closed while it is being rebuilt. The Park also offers cabins which are open. Both are described here.

#### Campground features (pre-closure):

- Electric sites: 189, eight of which are pull through (\$16 to \$33);
- Primitive sites (pit toilets, no showers or restrooms): 32 (\$14);
- Two group camps and four youth tent camps; and
- Playgrounds and a camp store.<sup>51,52</sup>

**Campground replacement project.** Plans are underway to update and modernize campground design during the rebuild. A park official indicated that the new campground will allow the Park to offer sites and roads that can accommodate the size and turning radius of larger modern campers as well as more pull-through sites and restrooms that will include a mix of family stalls with other styles while staying as close to 200 sites as possible. Officials hope all sites will offer electricity, sewer and water capabilities. A park representative noted that substantial grading and utilities work will result in costs of about \$150,000 per campsite.

**Cabins.** McCormick’s Creek offers rustic family cabins built by the Works Progress Administration in 1938. Newer, two-story cabins that sleep eight were funded largely by private parties committed to the



Photo: Rustic cabin at McCormick’s Creek State Park  
Source: Keen Independent

Park. A park official reported that both types are in high demand, usually fully occupied.

**Pricing.** Fourteen small cabins (\$65 per night) and larger, more recently built cabins (\$199 to \$219 per night) require a one-week minimum in peak season and a two-day weekend reservation off-season (end of March to early June).<sup>53,54</sup>

**Capital upkeep.** A park official notes that resource constraints have limited options to modernize and expand the cabins. If resources permitted, the official noted it would be ideal to offer more and larger cabins with updated features.

<sup>51</sup> <https://www.mccormickscreekstatepark.com/campgrounds/index.htm>

<sup>52</sup> <https://www.mccormickscreekstatepark.com/campgrounds/reservations/index.htm>

<sup>53</sup> [https://indianastateparks.reserveamerica.com/camping/mccormicks-creek-state-park/r/campgroundDetails.do?contractCode=IN&parkId=570026#sr\\_a](https://indianastateparks.reserveamerica.com/camping/mccormicks-creek-state-park/r/campgroundDetails.do?contractCode=IN&parkId=570026#sr_a)

<sup>54</sup> <https://www.mccormickscreekstatepark.com/cabins/rates.htm>

## C. Park Complex Benchmarking — McCormick’s Creek State Park, Spencer IN

### Canyon Inn

The historic Canyon Inn at McCormick’s Creek State Park opened in 1916 in a building originally created as a sanatorium for wealthy people to retreat and rest.<sup>55</sup> Over the past 100+ years, the Inn has undergone renovations that have altered its exterior and interior appearance and amenities, while its footprint has stayed unchanged.

#### Lodge features:<sup>56</sup>

- 76 guest rooms<sup>57</sup> (\$160 to \$450);<sup>58</sup>
- 160-seat Canyon Inn Restaurant;<sup>59</sup>
- Gift shop;<sup>60</sup> and
- Outdoor pool for guest use (in addition to the Park’s pool).<sup>61</sup>

#### Event space:

- Oak Room (up to 200);
- Sycamore Room (up to 100);
- Birdhouse Back Porch (up to 40); and
- Outdoor amphitheater.<sup>62</sup>



**Occupancy.** A park official described Canyon Inn as having one of the highest occupancies of the Indiana State Park Inns. Keen Independent team members who visited during the week prior to the Indy 500 observed that Inn use was very low.

**Capital upkeep.** Canyon Inn is dated and shows substantial wear and tear. A park representative described it as “desperately in need of renovation” and noted that resource constraints have contributed to a parkwide maintenance backlog and that buildings, including the Inn, need upkeep that the Park is not able to address.

---

<sup>55</sup> <https://www.in.gov/dnr/state-parks/inns/canyon-inn-at-mccormicks-creek-state-park/>

<sup>56</sup> <https://www.in.gov/dnr/state-parks/inns/canyon-inn-at-mccormicks-creek-state-park/dining/>

<sup>57</sup> <https://www.in.gov/dnr/state-parks/inns/canyon-inn-at-mccormicks-creek-state-park/>

<sup>58</sup> The study team identified price range by entering dates for peak and off-peak dates for different room types in the State’s online reservation system.

<sup>59</sup> <https://www.in.gov/dnr/state-parks/inns/canyon-inn-at-mccormicks-creek-state-park/dining/>

<sup>60</sup> <https://www.in.gov/dnr/state-parks/inns/guest-info/>

<sup>61</sup> <https://www.in.gov/dnr/state-parks/inns/guest-info/>

<sup>62</sup> <https://www.in.gov/dnr/state-parks/inns/canyon-inn-at-mccormicks-creek-state-park/groups/>

## C. Park Complex Benchmarking — Potato Creek State Park, North Liberty IN

Potato Creek State Park, an asset of Indiana DNR, is located in north central Indiana approximately 12 miles southwest of South Bend and about 30 minutes from the University of Notre Dame. This benchmark is of interest to Echo Hollow because construction is currently underway at Potato Creek on an inn, the first new inn built at an Indiana State Park since 1939.<sup>63</sup>

### Potato Creek State Park Overview

#### Benchmark features:

- Lodge (under construction);
- Campground; and
- Nature Center.

**Size:** 3,840 acres.<sup>64</sup>

#### Other features:

- Cross-country skiing and tubing hill;
- Bicycle rentals and paved bike trail;
- Swimming beach;
- Canoe, kayak and rowboat rentals;
- Fishing pier and fish cleaning station; and
- Bridle trails.<sup>65</sup>



**Annual visitation:** Approximately 703,000.<sup>66</sup>

**Affiliated nonprofit.** The Friends of Potato Creek State Park (Friends) sell memberships ranging from \$15 to \$500, collect donations and organize events to support and enrich the Park.<sup>67</sup> The organization received tax exempt status in 2007. The study team was unable to locate public information about the organization’s revenues or expenses.<sup>68</sup>

<sup>63</sup> <https://www.in.gov/dnr/state-parks/parks-lakes/potato-creek-state-park/lodge/>

<sup>64</sup> [https://www.in.gov/dnr/state-parks/files/potato\\_creek\\_trail.pdf](https://www.in.gov/dnr/state-parks/files/potato_creek_trail.pdf)

<sup>65</sup> <https://www.in.gov/dnr/state-parks/parks-lakes/potato-creek-state-park/#Activities>

<sup>66</sup> <https://www.in.gov/dnr/state-parks/files/sp-2022-23-annual-visits.pdf>

<sup>67</sup> <https://www.friendsofpotatocreekstatepark.com/index.html>

<sup>68</sup> ProPublica and Guidestar make nonprofit tax forms publicly searchable. No Form 990s are available on ProPublica, and the organization is not listed on Guidestar.

## C. Park Complex Benchmarking — Potato Creek State Park, North Liberty IN

### Nature Center

Potato Creek’s nature center offers exhibits and programs and is open daily from 10 a.m. to 5 p.m. with reduced service from November through April.

#### Features:

- Main floor educational exhibits including:
  - Live animal display (e.g., display of the endangered Blanding’s Turtle that inhabits the Park);
  - Animal viewing windows; and
  - Static displays of information about the Park’s ecosystem and wildlife.
- Treehouse-inspired upstairs children’s area featuring:
  - Interactives;
  - Puppet area;
  - An immersive Osprey nest; and
  - A picture book and puzzle library.
- History center about structures and people important in the history of the Park.<sup>69</sup>

**Sample programs:** A photo scavenger hunt, Archeology Day and “Darcey Days,” which allow visitors to experience what life was like during the settlement period of the 1800s.<sup>70</sup>



**Volunteers.** Volunteer camp hosts who provide work hours in exchange for free camping may be used to supplement Nature Center staffing.<sup>71</sup>

<sup>69</sup> <https://www.youtube.com/watch?v=v3a8A8UjNx4>

<sup>70</sup> <https://www.in.gov/dnr/state-parks/programs/program-schedules/>

<sup>71</sup> [https://www.in.gov/dnr/state-parks/how-you-can-help/campground-hosts/?utm\\_source=agency-website&utm\\_medium=&utm\\_campaign=&utm\\_term=&utm\\_content=#Campground\\_Host\\_Program\\_details\\_per\\_property](https://www.in.gov/dnr/state-parks/how-you-can-help/campground-hosts/?utm_source=agency-website&utm_medium=&utm_campaign=&utm_term=&utm_content=#Campground_Host_Program_details_per_property)

## C. Park Complex Benchmarking — Potato Creek State Park, North Liberty IN

---

### Potato Creek State Park Campground

#### Family campground:

- Electric sites: 287;
- Non-electric sites: 70;
- Full hook up sites: none;
- Site configuration: 354 back in; 3 pull through;
- Comfort stations (restrooms/shower houses): 6;
- Other:
  - Campground store;
  - Beach; and
  - Playground.<sup>72</sup>

#### Additional campgrounds:

- A separate equestrian campground offers an additional 70 non-electric sites.<sup>73</sup>
- A youth group tent campground offers six sites for up to 50 people each (\$2 per person/night; \$20/night minimum).<sup>74</sup>

**Campground host stations.** Campground hosts volunteer a minimum of one month, providing 25 work hours per week in exchange for free camping. Weekend and holiday shifts are required. The family campground at Potato Creek State Park offers three host stations.

Host duties include:

- Cleaning (e.g., comfort stations and fire rings);
- Assisting with registration, site occupancy checks, traffic control, safety procedures and guest information;
- Staffing the nature center; and
- Supporting maintenance of structures, landscape and trails.<sup>75</sup>

**Cabins:** 17 two-bedroom family cabins sleep up to eight (\$90 to \$110/night).<sup>76,77</sup> Cabins require a one-week minimum in peak season and a two-day weekend minimum in the off-season.<sup>78</sup>

Guests provide linens, dishes, and cleaning supplies. Cabins offer:

- Heat, electricity and woodstove (no A/C); and
- Modern in-cabin restrooms and running water.<sup>79</sup>

---

<sup>72</sup> <https://www.in.gov/dnr/state-parks/parks-lakes/potato-creek-state-park/#Activities>

<sup>73</sup> <https://www.in.gov/dnr/files/indiana-recreation-guide-2025.pdf>

<sup>74</sup> [https://www.in.gov/dnr/state-parks/files/potato\\_creek\\_youth\\_tent.pdf](https://www.in.gov/dnr/state-parks/files/potato_creek_youth_tent.pdf)<https://dam.assets.ohio.gov/image/upload/ohiodnr.gov/documents/parks/parkmaps/hockinghillspimitivegroup.pdf>

<sup>75</sup> [https://www.in.gov/dnr/state-parks/how-you-can-help/campground-hosts/?utm\\_source=agency-](https://www.in.gov/dnr/state-parks/how-you-can-help/campground-hosts/?utm_source=agency-)

[website&utm\\_medium=&utm\\_campaign=&utm\\_term=&utm\\_content=#Campground\\_Host\\_Program\\_details\\_per\\_property](https://www.in.gov/dnr/state-parks/parks-lakes/potato-creek-state-park/#Activities)

<sup>76</sup> <https://www.in.gov/dnr/state-parks/parks-lakes/potato-creek-state-park/#Activities>

<sup>77</sup> [https://www.in.gov/dnr/state-parks/files/potato\\_creek\\_cabins\\_floorplan.pdf](https://www.in.gov/dnr/state-parks/files/potato_creek_cabins_floorplan.pdf)

<sup>78</sup> <https://www.in.gov/dnr/state-parks/rates-and-fees/family-cabins-fees-and-reservations/>

<sup>79</sup> [https://www.in.gov/dnr/state-parks/files/potato\\_creek\\_cabins\\_floorplan.pdf](https://www.in.gov/dnr/state-parks/files/potato_creek_cabins_floorplan.pdf)

## C. Park Complex Benchmarking — Potato Creek State Park, North Liberty IN

The Lodge at Potato Creek will be the first newly constructed inn at an Indiana state park in almost a century. Groundbreaking took place in October 2023 and construction was still underway at the time this appendix was drafted in March 2025. Construction is forecast to be completed in late 2026 or early 2027.<sup>80</sup>

### The Lodge at Potato Creek State Park

#### Features:

- 120 guest rooms;
- Full-service dining room seating 150;
- Mini-nature room for programs and exhibits;
- Gift shop;
- Access to paved bike trail and boat launch;
- Variety of indoor and outdoor gathering spaces; and
- Conference center with three breakout rooms and a total capacity of 350;<sup>81</sup> and
- 9,000 square foot indoor aquatic park.<sup>82</sup>

**Size:** 152,000 square feet.<sup>83</sup>

**Construction cost:** \$120 million.<sup>84</sup>

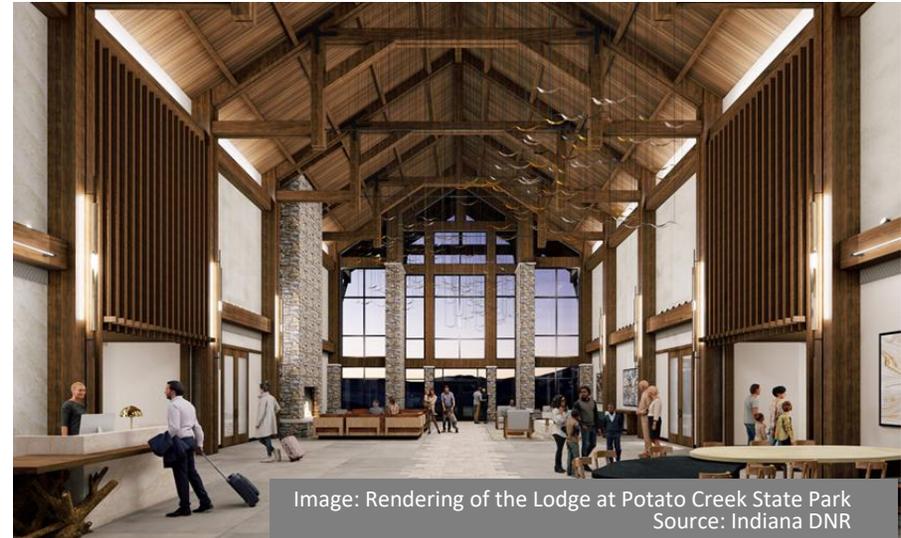


Image: Rendering of the Lodge at Potato Creek State Park  
Source: Indiana DNR

<sup>80</sup> <https://www.wndu.com/2024/12/03/construction-making-progress-new-lodge-potato-creek/>

<sup>81</sup> [https://www.in.gov/dnr/state-parks/parks-lakes/potato-creek-state-park/lodge/#What\\_features\\_will\\_the\\_lodge\\_have\\_](https://www.in.gov/dnr/state-parks/parks-lakes/potato-creek-state-park/lodge/#What_features_will_the_lodge_have_)

<sup>82</sup> <https://www.southbendtribune.com/story/news/local/2023/10/19/potato-creek-state-park-inn-ground-broken-by-worster-lake/71213354007/>

<sup>83</sup> [https://www.haferdesign.com/Work/Project/191/The-Lodge-at-Potato-Creek#:~:text=The%20Lodge%20at%20Potato%20Creek%20\\*%20Size%20sf.%20\\*%20Location:%20North%20Liberty%2C%20IN%20Share.](https://www.haferdesign.com/Work/Project/191/The-Lodge-at-Potato-Creek#:~:text=The%20Lodge%20at%20Potato%20Creek%20*%20Size%20sf.%20*%20Location:%20North%20Liberty%2C%20IN%20Share.)

<sup>84</sup> Indiana DNR interview.

## C. Park Complex Benchmarking — Hocking Hills State Park, Logan OH

Hocking Hills State Park (Hocking Hills) is an Ohio DNR asset located in southeastern Ohio approximately one hour outside Columbus. The Park includes a new lodge and visitor center and has received national attention as a recommended destination in media outlets including *Forbes* and *The Washington Post*.<sup>85,86</sup>

### Overview

#### Benchmark features:

- Campground;
- Lodge and Conference Center; and
- Visitor Center.<sup>87</sup>

**Size:** 2,356 acres;<sup>88</sup> adjacent to 9,238-acre state forest.<sup>89</sup>

#### Additional features:

- Archery range;
- Disc golf;
- John Glenn Astronomy Park (operated by the Friends group);
- Rose Lake (fishing, paddling and motorboat use);
- Bridle trails; and
- Mountain bike trails.<sup>90</sup>



Photo: Performing arts event in Ash Cave, Hocking Hills State Park  
Source: Ohio DNR

**Annual visitation:** Over 4 million.<sup>91</sup> Overnight stays totaled more than 40,000 annually through 2022 and reached a peak of 48,000 in the height of COVID’s impact on outdoor activities.<sup>92</sup>

**Park experience and draw.** Waterfalls and caves are major attractions at Hocking Hills. The Park has a trail that has been ranked number one in the country by *U.S.A. Today* readers. A park official described hiking and the natural features of the Park as the foundational resources on which they then add “plenty of amenities” to support visitor satisfaction and increase length of stay.

<sup>85</sup> <https://www.forbes.com/sites/lavanyasunkara/2019/04/28/wilderness-and-washboard-music-in-ohios-hocking-hills/>

<sup>86</sup> [https://www.washingtonpost.com/lifestyle/travel/ohio-caves-hocking-hills-hiking-nature/2021/07/22/7bf115ec-e955-11eb-8950-d73b3e93ff7f\\_story.html](https://www.washingtonpost.com/lifestyle/travel/ohio-caves-hocking-hills-hiking-nature/2021/07/22/7bf115ec-e955-11eb-8950-d73b3e93ff7f_story.html)

<sup>87</sup> <https://ohiodnr.gov/go-and-do/plan-a-visit/find-a-property/hocking-hills-state-park>

<sup>88</sup> <https://reserveohio.com/OhioCampWeb/#!park/103/12>

<sup>89</sup> [https://www.hockinghills.com/about\\_hocking\\_hills.html](https://www.hockinghills.com/about_hocking_hills.html)

<sup>90</sup> <https://ohiodnr.gov/go-and-do/plan-a-visit/find-a-property/hocking-hills-state-park>

<sup>91</sup> <http://friendsofhockinghills.org/aws/FHHSP/pt/sp/story>

<sup>92</sup> Ohio Department of Natural Resources. Hocking Hills State Park By the Numbers (Rev. 7/23).

## C. Park Complex Benchmarking — Hocking Hills State Park, Logan OH

### Operations and Budget

Hocking Hills reports no entry fee or annual pass revenue because Ohio State Parks are free to all visitors.

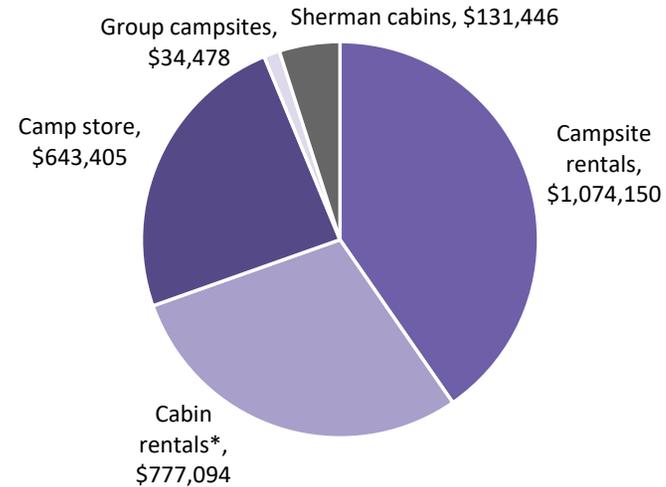
**Operating budget:** \$2.76 million in revenue and \$2.51 million in expenses (2022).<sup>93</sup>

**Revenue by source.** Figure C-2 shows annual revenue by source on a three-year average basis. Campsite rentals were the largest source of Park revenue, followed by cabin rentals and the camp store.<sup>94</sup>

**Staffing:** 18 permanent staff and 17 seasonal workers (2022). The Park also has eight designated law enforcement officers.<sup>95</sup>

**Affiliated nonprofit.** The Friends of Hocking Hills State Park (FHHSP) formed in 2003 to raise funds and provide other assistance. In 2018, FHHSP raised more than \$1 million to support opening the John Glenn Astronomy Park.<sup>96</sup> The Friends fund two part-time paid staff positions for the Astronomy Park (Program Director and Operations Director), operate the location and run regular stargazing programs. In recent years, annual contributions to FHHSP have ranged from about \$25,000 to about \$65,000.<sup>97</sup>

C-2. Three-year average revenue by source.



Note: \*Cabin rentals currently managed by the Lodge and Conference Center were previously part of Park operations.

Source: Ohio DNR.

**Maintenance and upkeep.** According to an Ohio DNR representative, Ohio state parks operate with a capital reserve funded from a percentage of park revenue and allocated annually. The funds can only be used to maintain that already exists; new or upgraded features must be separately funded as capital projects. Ohio Department of Transportation maintains park roads.

<sup>93</sup> Ohio Department of Natural Resources. Hocking Hills State Park By the Numbers (Rev. 7/23).

<sup>94</sup> Cabins associated with the Lodge are separately accounted as the Lodge is run as a concession.

<sup>95</sup> Ohio Department of Natural Resources. Hocking Hills State Park By the Numbers (Rev. 7/23).

<sup>96</sup> <http://friendsofhockinghills.org/aws/FHHSP/pt/sp/story>

<sup>97</sup> <https://projects.propublica.org/nonprofits/organizations/571192413>

## C. Park Complex Benchmarking — Hocking Hills State Park, Logan OH

### Visitor Center

Hocking Hills opened a new visitor center in 2019.<sup>98</sup> It combines elements of a welcome center and nature center. The visitor center is open daily with hours subject to seasonal changes.

**Features.** The Visitor Center includes a gift shop, educational exhibits and live animal observation (a raptor enclosure behind the center houses hawks and owls).<sup>99</sup>

**Size:** 8,500 square feet.<sup>100</sup>

**Construction cost:** Over \$6 million.<sup>101</sup>

#### Sample programs:

- Bird Bingo;
- Painting flowerpots;
- Positively Perfect Pollinators;
- Hocking College Day hikes and archery; and
- Guided hikes.<sup>102</sup>

Additional programs take place at the Lodge, the Astronomy Park and the historic Naturalist Cabin. For example, the site was open in March 2025 for two programs on how maple sugaring was done in the past.<sup>103</sup>



Photo: Hocking Hills State Park Visitor Center  
Source: Ohio DNR

*Visitors love it. It's a big building with plenty of restrooms. It's got a lot of displays and history in it. [The Park has] a small amount of land but we are surrounded by state forests, so we included our partners in the visitor center. Forestry has spots. .... We have naturalists to answer questions. They pass out maps and may go out and do programs. We have interactive things like screens you can touch to figure out what trail you want, figure out where you can take a pet or if a trail is strenuous. We show the weather forecast. Our retail shop is there [at the Visitor Center].*

*Ohio DNR representative*

<sup>98</sup> <https://governor.ohio.gov/media/news-and-media/06242019>

<sup>99</sup> <https://ohiodnr.gov/go-and-do/plan-a-visit/find-a-property/hocking-hills-state-park>

<sup>100</sup> <https://governor.ohio.gov/media/news-and-media/06242019>

<sup>101</sup> <https://www.10tv.com/article/news/local/new-visitors-center-opens-hocking-hills-state-park-2019-jun/530-17092787-9eac-4d00-9088->

[036722b0b6b0#:~:text=A%20spokesperson%20for%20ODNR%20told,to%20Hocking%20Hills%20State%20Park.](https://www.10tv.com/article/news/local/new-visitors-center-opens-hocking-hills-state-park-2019-jun/530-17092787-9eac-4d00-9088-036722b0b6b0#:~:text=A%20spokesperson%20for%20ODNR%20told,to%20Hocking%20Hills%20State%20Park.)

<sup>102</sup> <https://ohiodnr.gov/go-and-do/plan-a-visit/events-calendar/events-calendar?keyword=hocking%20hills>

<sup>103</sup> [http://friendsofhockinghills.org/aws/FHHSP/asset\\_manager/get\\_file/915788?ver=1](http://friendsofhockinghills.org/aws/FHHSP/asset_manager/get_file/915788?ver=1)

## C. Park Complex Benchmarking — Hocking Hills State Park, Logan OH

---

### Hocking Hills State Park Campground

The Hocking Hills campground is next to Old Man’s Cave, a popular natural feature. Campground users have access to Lodge amenities.

#### Camper sites:

- Electric sites: 113 (\$35 to \$39);
- Non-electric sites: 13 (\$28 to \$32);
- Full hook-up sites: 47 (\$35 to \$53);
- Heated showers, flush toilets, laundry, dump station, fill station;
- Other:
  - Campground store;
  - Playgrounds;
  - Volleyball court; and
  - Horseshoe pit.<sup>104,105</sup>

Additional campgrounds include hike-in tent sites and a youth group tent-only campground.<sup>106</sup>

#### Cabins: 3 Sherman Cabins (\$70 per night)

- Sleep three to four in bunk beds;
- Offer A/C, heat, small refrigerator and microwave; and
- Shared comfort stations (cabins have no running water or restrooms).<sup>107</sup>

**Cabin capital cost.** A listing of capital projects conducted from FY 2010 to 2018 at Hocking Hills states that the addition of the three Sherman cabins cost \$209,823 (or \$70,000 per cabin).<sup>108</sup>

**Day-use shelters.** Five sites can accommodate 30 to 100 people, ranging in size from about 20 x 40 to about 30 x 50 feet. Daily rental rates are \$45 to \$50.<sup>109</sup>

**Campground hosts.** At Ohio State Parks volunteer campground hosts provide services in exchange for a free site. They typically rotate about once a month. A Park representative explained that Hocking Hills has four couples who serve as hosts for the full summer season. Hosts provide 20 hours of service per week per person cleaning sites and answering guest questions. Hosts are provided with a John Deere gator to drive to sites for cleaning and have radios so they can call park law enforcement or maintenance as needed.

---

<sup>104</sup> <https://ohiodnr.gov/go-and-do/plan-a-visit/find-a-property/hocking-hills-state-park-campground>

<sup>105</sup> <https://ohiodnr.gov/discover-and-learn/safety-conservation/about-odnr/division-parks-watercraft/stay-overnight/rates/camping-rates>

<sup>106</sup> <https://dam.assets.ohio.gov/image/upload/ohiodnr.gov/documents/parks/parkmaps/hockinghillsprimitivegroup.pdf>

<sup>107</sup> <https://ohiodnr.gov/discover-and-learn/safety-conservation/about-odnr/division-parks-watercraft/stay-overnight/rates/getaway-rental-rates>

<sup>108</sup> Ohio Department of Natural Resources. Hocking Hills State Park By the Numbers (Rev. 7/23)

<sup>109</sup> <https://reserveohio.com/OhioCampWeb/#!park/103>

## C. Park Complex Benchmarking — Hocking Hills State Park, Logan OH

### Hocking Hills State Park Lodge and Conference Center

In 2022, the Ohio Department of Natural Resources opened a new lodge and conference center in Hocking Hills State Park, using the same footprint as the prior lodge, restaurant and conference center which had been destroyed in a 2016 fire.<sup>110</sup>

**Ownership and operation.** The Lodge is state-owned and is operated by a third party. According to a DNR representative, Ohio State Parks have the same operator, so the operator was in place before construction, had input into design and had a financial commitment to the capital project.

#### Lodge and Conference Center features:

- 81 guest rooms;
  - Standard rooms (\$197 to \$307);
  - Family lodging (\$242 to \$401);
  - 40 two-bedroom cabins (\$232 to \$348);
- Rock House Restaurant, Café '22 and Rock House Pub;
- Gift shop;
- Indoor and outdoor pool areas and all-season hot tubs; and
- Grand ballroom (2,080 square feet with capacity ranging from 48 to 200 can be divided into three spaces).<sup>111 112</sup>



Photo: Hocking Hills State Park Lodge  
Source: Ohio DNR

**Size:** 74,000 square feet.<sup>113</sup>

**Construction cost:** \$40 million.<sup>114</sup>

**Occupancy.** The Lodge operated at 74 percent occupancy in 2024, according to a Lodge representative.

<sup>110</sup> <https://ohiodnr.gov/discover-and-learn/safety-conservation/about-ODNR/news/New-Hocking-Hills-Lodge>

<sup>111</sup> <https://www.hockinghillsparklodge.com/>

<sup>112</sup> The study team identified room price ranges by entering dates for peak and off-peak dates for different room types in the property's online reservation system.

<sup>113</sup> <https://ohiodnr.gov/discover-and-learn/safety-conservation/about-ODNR/news/New-Hocking-Hills-Lodge>

<sup>114</sup> <https://ohiodnr.gov/discover-and-learn/safety-conservation/about-ODNR/news/New-Hocking-Hills-Lodge>

## C. Park Complex Benchmarking — Hocking Hills State Park, Logan OH

---

**Cabins.** A Lodge representative explained that the cabins are popular but occupancy for them is not tracked separately from the Lodge. He noted that cabins are more seasonal than the Lodge. The cabins offer fireplaces but do not offer hot tubs, which are available at other regional rentals near Hocking Hills. Cabins associated with the Lodge (distinct from the Sherman Cabins operated by the campground) benefit from their location connected to the trail system and near attractive natural features at the Park as well as the Visitor Center.

**Target market.** A Lodge representative noted that Ohio recognized that there were many rental cabins and cottages in the region, but little dining and no upscale full-service lodging near Hocking Hills. The state designed the Lodge to fill this market gap. A representative indicated that many guests are older and want a full-service lodging option. He reported that Lodge guests value having in-house dining, a bar, a hot tub and elevated décor.

**Staffing.** A Lodge representative explained that the Lodge has a management team of 12 and a staff of 150 to 160 for peak season, primarily working in food and beverage. The housekeeping team numbers 25 during peak season, and maintenance is six plus several college grounds persons for summers. Retail has four to five staff. Front desk and overnight staff comprise eight to 10.

**Profitability by area.** A Lodge representative explained that profitability varies within the Lodge's different business lines.

**Room rentals.** The Lodge has the highest average daily rate in the region at approximately \$200/night and room rental is described as "very profitable." Reducing housekeeping frequency during COVID became a lasting model that has helped manage labor issues and lower operating expenses.

**Restaurant.** Hocking Hills is located in an area where the nearest dining options and cafes are 15 to 30 minutes away. The restaurant serves 65,000 people per year. The bar serves 20,000. The number served by the café is not tracked, but a Lodge representative estimates the café serves at least another 25,000 visitors annually.

With high volume, food and beverage operations generate high revenue but also the highest expenses, particularly due to labor and food costs. On a net basis, food and beverage operations are not very profitable, according to a Lodge representative.

**Retail.** A retail store located in the Lodge serves the Park as a whole. Foot traffic for the Park passes through the Lodge to get to the most popular trails. The retail store sells park-branded items with low labor costs and a high profit margin. A Lodge representative said the retail store could have been two to three times as large.

**Events.** A Lodge representative reported that event rentals do well but were in higher demand in the first two years the Lodge was open compared to now. In addition, the event business at Hocking Hills is constrained by the number of rooms and capacity of event spaces. These limiting factors cause the Lodge to miss out on larger meetings and groups.

**Capital reserve.** Every sale at the Lodge, including rooms, dining, retail and events is subject to a 3 percent "beautification fee." According to a Lodge representative, the State enacted this strategy after recognizing that its lodges built 50 years ago had received little in the way of repair or renovation. The fee funds a Maintenance Repair and Replacement Reserve for Lodge upkeep.

## C. Park Complex Benchmarking — Alternative lodging and cabin providers

Keen Independent reviewed information about two national providers of alternative lodging and glamping. One, AutoCamp, is currently promoting the characteristics it seeks for potential partnership development opportunities. The other, Postcard Cabins, operates a location within driving distance of Indianapolis.

### AutoCamp

AutoCamp offers overnight lodging in modern Airstream suites, cabins or luxury tents at nine locations in the United States. AutoCamp describes its approach as blending camping with high-end boutique hotel-style amenities and mid-century modern design.

AutoCamp advertises that it is rapidly expanding nationwide to take advantage of the boom in outdoor hospitality. The AutoCamp website invites inquiries about real estate development opportunities through acquisition or partnerships. Criteria include:

- 10-acre minimum;
- Ability to develop 50+ lodging units; and
- A location within 30 minutes of an iconic outdoor destination;<sup>115</sup> and within 15 minutes of a “charming or quaint town (coffee shops, art galleries, breweries).<sup>116</sup>

---

<sup>115</sup> While upscale glamping competitor Under Canvas is exclusively based at locations near specific iconic national parks or memorials such as Yosemite, Zion and Mount Rushmore, AutoCamp lists locations less directly linked to a specific iconic destination. For example, an AutoCamp is under development for Hill Country, Texas.

### Postcard Cabins

Postcard Cabins, formerly Getaway, is a luxury cabin provider acquired by Marriott in December 2024.<sup>117</sup> Postcard Cabins are at 29 locations within three hours of major metropolitan areas but are not necessarily limited to iconic national parks or other similar destinations.<sup>118</sup>

Postcard Cabins Brown County is listed as the company’s “Indianapolis” location. It is located about 60 miles (75- to 90- minute driving distance) from Echo Hollow. The site offers 45 cabins on 250 forested acres, about a 25-minute drive to Brown County State Park.<sup>119</sup>



Photos: Postcard Cabins of Brown County  
Source: [postcardcabins.com/brown-county](https://postcardcabins.com/brown-county)

<sup>116</sup> <https://autocamp.com/real-estate-opportunities/>

<sup>117</sup> <https://www.travelandleisure.com/marriott-acquires-postcard-cabins-glamping-8760373>

<sup>118</sup> <https://www.travelandleisure.com/marriott-acquires-postcard-cabins-glamping-8760373>

<sup>119</sup> <https://postcardcabins.com/brown-county/>

## C. Park Complex Benchmarking — Lessons learned and key takeaways

---

Keen Independent conducted interviews with seven individuals connected to the benchmark case studies included in this appendix. Here we synthesize lessons learned, advice offered and other key takeaways from these conversations.

### Park Experience

Interviewees described the importance of “telling the story” of the park. They also indicated the need for functional, welcoming and user-friendly layout of services and the importance of amenities and recreation features.

**Deliver a cohesive visitor experience by telling the story of the park through connected features, design and programming.** Benchmark conversations touched on the idea that parks need “a hook,” a reason it exists that makes sense to visitors. Interviewees noted that this reason should be well integrated throughout the park experience. For better word of mouth and higher guest satisfaction, integrated design, communications and programming can draw users to the park and make it easy to understand how all of the elements “fit” together.

**Create a layout that welcomes guests and centralizes services and park functions.** Interviewees described changes they wish they could make in their layouts related to arrival and entry. Some noted and recommended design solutions that consolidate building uses for management, interpretation, check-in and arrival and other services.

Some noted caution about standalone nature centers, particularly those designed with static displays. Instead, they emphasized the importance of programming over “centers.”

*Telling the story is really important. That’s how you help people make connections with the Park.*

*Each park has to have its own personality. There needs to be a reason it is a park. Is it because it was where you could get the land? A significant geological or historical feature? The flora and fauna?*

---

*We used to put park offices outside the gate. You can take a park office and admin center and ... put management and interpretation in the same space as a visitor center. Meeting space that can be used administratively or rented, used for interpretation. You can still be open to the public if the interpreter is out.*

*You need a sense of arrival and place. Having someone at the gate can help. A park office can be the entry fee location.*

*In our newer designs we combine the camp store and campground entry gates to make a hub for the campground. You can gather and have your ice cream there.*

*Our check-in station is at the bottom of a hill a half mile to the campground. It’s not convenient. You have to ride downhill to buy an ice cream. It would be better to have a station in the campground or at the entrance.*

*It’s not about the center, but what goes on [there]. You can spend a lot on a center with no payback.*

## C. Park Complex Benchmarking — Lessons learned and key takeaways

---

**Give visitors a variety of amenities and attractions.** Interviewees discussed the importance of features to support recreation for a wide array of ages and interests with an emphasis on outdoor opportunities.

**Trails.** Hiking was described as the most popular activity at most benchmark park complexes. Some interviewees described the importance of high-quality trails and thoughtful trail design for different users and purposes. Proximity of trails to park features and components such as campgrounds or visitor centers and connections between trails were also noted as key features.

**Pools.** Park operators often mentioned the importance of the pool to their visitors. One noted that pools may be direct cost centers but indirectly create the kind of appeal that will draw guests and keep them coming back.

**Outdoor recreation and variety.** Interviewees noted the importance of having various types of playgrounds and outdoor activities.

*For serious hiking and trail running you need a good network of trail connections, shared trailheads or connection trails.*

*You need a good trail building contractor. It's hard to train specifically in trails. It is very common in county and state parks for the grounds supervisor in trails to have no formal training.*

*Hiking is the most popular attraction.*

---

*State park pools rarely produce revenue because staffing and maintenance are expensive, but especially with a campground, the pool is where everyone sends their children. Visitors are very connected to the pool.*

*A lot of campers come for the pool and location, location, location.*

*Visitors love the pool. If you build a pool, put in splash pads, put in zero entry. Think of every age from baby to adult that wants to be entertained. People want amenities, and amenities directly translate to longer stays.*

---

*I wish we had better playgrounds.*

*... one thing we are lacking that I recommend is other outdoor activities [in addition to hiking and a pool]. I highly recommend things like pickleball courts, tennis courts, grassy areas for cornhole, areas for kids to play and throw a football, shuffleboard.*

## C. Park Complex Benchmarking — Lessons learned and key takeaways

---

### Campgrounds and Related Features

Interviewees reflected on the prospects for Plainfield to build a campground and modern campground features including campsite layout as well as cabins and restrooms.

**Expect a campground in Plainfield to do well.** Interviewees expressed optimism that a campground in Plainfield would be attractive due to lack of competition and proximity to events in greater Indianapolis.

**Design campgrounds for modern use.** Every interviewee familiar with campsite demand and operations strongly recommended full hook up sites and other features designed for modern campers.

*In Plainfield? I think they will have great success with a campground.*

*A campground in that location would be highly valuable with the number of events in Indianapolis — 4H fairs, sports events, tractor pulls, the downtown and fairgrounds. People driving through. The market will take it. There's not a lot of good campgrounds in the Indianapolis market so far.*

---

*Our campground was built in the 70s when a popup was high end. It's a challenge with today's RVs. We get \$150,000 rigs that take up the entire road.*

*Full hook up sites are booked beyond everything else.*

*Make sure the pad lengths are proper to the fit. We have a lot of issues with people parking in the grass and making mud and ruts because our pads aren't long enough, so they park the camper on the pad, but there's no place to park their car.*

*We have zero pull-through sites. I would love to put some in.*

*Pull-through sites are overwhelmingly popular, especially for folks that have an RV that are pulling cars and don't want to back up or have a larger rig. As a camper, I will do a pull through anytime I can.*

*We are not building any more campsites that aren't full hook-up. Full hook-up sites drive longer stays and alleviate pressure on existing showers and restrooms.*

## C. Park Complex Benchmarking — Lessons learned and key takeaways

---

**Consider cabins.** Interviewees all spoke positively about the demand for cabins. Those responsible for park operations and familiar with occupancy wished for additional cabins at their sites.

**Install user-friendly shower houses and restrooms.** Interviewees responsible for parks also spoke about the importance of restrooms and shower houses designed for family use. One described a design solution to address the quantity and availability of restrooms for park visitors in general.

*We could use more cabins to give more people the opportunity to stay.*

*Camper cabins (mini splits, electricity but no plumbing) can be installed inexpensively. Put in prefab comfort stations, which changes from a public works project to a purchasing process. Plug and play. Place close to the campground and event center and they will do well.*

*Different people want different things ... Some people want to be more separate. There's definitely a demand for cabins.*

---

*Shower houses designed with unisex/family rooms work better for most campers.*

*Shower houses that have private rooms with restrooms, rooms to change and showers are really, really nice for families. Most people are camping with families.*

*We are building family restrooms now with single compartments the whole family can use. We get high marks on those.*

*Our biggest issue was restrooms, so we doubled our visitor center restrooms [and designed them so we can clean them without closing all of them]. The inside and outside restrooms are connected. We can shut the doors in the middle to clean indoors but allow access outside and then switch. We keep them open 24 hours a day.*

## C. Park Complex Benchmarking — Lessons learned and key takeaways

---

### Financial Considerations

Benchmark parks interviewees offered advice related to financially sustainable operations and capital upkeep.

**Be cautious about the financial impact of a lodge.** Indiana and Ohio DNR representatives highlighted how difficult profitable financials can be for a lodge.

**Concession versus self-operation.** Indiana DNR contacts spoke of the value of being self-operated by an industry veteran and the decision to keep lodge operations with a quasi-state agency rather than a vendor. In addition to retaining the revenue rather than sharing it with a third party, they expressed concern about the quality of property upkeep in the second half of a contract when a third party might have less incentive to invest in maintenance.

**Separating profit centers and economic drivers from a lodge.** Some interviewees noted that profit centers and economic impact associated with lodges at parks can be gained without a lodge when event centers are separate facilities or by focusing on a campground instead of a lodge to generate overnight stays.

*Can a lodge be a way to pay the bills for a park? Capital cost is so significant that it is hard to pay that off and everything generated will need to go back into capital to keep it up.*

*Everyone thinks they will have no trouble filling a lodge, but it is very hard to make sure the parking lot doesn't look like grandma's teeth come December, January and February.*

*A lodge can look enticing, but tread cautiously.*

*Timeless buildings are expensive. Building a destination, not just a prefab hotel chain, is expensive. The ROI has a long payback.*

---

*Lots of states and the National Park Service run their lodges as concessions. We don't. The greatest revenue from lodge users is the overnight stay, not the gate. We don't want to share that revenue.*

---

*You can build an event center cheaper than a hotel.*

*You make money when people spend the night. They buy food, shop, go to restaurants. You can build a campsite for a lot less than a room in a lodge. And for a lodge, you need a full-service restaurant.*

*A unique place to have events, a wedding venue with a beautiful ceremony space and indoor event facility that accommodates 200 people at least ... that would be more sustainable [than lodge-based dining]. Leave out the restaurant. Go with a conference center, overnight accommodations maybe. If I could change anything, it would be having a third party do the restaurant.*

## C. Park Complex Benchmarking — Lessons learned and key takeaways

---

**Capitalize on profit-generating opportunities by scaling the event space properly.** Some interviewees noted that profitability suffers when event space sizes preclude larger bookings.

**Ensure financial model includes capital maintenance and updates.** Interviewees spoke to the need for more funding for maintenance and upkeep, an observation the study team confirmed during site visits.

**Consider the off-season.** Benchmark park complexes use a variety of off-peak pricing to counteract seasonality. For example, Hocking Hills Lodge offers a 25 percent discount for weekday stays December through March. Some parks offer activities and programs designed to bring winter visitors such as sledding hills, tubing and cross-country skiing.

**Don't wait to charge fees.** When it comes to entrance fees, it may be tempting to wait to add fees until a park is more completely developed, but one interviewee familiar with many parks indicated that operating without entry fees and adding them later can create friction with users that is counterproductive. The interviewee recommended embracing fees as a reflection of the value of the park and of what you are offering.

*We have a ballroom that could have been twice the size. We have to turn away larger groups. We can handle 150, but that is crowded. We can't accommodate groups of 200 or more. It's the same with guest rooms. If I had been involved, I might have said to shoot for 125 or 150. Around the 150 mark would have been ideal. You might even crunch numbers and figure that 200 would be ideal.*

*Scale the number of rooms in a lodge and make sure meeting spaces are big enough for larger conferences. Our footprint limited our number of rooms, and we miss out on some bookings.*

---

*We have a general maintenance backlog that we are not ever financially ever able to achieve that.*

*You have got to be setting aside some capital reserve money because your infrastructure is going to need an update.*

---

*You have to do something to attract locals [to a park lodge or inn]. Overnight is great. Group business is great, but you have to rely on the local community to sustain you through the winter months or downtime. If there is a restaurant, you have to get locals to come eat. If there is no restaurant, figure out how to get locals to spend the night in the park. Do something to make it feel welcom[ing] to locals.*

---

*It's easier to start with gate and user fees than to add them later. When people pay there is perceived value.*

## APPENDIX D. Shooting Range Research

Keen Independent developed profiles and conducted additional background research to inform the Town's consideration of a shooting range in the Echo Hollow Nature Park master plan.

### Methodology

Because thinking about a potential shooting range in Plainfield is at a very early stage, the study team sought examples that illustrate the variety of range types and ownership/funding options. The study team placed emphasis on:

- Date of development (within the past two to three years);
- Locations in or near the Midwest;
- Availability of project cost estimates and information about funding sources;
- Variety of range types; and
- Law enforcement use and training (where possible).

**Shooting range case studies.** The study team conducted background research to develop profiles for the following shooting range projects:

- Midwest Shooting Center, multiple locations, South Indianapolis location in development;
- Pete Lien & Sons Shooting Sports Complex, Rapid City, South Dakota; and
- Cody Shooting Complex, Long Grove, Iowa.

### Additional Research

**Indiana Department of Natural Resources (DNR) Shooting Range Grant Program.** The study team conducted background research and an interview about Indiana DNR's shooting ranges and shooting range grant program. Synthesis of this information is provided at the end of this appendix.



## D. Shooting Range Research — Case studies

Keen Independent reviewed and synthesized information about three recent shooting range developments: a chain/franchise with a forthcoming Indianapolis location; a large public complex in South Dakota; and an Iowa range that includes a section for law-enforcement use only.

### Midwest Shooting Center South Indianapolis, Indiana

At the time of this analysis, Midwest Shooting Center, a chain with nine corporate and franchise locations has announced plans to open a location in South Indianapolis.<sup>1</sup> While no additional details were publicly available about plans for the Indianapolis location, information on the chain's other locations provides information about what might be expected in Indianapolis. Other locations:

- Average between 2,500 and 3,000 members and serve 6,000 to 8,000 users per week;<sup>2</sup>
- Feature indoor lanes, rental equipment, firearms classes and training, private event space and firearms retail and service;
- Provide a location for law enforcement trainings;<sup>3</sup> and
- Offer a discount on membership for law enforcement officers and first responders.<sup>4</sup>

<sup>1</sup> <https://midwestshootingcenter.com/locations/south-indianapolis-in>

<sup>2</sup> <https://www.kotatv.com/2024/11/16/time-budget-new-shooting-complex-construction-rapid-city-area/>

<sup>3</sup> [https://www.hometownstations.com/news/wright-state-lake-police-cadets-train-at-midwest-shooting-center/article\\_a8ebb978-42c0-11e9-a768-93ad519c098d.html#:~:text=Wright%20State%20Lake%20police%20cadets%20train%20](https://www.hometownstations.com/news/wright-state-lake-police-cadets-train-at-midwest-shooting-center/article_a8ebb978-42c0-11e9-a768-93ad519c098d.html#:~:text=Wright%20State%20Lake%20police%20cadets%20train%20)



**Example project costs.** A 35,000 square foot Midwest Shooting Center facility opened in 2022 in Beavercreek, Ohio with costs upwards of \$17.5 million (\$7.5 million for property acquisition and over \$10 million in development costs).<sup>5</sup>

[at%20Midwest%20Shooting%20Center.&text=%E2%80%9CWhen%20we%20heard%20about%20Midwest%20and%20the,Wright%20State%20Lake%20campus%20Police%20Academy%20commander.](https://www.facebook.com/MidwestShootingCenterAppleton/posts/leos-heroes-and-first-responders-this-ones-for-you-we-appreciate-your-service-we/1357623626363560/)

<sup>4</sup> <https://www.facebook.com/MidwestShootingCenterAppleton/posts/leos-heroes-and-first-responders-this-ones-for-you-we-appreciate-your-service-we/1357623626363560/>

<sup>5</sup> <https://www.daytondailynews.com/local/construction-begins-on-beavercreek-indoor-gun-range/MAPNGOPT3ZE2BNQ5RQ4HZ3LWXQ/>

## D. Shooting Range Research — Case studies

### Pete Lien & Sons Shooting Sports Complex Rapid City, South Dakota

The State of South Dakota Department of Game, Fish and Parks is currently developing a large, multifaceted shooting complex which is due to open in Fall of 2025.<sup>6</sup>

The project is situated on 400 acres of land outside of Rapid City.<sup>7</sup> One report places the shooting complex at 168 acres.<sup>8</sup> Components include:

- A hunting/shooting education building and plaza (6,600 square feet) with classrooms, meeting spaces and offices;
- A range featuring 50-yard, 100-yard and 300-yard shooting areas as well as trap and skeet shooting areas;
- A long-range shooting area;
- An archery range; and
- A range catering to experienced shooters, clubs and law enforcement featuring action bays, a training bay and sporting clay areas.<sup>9</sup>

**Operations.** South Dakota Game, Fish and Parks plans to offer a combination of free areas and areas subject to fees or membership.<sup>10</sup> South Dakota intends to operate the facility with three full-time staff

and “hundreds of volunteers,” and a state representative suggests that the site will look to federal sources for future operating subsidy.<sup>11</sup>

**Project costs and funding.** Officials have reported that project costs will total approximately \$20 million. In the Fall of 2024, state officials reported that funding included \$6.5 million in sponsorships from local and national companies, primarily within the firearms industry.<sup>12</sup> In May 2025, state officials announced that a newly acquired lead sponsorship would result in naming the complex, but did not release the sponsorship value or other terms at that time.<sup>13</sup>



<sup>6</sup> <https://www.kotatv.com/2024/11/16/time-budget-new-shooting-complex-construction-rapid-city-area/>

<sup>7</sup> <https://www.flipsnack.com/sdgamefishparks/shooting-sport-complex-sponsorship-opportunities/full-view.html>

<sup>8</sup> <https://www.kotatv.com/2024/11/16/time-budget-new-shooting-complex-construction-rapid-city-area/>

<sup>9</sup> <https://www.flipsnack.com/sdgamefishparks/shooting-sport-complex-sponsorship-opportunities/full-view.html>

<sup>10</sup> <https://www.kotatv.com/2025/06/17/new-shooting-complex-will-be-mix-free-membership-areas/>

<sup>11</sup> <https://www.kotatv.com/2024/11/16/time-budget-new-shooting-complex-construction-rapid-city-area/>

<sup>12</sup> <https://www.kotatv.com/2024/11/16/time-budget-new-shooting-complex-construction-rapid-city-area/>

<sup>13</sup> <https://gfp.sd.gov/news/detail/1633/>

## D. Shooting Range Research — Case studies

### Cody Shooting Complex Long Grove, Iowa

Iowa DNR and the Scott County Conservation Board partnered on the construction of a new outdoor shooting complex which partially opened in 2024. Features include:

- 30-yard handgun and 100-yard long gun ranges;
- A law enforcement-only section for officer training with firearm instructors as well as flexible distances and lighting;
- Covered stalls with standing and seated stations;
- Target options for different types of firearms;
- Accessible design for shooters with limited mobility;
- Administration building with a 50-seat classroom for hunter education, law enforcement trainings and other programming (phase two); and
- An archery range (phase two).<sup>14</sup>

**Ongoing operations.** Range fees go toward staffing and maintenance costs. Scott County Conservation staffs the facility. Range fees are \$14 per hour per individual and \$20 per hour per couple/family. Annual membership fees are \$280 per individual and \$320 per family.<sup>15</sup>



**Project costs and funding.** The project is taking place in two phases, the first of which opened in December 2024. Construction costs for both phases are estimated to be approximately \$3.6 million.

Phase one was accomplished with \$990,000 in federal funding, \$110,000 from Iowa DNR’s Fish and Wildlife Trust Fund and \$500,000 from Scott County for the law enforcement-only section. The range was built on property donated to Iowa DNR.<sup>16</sup>

<sup>14</sup> <https://www.iowadnr.gov/news-release/2024-12-05/cody-shooting-complex-set-open-site-former-dls-gun-club>

<sup>15</sup> <https://www.iowadnr.gov/news-release/2024-12-05/cody-shooting-complex-set-open-site-former-dls-gun-club>

<sup>16</sup> <https://www.iowadnr.gov/news-release/2024-12-05/cody-shooting-complex-set-open-site-former-dls-gun-club>

## D. Shooting Range Research — Indiana DNR

---

Keen Independent spoke with an Indiana Department of Natural Resources representative about state funding for shooting range development. Here we summarize information about the potential for public funding as Plainfield considers whether to include a shooting range in its planning for Echo Hollow Nature Park.

### Public Funding Availability

In 2019 the United States Congress passed the Target Practice and Marksmanship Training Support Act which permitted states to use federal dollars at a higher rate to accelerate building or renovating shooting ranges. While funds were available, grantees pursuing qualified projects could be 90 percent funded with federal funds passed through the state if they could meet a 10 percent local match requirement. Grants could be used to cover both design and construction phases.

At this time, no funding remains available for the shooting range grant program. However, federal funding apportioned to the state by the U.S. Fish and Wildlife Service is tied to the sale of guns, ammunition and archery equipment, which could increase in the future. If Indiana's U.S. Fish and Wildlife Service funding grows, the State could choose to reopen applications for the shooting range grant program.

This summary describes grant program considerations and limitations. Plainfield might use this information to assess whether or how it could position itself for this funding in the event the shooting range grant program reopens in the future.

**Recommendations.** Indiana's Shooting Range Grant Program contact recommends that entities considering developing a new range take the following steps:

1. Begin by evaluating the suitability of the site for the intended range type.
2. Consider an archery range, which can be a good recreation option if site selection does not support a firearm range or to manage other constraints (e.g., budget). Archery can also be an entry point that allows for later expansion if the site is suitable.
3. Conduct market and other research in the feasibility of the prospective shooting range.
4. Hire a firm for shooting range design and development that specializes in this work.

## D. Shooting Range Research — Indiana DNR

### Program Requirements

Facility use for shooting ranges utilizing previously mentioned grant funding must be for the public for the lifespan of the facility and cannot be used to fund ranges that are exclusively or primarily for law enforcement use. As explained by an Indiana DNR representative, revenue generated for the shooting range must be reinvested in the range and cannot be used to subsidize any other community assets. The representative provided additional information regarding program requirements and additional planning considerations (summarized below).

**Additional grant review considerations.** In addition to evaluating the ability of the applicant to meet the match and the intent to maintain the facility for public use, State program representatives review the suitability of the site for the proposed range and discuss sustainability of the operations.

Third-party operators can be used in the business model and may also participate in the design and construction phases as partners whose expertise about facility needs and operations can be helpful.

**Costs.** Shooting range costs can vary widely depending on size and type. At the low end, archery ranges have been built in recent years for \$30,000 to \$50,000. A recent renovation of an outdoor range in DNR's portfolio cost approximately \$5 million.

Indoor ranges include more substantial construction costs and introduce complexities with air handling to manage lead dust for health and safety. Outdoor ranges involve complexities related to noise management. Outdoor ranges also introduce environmental protection considerations related to lead on the landscape that limit site suitability and require recovery services.



**Operations planning.** Staffing needs depend on the size and layout of the range to ensure that someone is always monitoring shooting areas during active use. Often an additional person is required to cover any check-in or retail operation. In some cases, the layout and operational planning for a smaller range may be designed to enable a single team member to cover both shooting range operation and the retail operation during ceasefire.

**State ranges.** State-owned shooting ranges have a variety of operating models that might be instructive. The State of Indiana owns 16 ranges, four of which offer retail gun, ammunition and equipment sales. Three of the four are run by outside vendors who are responsible for both range and retail operations.

## APPENDIX E. Trade-off Analysis

---

In Appendix E, Keen Independent summarizes our analysis of trade-offs of the primary components under consideration for Echo Hollow: a lodge, campground and visitor/nature center. This appendix also considers cabins, identified through the study process as a high demand feature for many park complexes and a park store, which can provide important visitor services while generating revenue. The study team analyzed the potential for event rentals independently from a lodge because they may be based in multiple locations.

This appendix includes:

- A high-level summary of factors that support or suggest caution for each potential feature (lodge/inn, campground, cabins, event rentals, a nature center and park store);
- Pro forma budgets;
- Order-of-magnitude financial estimates and potential return-on-investment (ROI); and
- Overall operating profit and loss models for Echo Hollow Nature Park with potential components.

Note: The study team also conducted a preliminary investigation into shooting ranges. However, this component is not considered within Appendix E. See Appendix D for recommended next steps related to a potential shooting range, some of which must be addressed before conducting a trade-off or financial analysis.



## E. Trade-off Analysis — Lodge considerations

The first component reviewed is the lodge or inn, which could operate year-round and serve multiple purposes within the park. In this section, Keen Independent summarizes findings based on synthesis of research presented in prior appendices about the pros and cons, or cautions, regarding development of a lodge or inn.

### Positives

**Year-round operations.** Unlike campgrounds, which are seasonal, a lodge or inn can operate and attract visitors year-round, particularly if amenities, promotions and recreation options are designed to appeal to winter travelers.

**Market gap.** The Plainfield market has many mid-tier chain hotels, particularly near the airport. However, the local market lacks distinctive overnight leisure travel options.

**Event business potential.** Event businesses within hotels, inns and lodges are common and can be a profit center. A unique venue with indoor and outdoor event and activity options that is convenient to the airport could attract both social events and business meetings.

### Cautions

**Market niche.** To fill a gap in the local market rather than compete with the nearby mid-tier chain hotels, Plainfield may wish to create a lodge or inn at Echo Hollow that offers a differentiated, more upscale or unique experience. However, households in the regional and expanded regional markets for Echo Hollow, within a driving distance for overnight or weekend getaways, show slightly lower than average median income and lower than average spending on overnight accommodations (see Appendix B). While Echo Hollow may be able to capture a share of the population who are able and willing to afford a higher-priced stay, this strategy has more inherent risk than lower cost overnight lodging such as a campground.



**Project cost.** Developing a unique overnight lodging facility is expensive. Recent lodge construction examples identified through benchmarking found capital costs ranging from \$500,000 to \$1 million per room.

**Dining expectations.** Dining may be a desired amenity for the type of overnight experience the best fits Plainfield's market gap and potential audience. However, food and beverage operations are often difficult to manage for net profit. Additionally, in-house dining options could reduce guest use of local restaurants and businesses, counteracting Plainfield's economic development goals.

## E. Trade-off Analysis — Campground considerations

Next, we summarize findings based on a synthesis of research presented in prior appendices about the pros and cons, or cautions, regarding development of a campground at Echo Hollow.

### Positives

**Market trends.** Study team research points to camping as growth market with unmet demand, particularly for modern RV sites.

**Target market access.** Plainfield’s convenient location along major east-west interstate travel routes may create a ready opportunity to capture the target market for a campground at Echo Hollow.

**Limited competition.** The study team identified only one campground within a 15-minute drive of Echo Hollow.

**Profit potential.** Both project and operational costs for campgrounds are lower than for other types of overnight lodging. Market trend research indicates that campgrounds are typically profitable and become even more so as the number of sites increases.

### Cautions

**Seasonality.** Campgrounds are seasonal operations. A small portion of the year will be “make or break” for campground business models, which requires rigorous operational management to mitigate risk.

**“Fit” for Plainfield.** Some stakeholders or community members may question whether a campground aligns with Plainfield’s desired community image and quality of life. Possible concerns may include the compatibility of campers with the local community in terms of noise or use of local businesses.



**Public services impact.** Campgrounds bring traffic that can be taxing to local infrastructure such as roads. Visitors to campgrounds may also increase demand for public safety or emergency response resources. While some impact on public services can be expected due to the park regardless of a campground, a campground which brings guests for longer, overnight stays, raises the potential of increased impact on public services.

**Economic development.** Many state and national parks host visitors in remote locations where local stores and restaurants are limited and the self-sufficiency and “stickiness” of campers within the parks is expected. These locations often provide a limited inventory of supplies and merchandise at a camp store and may not have community economic activity as a goal. For Plainfield, activating campground users to drive economic activity in the local community outside the Park may be a goal. If so, this goal may require creative programming or partnerships to draw campers to the community or services to the campground.

## E. Trade-off Analysis — Cabins/glamping considerations

---

In this section, the study team summarizes key findings related to cabins or “glamping” facilities. This option represents both an investment and an experience that is “in between” campgrounds and lodges and has some overlapping benefits and challenges with these components as discussed below.

### Positives

**Market trends.** Most evidence suggests that demand for cabins is high and demand for glamping experiences is on an upward trend.

**Limited competition.** The study team found few cabins or glamping options in the primary and secondary markets. Indiana DNR property contacts shared that demand for cabins exceeds the existing supply.

**Profit potential.** Cabins and similar facilities cost less to build and maintain to provide a “roof overhead” than a lodge or inn and have a higher average daily rate than camping.

**Target audience and market “fit.”** Sheltered stays in cabins or similar facilities are less about “roughing it” and self-sufficiency than camping. These facilities may draw visitors interested in combining a unique nature-based stay with cultural, shopping and dining activities in the great Plainfield community.

### Cautions

**Seasonality.** Cabins and glamping may be less seasonal than campgrounds (depending on configuration, amenities, marketing and off-peak park recreation options) but more seasonal than a lodge or inn. Like campgrounds, cabins or similar lodging options must make their business model work primarily during the primary season.



**Development cost.** Development costs per site can be expected to be higher for cabins than campgrounds, but reported costs vary widely. Cabins can range from primitive with limited or no utilities to fully modernized with comforts such as electricity, private bathrooms, HVAC and appliances. Costs will range accordingly, depending on cabin features. To capitalize on cabins as accommodations for event rental guests, modern cabins may be preferable. Site and infrastructure costs may also vary widely, which can make inferring costs from other examples challenging.

**Operations.** Unlike campsites, cabins require cleaning and restocking between guests, increasing staff needs and operating costs.

## E. Trade-off Analysis — Visitor/Nature Center considerations

---

Here Keen Independent synthesizes findings based on research presented in prior appendices about the pros and cons, or cautions, regarding development of nature centers and visitor centers in park complex settings.

### Positives

**Welcome.** Visitor centers and nature centers can welcome guests and help create a sense of place at a park. They can be key assets in “telling the story” of the park’s unique features and visitor experience. Nature centers are often the epicenter of programming to fulfill a park’s educational mission.

**Operating base.** Visitor and nature centers can create a base for park operations such as offices, visitor service, safety operations, storage and other essential park functions.

**Research and programs.** Nature centers may house science researchers, offer drop-in interpretation, day camps or other enrichment programs. Some nature centers partner with related community nonprofit groups and conservation organizations to expand their program offerings.

**Retail operations.** Parks frequently offer retail or camp stores that can provide camping essentials such as firewood or propane and optional merchandise and inventory such as branded clothing, drinks and snacks that might appeal to all visitors. Retail stores can share space with other park buildings, such as a visitor center, or be free-standing and based near campgrounds.

**Market gap.** The study team observed little competition in the primary market for nature education and enrichment including outdoor or nature-based summer camps, programming that might be offered as part of a nature center.



### Cautions

**Cost.** Visitor and nature centers often operate at a deficit and require subsidy from other earned, contributed or public funding.

**Experience.** Nature center installations can vary in quality and visitor appeal. Some offer static displays reminiscent of museum exhibits that are no longer viewed as best practice. Some offer a more dynamic and updated approach incorporating live animals, specially designed play spaces and live, interactive naturalist-led programming, all of which can be resource-intensive. For positive visitor experience impact, reliable hours of operation with professional staffing are key.

## E. Trade-off Analysis — Event rentals

---

This section summarizes information drawn from prior appendices about the pros and cons, or cautions, regarding a potential event rental business as part of a park complex. This section considers the possibility of an event business distinct from and independent of the development of a lodge or inn.

### Positives

**Profit potential.** In Keen Independent’s nationwide practice, we see that event rental businesses are typically profit centers for cultural attractions. Research for this project identified event rentals as a high profit area within a lodge operation, but we also note that event rental businesses do not necessarily require a lodge.

**Utilization efficiency.** Event rental businesses often use existing space and/or infrastructure and underutilized times. By leveraging and activating space and infrastructure more thoroughly throughout the week or year, organizations can gain efficiency and turn square footage that might otherwise be dormant into a revenue-generating asset.

**Market opportunity.** The study team identified large events seeking distinctive indoor/outdoor settings as a potentially underserved market in the Plainfield area.

**Complementary business line.** Event attendees may generate overnight stays in a park campground, cabins or lodge.

**Economic development.** Building an event business that relies on local service providers (e.g., caterers, equipment rentals) can drive community economic benefit.



### Cautions

**Compatibility.** Event rental businesses should be designed for co-existence with the larger park experience and a wide range of users, including overnight guests and families. Space sharing strategies must manage mission fulfilling programs with mission-enabling revenue generating events.

**Development and design.** Adaptive reuse of existing historic buildings as event spaces can be more expensive and less flexible than new builds. Multiuse, flexible space can be key to meeting the widest possible range of bookings. Basing event businesses out of a lodge can defer the revenue and economic impact of events until lodge funding can be secured.

**Operational support.** Effective event businesses must be appropriately staffed and supported. Some potential booking parties may prefer turnkey events with in-house services, a drawback that can be offset by effective event planners providing support to clients.

## E. Trade-off Analysis — Pro forma budgets

The study team prepared high-level pro forma budgets for the components under consideration for Echo Hollow.

### Approach and Methodology

Pro forma budget scenarios assume full operation as would be expected after five to seven years of operation and are based on assumptions informed by market trend and benchmark research. Assumptions are not inflation adjusted.

**Scenarios and assumptions.** The study team developed low, middle and high scenarios for park components to demonstrate potential revenue and expense using assumptions that range from very conservative to more optimistic. The study team details key assumptions for each pro forma budget.

**Capital maintenance.** Capital maintenance reserves or expenditures are calculated as 1 percent annually of the component's total project (capital) cost.

**Project costs and return on investment.** All figures provided are rough order-of-magnitude estimates intended for trade-off consideration purposes only. Project costs estimates should be considered with caution. Actual estimates will require finalization by architectural/engineering experts based on designed facilities. Actual results should be expected to vary.

Direct return-on-investment estimates provided at the bottom of each pro forma budget calculate estimated annual net profit/loss as a percentage of total project investment cost.

### Park Visitation Assumptions

Some pro forma models incorporate assumptions about park visitation. Keen Independent referenced annual attendance figures for Indiana State Parks, particularly those featured as benchmarks in Appendix C to create conservative low, middle and high park visitation assumptions for Echo Hollow. These assumptions are shown in Figure E-1.

E-1. Park visitation assumptions used in pro forma budget scenarios where applicable

	Annual visitors
Low	300,000
Middle	600,000
High	900,000

Source: Keen Independent Research.

## E. Trade-off Analysis — Pro forma budgets

### Lodge

Figure E-2 outlines low, medium and high budget scenarios for a 200-room lodge. Scenarios range from operating at a \$183,000 deficit to generating \$1.7 million net profit annually.

**Assumptions.** Variables included in each scenario are listed in Figure E-3. Pro forma scenarios assume that 100% of lodge revenue comes from overnight stays. Although retail and event rentals are often part of a lodge, they can exist independently. Therefore these components are modeled separately in another section. Project costs are estimated using current three-star hotel construction costs.<sup>1 2</sup>

E-2. Pro forma budget scenarios for a 200-room lodge (2025 dollars)

	Low	Medium	High
<b>Revenue</b>			
Room rental	\$ 4,380,000	\$ 6,570,000	\$ 10,220,000
<b>Expenses</b>			
Operating expense	\$ 3,723,000	\$ 5,256,000	\$ 7,665,000
Capital maintenance	840,000	840,000	840,000
<b>Total expenses</b>	4,563,000	6,096,000	8,505,000
<b>Annual net profit/loss</b>	<b>\$ (183,000)</b>	<b>\$ 474,000</b>	<b>\$ 1,715,000</b>
<b>Project cost</b>	<b>\$ 84,000,000</b>	<b>\$ 84,000,000</b>	<b>\$ 84,000,000</b>
<b>Direct ROI</b>	<b>(0.22) %</b>	<b>0.56 %</b>	<b>2.04 %</b>

Source: Keen Independent Research.

E-3. Lodge pro forma budget scenario assumptions (2025 dollars)

	Low	Middle	High
Average daily rate	\$ 120	\$ 150	\$ 200
Occupancy rate	50 %	60 %	70 %
Operating profit margin	15 %	20 %	25 %

Source: Keen Independent Research.

<sup>1</sup> Project costs are estimated based on \$420,000 per room construction costs. The study team cautions that a three-star level project budget may be inadequate if Plainfield wishes to offer a distinctive lodging option that is well differentiated from the many mid-tier hotels in the primary market area.

<sup>2</sup> All figures provided are rough order-of-magnitude estimates provided for trade-off consideration purposes only. Project costs estimates should be considered with caution. Actual estimates will require finalization by architectural/engineering experts based on designed facilities. Actual results should be expected to vary.

## E. Trade-off Analysis — Pro forma budgets

### Campground

Because market trend data provided some insight into how the scale of a campground may impact its profitability, Keen Independent developed low, medium and high pro forma budget scenarios for campgrounds of three sizes: 100 sites, 200 sites and 300 sites.

Figure E-4 illustrates the potential profitability of a campground. Except for the low model 100-site campground, all scenarios estimate a net operating profit, ranging from \$119,320 (medium scenario, 100-sites) to approximately \$2.45 million (high scenario, 300-sites).

E-4. Pro forma budget scenarios for 100-, 200- and 300- site campgrounds (2025 dollars)

	100 Sites			200 Sites			300 Sites		
	Low	Medium	High	Low	Medium	High	Low	Medium	High
<b>Revenue</b>									
Site rental	\$ 648,000	\$ 921,600	\$ 1,468,800	\$ 1,296,000	\$ 1,843,200	\$ 2,937,600	\$ 1,944,000	\$ 2,764,800	\$ 4,406,400
<b>Expenses</b>									
Operating expense	\$ 583,200	\$ 737,280	\$ 1,028,160	\$ 907,200	\$ 1,013,760	\$ 1,175,040	\$ 1,360,800	\$ 1,520,640	\$ 1,762,560
Capital maintenance	65,000	65,000	65,000	130,000	130,000	130,000	195,000	195,000	195,000
<b>Total expenses</b>	648,200	802,280	1,093,160	1,037,200	1,143,760	1,305,040	1,555,800	1,715,640	1,957,560
<b>Annual net profit/loss</b>	<b>\$ (200)</b>	<b>\$ 119,320</b>	<b>\$ 375,640</b>	<b>\$ 258,800</b>	<b>\$ 699,440</b>	<b>\$ 1,632,560</b>	<b>\$ 388,200</b>	<b>\$ 1,049,160</b>	<b>\$ 2,448,840</b>
<b>Project cost</b>	<b>\$ 6,500,000</b>	<b>\$ 6,500,000</b>	<b>\$ 6,500,000</b>	<b>\$ 13,000,000</b>	<b>\$ 13,000,000</b>	<b>\$ 13,000,000</b>	<b>\$ 19,500,000</b>	<b>\$ 19,500,000</b>	<b>\$ 19,500,000</b>
<b>Direct ROI</b>	<b>(0.00) %</b>	<b>1.84 %</b>	<b>5.78 %</b>	<b>1.99 %</b>	<b>5.38 %</b>	<b>12.56 %</b>	<b>1.99 %</b>	<b>5.38 %</b>	<b>12.56 %</b>

Source: Keen Independent Research.

**Assumptions.** Figure E-5 details assumptions underlying the campground pro forma budgets. All models assume operating seasons of 180 days. Project costs are calculated at \$65,000 per campsite.<sup>3</sup>

E-5. Campground pro forma budget scenario assumptions (2025 dollars)

	Low	Middle	High
Average daily rate	\$ 60	\$ 80	\$ 120
Occupancy rate	60 %	64 %	68 %
Profit margin (up to 100 sites)	10 %	20 %	30 %
Profit margin (>100 sites)	30 %	45 %	60 %

Source: Keen Independent Research.

<sup>3</sup> All figures provided are rough order-of-magnitude estimates provided for trade-off consideration purposes only. Project costs estimates should be considered with caution.

Actual estimates will require finalization by architectural/engineering experts based on designed facilities. Actual results should be expected to vary.

## E. Trade-off Analysis — Pro forma budgets

### Cabins

Figure E-6 outlines low, medium and high budget scenarios for 20 cabins. Scenarios range in profitability. At the low end, cabins are close to break even with a \$750 deficit. At the high end, cabins generate approximately \$267,000 net profit annually.

**Assumptions.** Variables included in each scenario are listed in Figure E-7. All models assume operating seasons of 275 days. Project costs are calculated at \$210,000 per cabin.<sup>4</sup>

E-6. Pro forma budget scenarios for 20 cabins (2025 dollars)

	Low	Medium	High
<b>Revenue</b>			
Rentals	\$ 412,500	\$ 660,000	\$ 1,031,250
<b>Expenses</b>			
Operating expense	\$ 371,250	\$ 528,000	\$ 721,875
Capital maintenance	42,000	42,000	42,000
<b>Total expenses</b>	413,250	570,000	763,875
<b>Annual net profit/loss</b>	\$ (750)	\$ 90,000	\$ 267,375
<b>Project cost</b>	\$ 4,200,000	\$ 4,200,000	\$ 4,200,000
<b>Direct ROI</b>	(0.02) %	2.14 %	6.37 %

Source: Keen Independent Research.

E-7. Cabin pro forma budget scenario assumptions (2025 dollars)

	Low	Middle	High
Average daily rate	\$ 150	\$ 200	\$ 250
Occupancy rate	50 %	60 %	75 %
Operating profit margin	10 %	20 %	30 %

Source: Keen Independent Research.

<sup>4</sup> All figures provided are rough order-of-magnitude estimates provided for trade-off consideration purposes only. Project costs estimates should be considered with caution.

Actual estimates will require finalization by architectural/engineering experts based on designed facilities. Actual results should be expected to vary.

## E. Trade-off Analysis — Pro forma budgets

### Visitor/Nature Center

Visitor and nature centers are typically cost centers that are subsidized in park operations. However, paid program registrations (including nature-based summer camps) could be a potential source of earned revenue to offset center costs. In Figure E-8, the study team outlines low, medium and high budget scenarios for program registrations. Scenarios range from operating at a \$14,808 deficit to generating approximately \$44,000 net profit annually.

**Assumptions.** Variables included in each scenario are listed in Figure E-9. Additional assumptions include:

- Summer camp session: Eight weeks per year;
- Facility size: 3,000 square feet; and
- Project construction costs: \$850 per square foot.<sup>5</sup>

E-8. Pro forma budget scenarios for paid programming associated with a nature center (2025 dollars)

	Low	Medium	High
<b>Revenue</b>			
Program fees	\$ 213,850	\$ 329,000	\$ 465,300
<b>Expenses</b>			
Operating expense	\$ 203,158	\$ 296,100	\$ 395,505
Capital maintenance	25,500	25,500	25,500
<b>Total expenses</b>	<b>228,658</b>	<b>321,600</b>	<b>421,005</b>
<b>Annual net profit/loss</b>	<b>\$ (14,808)</b>	<b>\$ 7,400</b>	<b>\$ 44,295</b>
<b>Project cost</b>	<b>\$ 2,550,000</b>	<b>\$ 2,550,000</b>	<b>\$ 2,550,000</b>
<b>Direct ROI</b>	<b>(0.58) %</b>	<b>0.29 %</b>	<b>1.74 %</b>

Source: Keen Independent Research.

E-9. Paid programming pro forma budget scenario assumptions (2025 dollars)

	Low	Middle	High
Camp capacity	150	200	250
Summer camp participants	1,200	1,600	2,000
Camp weekly rate	\$ 175	\$ 200	\$ 225
Other program registrations	350	600	850
Average program rate	\$ 11	\$ 15	\$ 18
Profit margin	5 %	10 %	15 %

Source: Keen Independent Research.

<sup>5</sup> All figures provided are rough order-of-magnitude estimates provided for trade-off consideration purposes only. Project costs estimates should be considered with caution.

Actual estimates will require finalization by architectural/engineering experts based on designed facilities. Actual results should be expected to vary.

## E. Trade-off Analysis — Pro forma budgets

### Park Store

Figure E-10 outlines low, medium and high budget scenarios for a retail store serving campground and park users. Scenarios range from a small operating deficit of \$21,325 to approximately \$215,000 net profit annually.

**Assumptions.** Variables included in each scenario are listed in Figure E-11. In addition, all models assume:

- Size: 1,250 square feet;
- Overnight visitors: based on a 200-site campground and 20 cabins;
- Project construction cost: \$850 per square foot.<sup>6</sup>

E-10. Pro forma budget scenarios for a park store (2025 dollars)

	Low	Medium	High
<b>Revenue</b>			
Sales	\$ 213,000	\$ 482,400	\$ 905,000
<b>Expenses</b>			
Operating expense	\$ 181,050	\$ 385,920	\$ 678,750
Capital maintenance	10,625	10,625	10,625
<b>Total expenses</b>	191,675	396,545	689,375
<b>Annual net profit/loss</b>	<b>\$ 21,325</b>	<b>\$ 85,855</b>	<b>\$ 215,625</b>
<b>Project cost</b>	<b>\$ 1,062,500</b>	<b>\$ 1,062,500</b>	<b>\$ 1,062,500</b>
<b>Direct ROI</b>	<b>2.01 %</b>	<b>8.08 %</b>	<b>20.29 %</b>

Source: Keen Independent Research.

E-11. Park store pro forma budget scenario assumptions (2025 dollars)

	Low	Middle	High
Gross visitors per year	300,000	600,000	900,000
Overnight visitors	80,000	90,000	100,000
Overnight retail capture rate	15 %	20 %	25 %
Average spend per overnight visitor	\$ 15.00	\$ 20.00	\$ 25.00
General park visitors (non-overnight)	220,000	510,000	800,000
General park visitor retail capture rate	6 %	8 %	10 %
Average spend per general park visitor	\$ 2.50	\$ 3.00	3.50
Profit margin	15 %	20 %	25 %

Source: Keen Independent Research.

<sup>6</sup> All figures provided are rough order-of-magnitude estimates provided for trade-off consideration purposes only. Project costs estimates should be considered with caution.

Actual estimates will require finalization by architectural/engineering experts based on designed facilities. Actual results should be expected to vary.

## E. Trade-off Analysis — Pro forma budgets

### Event Rentals

Figure E-12 outlines low, medium and high budget scenarios for event rentals. Scenarios range from a small operating deficit of \$15,700 to approximately \$319,000 net profit annually.

**Assumptions.** Variables included in each scenario are listed in Figure E-13. In addition, all models assume:

- Size: 5,000 square feet;
- Space: Square footage includes configurable space that can accommodate larger or smaller events, common areas and back-of-house spaces such as a catering kitchen;
- Capacity: 250 or more with potential for concurrent smaller events or use of the entire space for a single large event;
- Event distribution by size and rental fee: 80 percent for large events and 20 percent for other events; and
- Project construction cost: \$850 per square foot.<sup>7</sup>

Note: The profit margin range from 10 to 30 percent is at the conservative end of the industry range. Some venues can reach 60 percent.

<sup>7</sup> All figures provided are rough order-of-magnitude estimates provided for trade-off consideration purposes only. Project costs estimates should be considered with caution.

E-12. Pro forma budget scenarios event rentals (2025 dollars)

	Low	Medium	High
<b>Revenue</b>			
Event rentals	\$ 268,000	\$ 693,000	\$ 1,204,000
<b>Expenses</b>			
Operating expense	\$ 241,200	\$ 554,400	\$ 842,800
Capital maintenance	42,500	42,500	42,500
<b>Total expenses</b>	283,700	596,900	885,300
<b>Annual net profit/loss</b>	<b>\$ (15,700)</b>	<b>\$ 96,100</b>	<b>\$ 318,700</b>
<b>Project cost</b>	<b>\$ 4,250,000</b>	<b>\$ 4,250,000</b>	<b>\$ 4,250,000</b>
<b>Direct ROI</b>	<b>(0.37) %</b>	<b>2.26 %</b>	<b>7.50 %</b>

Source: Keen Independent Research.

E-13. Event rental pro forma budget scenario assumptions (2025 dollars)

	Low	Middle	High
Number of events	80	110	140
Large event rental rate	\$ 4,000	\$ 7,500	\$ 10,000
Other event rental rate	\$ 750	\$ 1,500	\$ 3,000
Profit margin	10 %	20 %	30 %

Source: Keen Independent Research.

Actual estimates will require finalization by architectural/engineering experts based on designed facilities. Actual results should be expected to vary.

## E. Trade-off Analysis — Order-of-magnitude financial model summary

Using the middle model assumptions for each component, the study team prepared a summary to compare profitability and direct return on investment (ROI).

**Methodology.** Direct ROI computed here calculates estimated annual net profit/loss as a percentage of total project investment cost.<sup>8</sup> It does not consider economic impact effects.

**Components.** The table below itemizes options for a separately constructed event center, park store and nature center, as well as a single facility combining the three functions, listed as “visitor center.”

**Profitability and return.** As illustrated in Figure E-14, estimates suggest that a campground might be the most profitable component annually.

The lodge estimated annual profit is second highest among the options considered, but its ROI is very low due to its high project cost. At this annual net profit, recovery of the initial lodge investment would take 177 years.

The park store, considered separately from other functions, has a relatively modest annual net profit but a high ROI due to its small footprint. A visitor center that combines events, retail and programs might generate \$189,000 with an ROI of 2.4 percent.

E-14. Order-of-magnitude financial model and return on investment comparison (2025 dollars)

	Potential project cost	Potential gross operating revenue	Potential net profit/loss	Direct ROI
Lodge (200 rooms)	\$ 84,000,000	\$ 6,570,000	\$ 474,000	0.56 %
Campground (200 sites)	13,000,000	1,843,200	699,440	5.38
Cabins (20)	4,200,000	660,000	90,000	2.14
Event center	4,250,000	693,000	96,100	2.26
Park store	1,062,500	482,400	85,855	8.08
Nature center	2,550,000	329,000	7,400	0.29
Visitor center (events, store, programs)	7,862,500	1,504,400	189,355	2.41

Source: Keen Independent Research.

<sup>8</sup> All figures provided are rough order-of-magnitude estimates provided for trade-off consideration purposes only based on benchmark and market trend data that have not been adjusted for inflation. Project costs estimates should therefore be considered with caution and use only as order-of-magnitude starting points. Actual estimates will require

finalization by architectural/engineering experts based on designed facilities. Revenue and profit estimates are based on industry data and benchmarks where applicable. Actual results should be expected to vary.

## E. Trade-off Analysis — Order-of-magnitude financial model summary

### Preliminary Echo Hollow Nature Park Profit and Loss

Keen Independent compiled high-level estimates of potential revenue and expense for each component examined and developed additional estimates of park revenue and expenses unrelated to specific components. This analysis, shown in low, middle and high scenarios, is presented in Figure E-15.

Modeling shows a risk of deficit in the low model, which used very conservative projections. At the middle model, which still used moderately cautious projections, Echo Hollow might be expected to net approximately \$216,000 in current dollars with all components in place and the park fully established and functioning. The high model, which uses more optimistic projections, suggests net profit might exceed \$3.1 million in a best-case scenario.

**Gate assumptions.** The following assumptions were made when calculating potential gate fees:

- \$8 entrance fee per car charged to non-Plainfield residents;
- 35% of Plainfield residents visit at least once per year, with most visiting between one and four times annually and smaller proportions of high frequency users visiting five or more times per year;
- Growth in visitor numbers in the middle and high models comes primarily from non-resident visitors, therefore, the proportion of overall visitors who are Plainfield residents decreases with higher visitation assumptions;
- About 70 percent of non-residents arrive by car; and
- 2.5 people per car on average (consistent with Town of Plainfield traffic count assumptions for Echo Hollow).

E-15. Preliminary overall park profit and loss models (2025 dollars)

	Low	Middle	High
Annual visitors	300,000	600,000	900,000
<b>Revenue</b>			
Lodge (200 rooms)	\$ 4,380,000	\$ 6,570,000	\$ 10,220,000
Campground (200 sites)	1,296,000	1,843,200	2,937,600
Cabins (20)	412,500	660,000	1,031,250
Event center (5,000 sf)	268,000	693,000	1,204,000
Park store (1,250 sf)	213,000	482,400	905,000
Nature center (3,000 sf)	213,850	329,000	465,300
Gate	515,200	1,142,400	1,774,080
<b>Subtotal</b>	<b>\$ 7,298,550</b>	<b>\$ 11,720,000</b>	<b>\$ 18,537,230</b>
<b>Expenses</b>			
Admin & public safety	\$ 624,000	\$ 819,000	\$ 1,014,000
General M & O	800,000	960,000	1,152,000
Utilities	500,000	500,000	500,000
Marketing	50,000	100,000	150,000
Lodge	4,563,000	6,096,000	8,505,000
Campground	1,037,200	1,143,760	1,305,040
Cabins	413,250	570,000	763,875
Event center	283,700	596,900	885,300
Park store	191,675	396,545	689,375
Nature center	228,658	321,600	421,005
<b>Subtotal</b>	<b>\$ 8,691,483</b>	<b>\$ 11,503,805</b>	<b>\$ 15,385,595</b>
<b>Annual net profit/loss</b>	<b>\$ (1,392,933)</b>	<b>\$ 216,195</b>	<b>\$ 3,151,635</b>

Source: Keen Independent Research.

**Other assumptions.** Staffing, utilities and maintenance costs and some marketing costs are reflected in the expenses for each component. Staffing for park administration and positions unrelated to specific park components will increase in the middle and high models to support additional park rangers/safety officers. Maintenance costs show increases in the middle and high models due to expected wear and tear with increased visitation.