

NOTE: This report was prepared as a part of an M.P.A Capstone project by students at the University of Illinois, Chicago. The National Park Service does not endorse the contents and the report has no official status.

The report contains a number of findings and recommendations that may of interest to the general public and businesses. We invite the public to read the report. The National Park Service welcomes the findings and recommendations and appreciates the work done by the students.

# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

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# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

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## Table of Contents

◆ Executive Summary _____	4
◆ Introduction _____	5
◆ About This Report _____	6
◆ Methods _____	7
Part I: Economic Impact Analysis _____	8
● Impact of Visitor Spending _____	8-10
○ Table 1. Spending and Visits by Segment _____	8
○ Table 2. Visitor Spending: Direct & Secondary Effects _____	10
● Impacts of Park Operations _____	11
○ Table 3. Economic Impacts of Park Operations and Construction _____	11
● Understanding the Park’s Full Economic Impact _____	12
● Chart A - IDNL Visitation Spendflow Process Impacts _____	13
● Economic Impact Summary & Potential for Additional Growth _____	14
○ Chart B – Total Spending Comparison _____	14
○ Table 4. Visitor Spending: Direct & Secondary Effects _____	15
Part II: Economic Growth Opportunities for Indiana Dunes National Lakeshore _____	16
A. Shared Vision – Collaboration Between the Park and Community _____	16
1. Signage _____	16
2. Marketing _____	17
3. Fundraising and Donations _____	18
4. Increase Local Residents Recognition of Quality of Life Benefits _____	18
B. Park Recommendations for Growth Opportunities at IDNL _____	19
○ Current Structures within Indiana Dunes National Lakeshore _____	19
1. Bailly Homestead _____	19
2. The Chellberg Farmhouse _____	20
3. Main Lodge of Good Fellow Youth Camp _____	21
4. Portage Lakefront Building _____	21
○ Park Recommendations for Growth Opportunities at IDNL _____	22
1. Farmer’s Market _____	22
2. Recreational Rentals and Guided Tours _____	23

# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

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3. Additional Programming Ideas _____	23
C. Economic Growth Opportunities for the Business and Tourism Community _____	24
1. Lodging _____	24
2. Restaurant on the Lake_ _____	25
3. Outdoor Equipment Rental _____	26
4. Local Ground Transportation _____	26
5. Cultural Heritage and Experiential Tours and Programming _____	27
6. IDNL Merchandise and Gift Shops _____	27
Small Business Opportunities _____	28
Conclusion _____	29

## Appendices

Appendix A: Definitions of Terms _____	30
Appendix B: MGM2 Visitor Segments _____	31
Appendix C: Multipliers _____	32
Appendix D: Data, Calculations, and Rationale _____	33-36
Appendix E: Additional Result Tables _____	37-39
• Table 5. Spending and Visits by Segment _____	37
• Table 6. Marginal Impacts per dollar of spending and per 1,000 party nights _____	37
• Table 7. Aggregate Economic Ratios _____	38
• Table 8. Tax Impacts of Direct Sales and Income _____	38
• Chart's C and D – Labor and Value added comparisons _____	38
• Table 9. Economic Impacts of Park Operations and Construction _____	39
References _____	40-41
Interviews _____	42

# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

## Executive Summary

Indiana Dunes National Lakeshore (IDNL) hosted 1,840,513 visitors in 2011. This report analyzes the economic impacts of the Park on Lake, Porter, and LaPorte county economies based on Park operations and visitor expenditures in the area in 2011. The majority of this report's substance is derived from data from National Park Service reports and a survey conducted at IDNL by the University of Idaho.<sup>1</sup>

The analysis conducted for this report found that spending associated with the Park directly supports over 644 jobs in the area, 123 jobs inside the park, and 210 jobs in nearby communities. The direct contribution to personal income (wages and salaries) is approximately \$21.56 million. Sectors most directly impacted by visitor spending are lodging, food services, amusements, and retail trade. Including secondary effects from the Park payroll and visitor spending through the economy, the Park is responsible for the creation of almost 977 jobs and \$29 million in income in Lake, Porter, and LaPorte counties.

It is estimated that 20% of Park visitors are local residents, 80% are on day trips, 7.3% stay overnight in area motels, and 9.8% are camping in the area. The analysis shows that in 2011 visitors spent roughly \$52 million in the area outside the Park, resulting in \$65 million in total spending effects. On average, visitor parties spent \$98.86 per-party-night, ranging from \$44.78 per-party-day for local residents, to \$73.80 for visitors on day trips, to \$78.36 per-day for campers, and \$237.57 per-day for visitors staying in motels. Park visitors account for an estimated 133,940 motel-room-nights and 180,186 campsite-nights. Overnight visitors average 2.8-night's stay in the area. The average party size is 4.5 people.

The annual Park operating budget is about \$9.1 million, with \$7.27 million going directly to wages and salaries, and \$1.79 million to supplies and services. Roughly 63% of the Park's operating expenses are paid as sales to local businesses. Park operations also benefit the local economy through its payroll and the secondary effects of Park employee spending their income in the area. In addition to the 104 National Park Service (NPS jobs), another 13 jobs in the area are supported through secondary effects of Park operations.<sup>2</sup>

Furthermore, the analysis shows that Park visitors account for about half of the overall travel spending in the area. Lodging sales to Park visitors also represent approximately half of all lodging sales in the three counties. The 977 jobs supported by park and visitor spending represents about 0.4% of all jobs in Lake, LaPorte, and Porter counties.

If Park overnight stays were to increase by 10%, the analysis shows the potential for an additional \$7.73 million in direct effects, job related income, and added value. With a 20% increase in IDNL visitor overnight stays, the report finds the potential for an infusion of an additional \$14.53 million into the local economy.

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<sup>1</sup> Holmes, N. C., Blotkamp, A., Le, Y., Vander Stoep, G., & Hollenhorst, S. J. (2009). Indiana Dunes National Lakeshore Visitor Study. Retrieved from <http://www.nps.gov/indu/parkmgmt/upload/VSP-Report-2009-Corrected-Version-INDU.pdf>

<sup>2</sup> Jobs include full and part time jobs. Labor income consists of wages and salaries, payroll benefits, and income of sole proprietors. Value added includes Labor income as well as profits and rents to area businesses and sales and excise taxes. Impacts of park operations are estimated as the induced effects of the park payroll on the region's economy. Impacts include the wages and salaries of park employees and the economic activity resulting from their household spending in the region. Impacts are estimated using IMPLAN's spending patterns for households with incomes of \$50-\$75,000. Seasonal park jobs are converted to annual equivalents, i.e., four jobs for three months equates to one job on an annual basis.

# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

## Introduction

The evolution of Indiana Dunes National Lakeshore (IDNL) is one that has been shaped by a struggle between industry and preservation. The 1966 federal designation of IDNL as a national park resulted from efforts that encountered obstacles starting as early as 1899: war, the Great Depression, and a lack of appreciation for land preservation. As a result, natural wonders like Hoosier Slide, a 200-foot sand dune that was the largest on Indiana's lakeshore, were lost as steel mills and power plants were built in the first part of the century.

Early on, several initiatives were undertaken by the botanist Henry Cowles to preserve areas of natural interest from commercial development. On August 25, 1916, the National Dunes Park Association (NDPA) was created to promote, "A National Park for the Middle West, and all the Middle West for a National Park." With priorities shifting to defense during WWI, it was another ten years before Indiana Dunes State Park was established in 1926. Relatively small in size, the push for a national park continued.

In the 1950s, Dorothy Buell, then President of the Save the Dunes Council, began a fundraising campaign to purchase 56 acres in Porter County and protect more of the land from commercial development. In 1961, President Kennedy outlined a program to link the nation's "economic vitality" to a movement for conservation of the environment. The Kennedy Compromise of 1964 furthered Buell's efforts and created the National Lakeshore with a port to mollify industrial needs. The original authorization included only 8,330 acres of land. Since 1966, additional bills (in 1976, 1980, 1986, and 1992) acquired more parcels of land, resulting in a Park that now contains over 15,000 acres.

### Indiana Dunes National Lakeshore

Encompasses 15,177 acres

Spans Porter, Lake, and LaPorte Counties, in addition to 15 cities and towns

Includes 15 miles of Lake Michigan shoreline

Includes over 255 known archaeological sites; four National Landmarks; and one National Historic Landmark

Offers 45 miles of hiking, biking, and equestrian, and cross-country skilling trails

Welcomed over 2 million visitors in 2010

Is in the top 10% of most visited national parks

Is the closest national park to Chicago, Indianapolis, Milwaukee, and Detroit

For more than a century, IDNL advocates have tried to convey not only the Park's ecological significance, but also its immense value to the local community. In the struggle between industry and preservation, the Dunes' unique economic significance to the community has consistently been overlooked. IDNL was established under an economic vitality program and, like all other national parks, continues to represent a significant opportunity for economic growth for its surrounding regions and an increased quality of life for nearby residents.

# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

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## About This Report

In the spring of 2012, University of Illinois at Chicago Master in Public Administration students Thomas Calia, Allison Holton, and Kristin Scally Roadman conducted a study to evaluate the economic impact of Indiana Dunes National Lakeshore (IDNL) on Indiana's LaPorte, Porter, and Lake counties. The study was commissioned by the National Park Service's IDNL. This report summarizes the study's findings and offers recommendations for increasing the Park's economic benefit to the region.

**Part I:** The Capstone team worked directly with Professor Daniel Stynes at Michigan State University to create a money generation input-output model specifically tailored for IDNL and Lake, LaPorte, and Porter counties. Using existing Park visitation figures, tourism spending data, and local tax rates, the team calculated the Park's current economic impact on the region, and projected the potential for increased income from increased Park visitor overnight stays.

**Part II:** The Capstone team conducted 12 interviews with Park staff, tourism officials, and business owners in the three-county region, and surveyed amenities offered at similarly-situated national parks, to identify opportunities for increased economic growth. The report includes three sets of recommendations to achieve increased Park visitation resulting in increased economic impact. These include: collaborative opportunities between the Park and local community; opportunities for the Park; and opportunities for the private tourism and business sector.

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# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

## Methods

After reviewing economic impact reports conducted for other parks nationwide, the Capstone team elected to use the Money Generation Model 2 (MGM2) for its analysis. The MGM2 was developed at Michigan State University by Daniel Stynes and Dennis Propst with funding from the NPS Social Science Research Program.

The MGM2 was specifically designed to calculate the economic impact of national parks on their local communities. MGM2 is an input-output model, meaning that it uses specific inputs to generate tailored reports for parks. By inputting the number of visitors to a park and their average spending habits, along with a specially designed multiplier based on local tax rates and other economic variables, MGM2 generates specific and detailed information on the economic value of a given park.

The model focuses on four primary measures of economic activity:

**Sales** (The sales of businesses within the region to park visitors.)

**Jobs** (The number of jobs in the region supported by the visitor spending.)

**Personal income** (Wages and salary income, proprietor's income, and employee benefits.)

**Value added** (A measure of the contribution of an industry or region to gross national or gross state product. Value added is personal income plus rents and profits, plus indirect business taxes. As the name implies, it is the "value added" by the region to the final good or service being produced. It can also be defined as the final price of the good or service minus the costs of all of the non-labor inputs to production.<sup>3</sup>)

MGM2 concentrates on the flows of economic activity between sectors within a region. The model captures what each business or sector must purchase from every other sector to produce a dollar's worth of goods or services. This model enables flows of economic activity associated with any change in spending to be traced either forwards (e.g., spending generates employee wages which induces further spending) or backwards (e.g., visitor purchases of meals leads restaurants to purchase additional inputs –groceries, utilities, etc.).

Please see [Addendum A](#) for further detail on MGM2.

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<sup>3</sup> Stynes, D.J., et al. (2000, May). *Estimating National Park Visitor Spending and Economic Impacts; The MGM2 Model*. Michigan State University.

# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

## Part I: Economic Impact Analysis

Part I of this report details the Capstone team’s MGM2 analysis of the IDNL’s economic impact on the surrounding region that includes Lake, LaPorte, and Porter counties. This section includes analyses of the Park’s current impact on the economy through visitor spending, direct and secondary effects, direct and indirect job and income creation, and “value-added”—a measure of the value the Park adds to the region. Part I of the report also details projections for potential increased economic effects in these same areas if overnight IDNL visits increase by 10% and 20%.

### Impacts of Visitor Spending

This project analyzed the economic impacts of IDNL visitor spending on the local economy by first collecting data on all visitor spending in the region, and then refining it to reflect only the visitor spending attributed to the Park.

Table 1 “Spending and Visits by Segment” details the economic contributions of the different types of visitors to the Park, including day-trippers and those spending the night camping and in motels. The numbers reflect the out-of-pocket expense visitors paid to visit IDNL.

Table 1 concludes that Park visitor spending totaled of \$52 million<sup>4</sup> in 2011.

**Table 1. Spending and Visits by Segment**

Segment	Visits in Party-night	Average Spending (\$)	Total Spending \$000's	% of Spending
Local Day User	66,176	44.78	2,963.30	6%
Non Local Day User	264,703	73.8	19,534.70	38%
Camp-in Park	11,967	78.36	937.7	2%
Motel	70,231	237.57	16,685.00	32%
Camp-out Park	94,480	111.78	10,560.60	20%
Other OVN	16,335	67.98	1,110.40	2%
<b>TOTAL</b>	<b>523,891</b>	<b>\$98.86</b>	<b>\$51,792</b>	<b>100%</b>

*For a detailed explanation of definitions used, please see [Appendix B](#).*

4. Revenues received by the park (park admissions and donations) are excluded in estimating visitor spending impacts as the impacts resulting from park revenues are covered as part of park operations.

## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

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On page 10, [Table 2](#), “Economic Impacts of Visitor Spending: Direct and Indirect Effects,” shows the direct, secondary, and total effects of visitor spending in various spending categories. These numbers are particularly important and meaningfully illustrate how IDNL visitor spending impacts the region.

**Direct effects** represent the changes in sales, income, and jobs in the businesses that directly receive visitor spending (motels, campgrounds, restaurants, grocery stores, etc.).<sup>5</sup> Direct effects are only a portion of overall visitor spending, because not every dollar a visitor spends goes to the local community. For instance, if a visitor to IDNL buys binoculars at a local store, only a percentage of that sale goes directly to the local business. Direct effects measure the dollars spent that stay in and impact the local community.

**Secondary effects** reflect indirect and induced effects of IDNL visitor spending —“the changes in economic activity within the region that result from the re-circulation of the money spent by visitors within the local economy.”<sup>6</sup>

**Value added** is a measure of “the contribution of an industry or region to gross national or gross state product.”<sup>7</sup> This includes personal income plus rents and profits, in addition to indirect business taxes. Simply put, it is the "value added" by the Park to the region. It can also be defined as the final price of a good or service minus the cost of all labor inputs to production.

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<sup>5</sup> Stynes, D. J., et al. (2000, May). *Estimating National Park Visitor Spending and Economic Impacts: The MGM2 Model*. Michigan State University.

<sup>6</sup> Ibid.

<sup>7</sup> Ibid.

## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

**Table 2. Economic Impacts of Visitor Spending: Direct & Secondary Effects**

Sector/Spending category	Sales \$000's	Jobs	Labor Income \$000's	Value Added \$000's
Motel, hotel cabin or B&B	6,505	84	1,643	3,434
Camping fees	2,429	32	904	1,123
Restaurants & bars	12,644	260	4,156	6,427
Admissions & fees	5,628	112	2,194	3,620
Other vehicle expenses	561	7	289	331
Local transportation	173	5	104	142
Grocery stores	1,241	19	681	937
Gas stations	2,322	32	1,011	1,655
Other retail	4,051	85	1,971	3,077
Wholesale Trade	1,118	7	497	872
Local Production of goods	6,441	1	267	1,132
<b>Total Direct Effects</b>	<b>43,114</b>	<b>644</b>	<b>13,718</b>	<b>22,750</b>
<b>Secondary Effects</b>	<b>22,085</b>	<b>197</b>	<b>7,114</b>	<b>13,220</b>
<b>Total Effects</b>	<b>65,199</b>	<b>841</b>	<b>20,832</b>	<b>35,970</b>

Table 2, “Economic Impacts of Visitor Spending: Direct and Indirect Effects,” illustrates that the total direct effects of IDNL visitor spending in 2011 totaled **\$43 million**. Secondary effects of visitor spending were **\$22 million**. The resulting total effect of IDNL visitor spending on the region in 2011 was **\$65 million**.

Additionally, Park visitors contributed to the creation of **644 direct jobs**, and **197 secondary jobs**, resulting in **841 total jobs** and **\$21 million in total labor income**.

As a result, the region saw approximately **\$36 million of “value added”**.

## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

### Impacts of Park Operations

Beyond the impact of Park visitors, the Park itself employed **104 people in FY 2011** with a total payroll of \$7.3 million. Table 3, “Economic Impacts of Park Operations and Construction,” shows that, including secondary effects, the local impact of the Park payroll in 2011 was **136 jobs, \$8.2 million in personal income, and \$8.9 million total value added**. Therefore, including both visitor spending and Park operations, the total impact of the park on the local economy in 2011 was **977 jobs and \$44.8 million value added**. Park operations account for **14% of the employment activities, 28% of the labor income, and 20% of the value added**.

**Table 3. Economic Impacts of Park Operations and Construction**

Spending Category	Park Budget	Local Sales	Total Sales	Total Jobs	Total Personal Income	Total Value Added
<b>A. Impacts of Park Payroll</b>	-	-	-	-	-	-
Wages and Salaries	5,558,130	-	-	-	5,558,130	5,558,130
Benefits	1,711,364	-	-	-	1,711,364	1,711,364
NPS Jobs (annual, full & part time)	-	-	-	88.0	-	-
NPS Jobs -seasonal (annual equivalent)	-	-	-	15.6	-	-
<u>Induced effects of NPS payroll</u>	-	-	2,497,963	12.8	345,873	661,069
Payroll effects	7,269,494	-	2,497,963	116.4	7,615,367	7,930,563
<b>B. Impacts of Park Operations</b>	-	-	-	-	-	-
Utilities + postal	262,359	262,359	348,583	1.4	77,918	208,829
Services	926,721	664,017	979,122	14.9	401,419	580,418
Supplies	484,852	75,784	107,893	1.6	41,159	68,329
Total Operating Expenses	1,673,932	1,002,160	1,435,598	17.8	520,495	857,576
<b>Total Impacts of Park Operations (Salaries + Operating)</b>	<b>8,943,426</b>	<b>1,002,160</b>	<b>3,933,561</b>	<b>134.2</b>	<b>8,135,863</b>	<b>8,788,140</b>
<b>C. Construction Impacts</b>	<b>174,836</b>	<b>89,975</b>	<b>131,926</b>	<b>1.3</b>	<b>56,187</b>	<b>68,356</b>
<b>D. Total Impacts (Payroll, D. Operating, &amp; Construction)</b>	<b>9,118,262</b>	<b>-</b>	<b>4,065,487</b>	<b>135.5</b>	<b>8,192,049</b>	<b>8,856,496</b>

# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

## Understanding the Park's Full Economic Impact

The Spend Flow Diagram on the following page illustrates the many economic factors taken into consideration in this analysis, and the many ways that money resulting from the Park moves throughout the local economy.<sup>8</sup>

Starting with the total visitors to the Park in 2011, the diagram shows:

- The breakdown of the different types of Park visitors
- The categories in which they spend
- The direct effects of
  - Visitor spending
  - Park spending
- The secondary effects
  - Visitor spending
  - Park spending

In summary:

In 2011

## Indiana Dunes National Lakeshore

Brought an estimated

**\$69 million**

of total effects to the three-county region

Supported **977 Local Jobs**

and provided around

**\$29 Million in Income**

in Lake, Porter, and LaPorte counties

Generated approximately

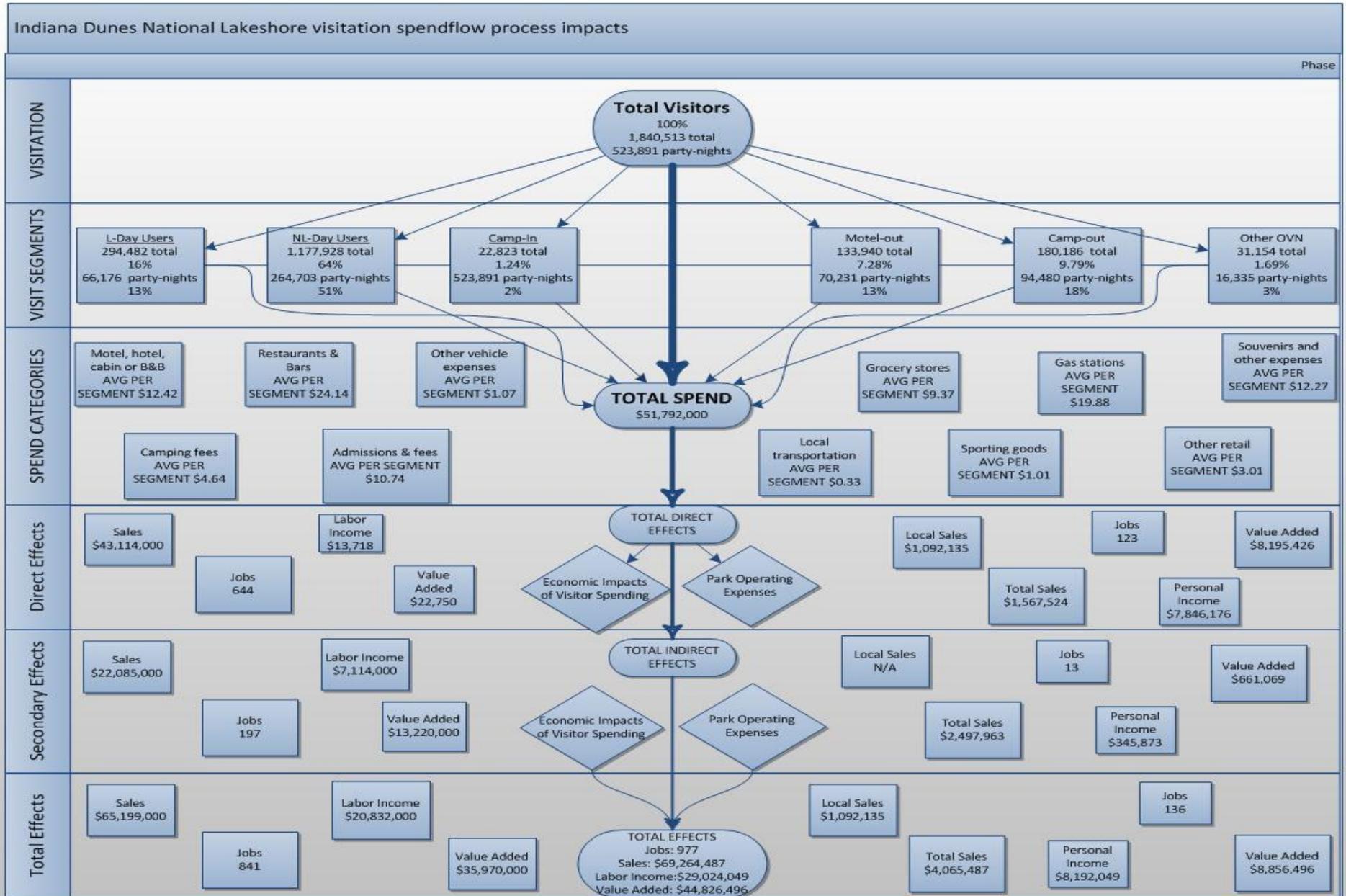
**\$45 Million**

in Added Value for the Community

<sup>8</sup> Indiana Small Business Development Center. (2010). Marketplace Profile Report – five-mile radius. Retrieved from [www.ISBDC.org](http://www.ISBDC.org)

# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

**Chart A - Spend Flow Diagram**



# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

## Economic Impact Summary & Potential for Additional Growth

The tourism generated by the Indiana Dunes National Lakeshore contributes to the economic vitality of Lake, LaPorte, and Porter counties. While \$69 million in direct annual effects is a large number, the Park and its surrounding communities stand poised to increase that figure and the economic impact of the National Lakeshore even more. According to *Destination Indiana: Indiana Office of Tourism Development 2006 Strategic Plan*, tourism is essential to Indiana's economy and is growing almost five percent annually, which is above the national average.<sup>9</sup> Additionally, the report found public parks and recreation play a vital role in the development of individual, community, environmental, and economic benefits within Indiana.

While the Park welcomes over two million visitors annually and is the top outdoor recreation destination in the state, it lacks the tourism infrastructure (including restaurants, hotels, and gift shops) present at other National Parks of its size. Further development of local tourism capacity provides unique possibilities for sustainable economic growth in the three-county region. Increased Park visitation, and the development of more tourism infrastructure, have a reciprocal relationship and present the opportunity for significant continued economic growth.

The following tables and charts show the potential for increased regional economic impact if overnight stays of IDNL visitors increase by 10% and by 20%.

**Chart B - Total Spending Comparison**

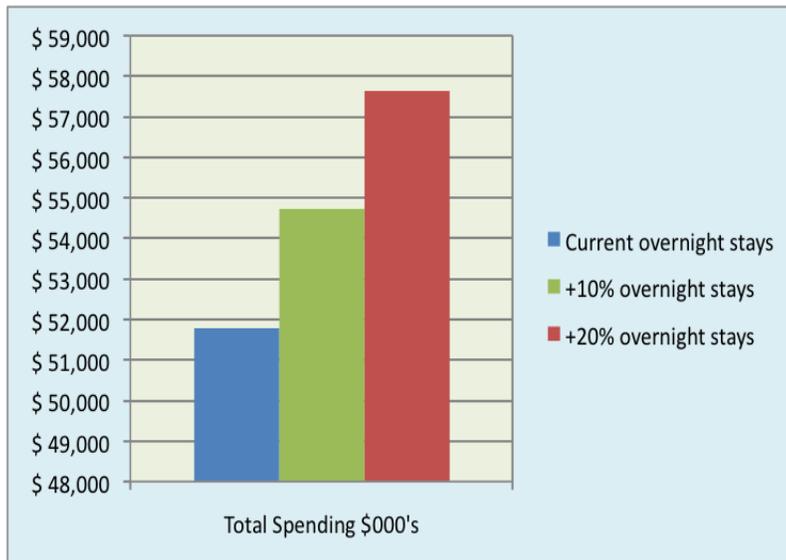


Chart B, "Total Spending Comparison," shows the significant impact that increased overnight stays would have on IDNL visitor spending. A 10% increase in Park visitor overnight stays would result in approximately an additional \$3 million in local spending, a total of roughly \$55 million dollars in local spending annually. A 20% increase in Park visitor overnight stays would result in approximately \$6 million in additional local spending, and total of roughly \$58 million dollars in annual local spending.

See *Table 4 in Appendix E* for greater detail on *Chart B*.

<sup>9</sup> Indiana Office of Tourism Development. (2006). *Destination Indiana: 2006 Strategic Plan*. Retrieved from [http://www.in.gov/tourism/pdfs/Destination\\_Indiana.pdf](http://www.in.gov/tourism/pdfs/Destination_Indiana.pdf)

## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

Overall, a 10% increase in Park visitor overnight stays would result in approximately an additional **\$5 million in direct and secondary spending**; 20% increase would result in approximately an additional **\$8 million in direct and secondary spending**. Increases in overnight visitor stays would most greatly impact sales at restaurants and bars.

A 10% increase in Park visitor overnight stays would result in approximately **50 new jobs** and **\$1.2 million** in income. A 20% increase in overnight stay would provide almost **100 new jobs** to the region, along with **almost \$2.5 million in related labor income**.

Increases in direct and secondary spending would also have a ripple-like effect on the general economy, increasing the additional “value added” cash flow into the local economy. A 10% increase in overnight IDNL visitor stays would result in an infusion of **2.2 million value-added dollars**; a 20% increase in overnight IDNL visitor stays would produce **\$4.4 million**.

**Table 4. Economic Impacts of Visitor Spending: Direct & Secondary Effects**

Sector/Spending	Sales \$000's			Jobs			Labor Income \$000's			Value Added \$000's		
	Current	+10%	+20%	Current	+10%	+20%	Current	+10%	+20%	Current	+10%	+20%
Motel, hotel cabin or B&B	6,505	7,155	7,806	84	93	101	1,643	1,807	1,971	3,434	3,778	4,121
Camping fees	2,429	2,672	2,915	32	35	38	904	995	1,085	1,123	1,236	1,348
Restaurants & bars	12,644	13,257	13,870	260	272	285	4,156	4,357	4,559	6,427	6,739	7,050
Admissions & fees	5,628	5,928	6,228	112	118	124	2,194	2,311	2,429	3,620	3,813	4,006
Other vehicle expenses	561	589	616	7	7	8	289	303	317	331	347	363
Local transportation	173	183	192	5	5	5	104	109	115	142	149	157
Grocery stores	1,241	1,304	1,367	19	20	21	681	716	750	937	984	1,032
Gas stations	2,322	2,414	2,506	32	34	35	1,011	1,051	1,091	1,655	1,721	1,786
Other retail	4,051	4,251	4,451	85	89	93	1,971	2,069	2,166	3,077	3,229	3,381
Wholesale Trade	1,118	1,170	1,223	7	8	8	497	521	544	872	913	954
<u>Local Production of goods</u>	<u>6,441</u>	<u>6,698</u>	<u>6,954</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>267</u>	<u>278</u>	<u>288</u>	<u>1,132</u>	<u>1,177</u>	<u>1,223</u>
<b>Total Direct Effects</b>	<b>43,114</b>	<b>45,621</b>	<b>48,128</b>	<b>644</b>	<b>682</b>	<b>719</b>	<b>13,718</b>	<b>14,517</b>	<b>15,316</b>	<b>22,750</b>	<b>24,086</b>	<b>25,421</b>
<u>Secondary Effects</u>	<u>22,085</u>	<u>23,444</u>	<u>24,802</u>	<u>197</u>	<u>209</u>	<u>221</u>	<u>7,114</u>	<u>7,559</u>	<u>8,004</u>	<u>13,220</u>	<u>14,037</u>	<u>14,854</u>
<b>Total Effects</b>	<b>65,199</b>	<b>69,065</b>	<b>72,931</b>	<b>841</b>	<b>891</b>	<b>940</b>	<b>20,832</b>	<b>22,076</b>	<b>23,320</b>	<b>35,970</b>	<b>38,123</b>	<b>40,275</b>

+10% and +20% color coded columns are indicative of results that would incur if overnight stays were to increase by the respective percentages. These are the theoretically calculated impacts that would occur according to MGM2 input-output holding all other factors constant and no other impacts are affected from the usual course of influence due to more visitors staying overnight.

For further detail on the economic impact of increased overnight stays, please see Tables 6, 7, 8, and 9, and Charts C and D in Appendix E.

# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

## Part II: Opportunities for Increased Economic Development in the Region

While the Park is a huge tourist draw, it is not without its own challenges. Due to its history of piecemeal land acquisition, there is no main entrance to IDNL; Park territory is interspersed with private land; the State Park resides within IDNL boundaries; and visitors are often unaware of the boundaries, or even full size, of IDNL.

Additionally, other than a campground, there is no lodging or dining within the Park. IDNL lacks the amenities and tourism infrastructure of other National Parks of a similar size and proximity to major urban centers (Cuyahoga Valley National Parks, The Sleeping Bear Dunes, and the Santa Monica Mountains).

Part II of this report identifies the challenges to economic growth in the region and provides recommendations for overcoming these obstacles through various development opportunities. Recommendations are based on information gathered from 12 interviews with Park staff, tourism officials, and business owners in the three-county region, and surveyed amenities offered at similarly-situated national parks, to identify opportunities for increased economic growth. The section is divided into three components: collaborative opportunities between the Park and local community; opportunities for the Park; and opportunities for the private tourism and business sector.

### A. Shared Vision - Collaboration between the Park and Community

According to the *America's Great Outdoors* report published in 2011 by the Obama Administration, urban parks are catalysts for reviving local communities and economies, connecting local residents to history and culture, and encouraging youth involvement in preserving public lands.<sup>10</sup> Expanding the role of the Park within the community and developing strong initiatives that attract visitors would lay a foundation for economic impact that grows each year. With nearly two million visitors in 2010, the Park is a destination that attracts tourists from outside the region. Expanding the role the Park can play as a community partner in Northwest Indiana will provide for an opportunity to engage more local residents in learning, participating, and preserving their own culture and history. Through collaboration, the Park and community can develop strong initiatives to increase tourism, positively impact economic growth in local businesses, and enhance the quality of life for local residents. The following recommendations encourage collaborative efforts between the Park and the community to foster economic growth and development.

#### Collaboration Recommendation #1 – Signage



Indiana Dunes National Lakeshore lacks one distinct entrance, is interspersed with private land, and has a state-owned park within its boundaries. Visitors can access the Park in any of the three counties it covers, Lake, Porter, or LaPorte, and is accessible via I-94, I-80/90, U.S. Highway 20, Indiana State Highway 12, and various state roads. Some exits off the highway are clearly labeled whereas others lack any signage to indicate where the Park begins and ends. Once visitors have entered the

<sup>10</sup> Council on Environmental Quality. (2011). *America's Great Outdoors: A Promise to the Future Generations*. Washington DC: Government Printing Office.

## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

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Park signage continues to be sparse, limiting the awareness of certain attractions. For example, once inside the Park, signage does not clearly direct visitors to attractions like Cowles Bog or Millers Woods. In a 2009 survey of Park visitors, 77 percent rated directional signs as being “very important” to “extremely important”. Twelve percent found the direction signs within IDNL “poor” to “very poor”.<sup>11</sup>

All of the tourism and business leaders interviewed for this report cited the need for a collaborative effort between the Park and the counties to develop a strategic plan for directional signage both off the highway and within the Park. Additional signage has the potential to introduce tourists to areas of the Park that are not currently highlighted by signage, and to direct tourists to other businesses, amenities, and attractions in the surrounding communities. Local businesses in these areas may also benefit as a result of increased awareness and potential visitor traffic. This effort should be collaborative to ensure additional signage addresses the needs of the Park and surrounding regions.

### Collaboration Recommendation #2 – Marketing

A survey of visitors found that out of 492 visitor groups, 96% did not attend a ranger-led talk or program and over 40% of these visiting groups did not know ranger-led talks or programs were available.<sup>12</sup> Enhanced marketing and communication strategies can promote events and attractions and ensure that visitors are aware of the vast resources offered by the Park and community.

The Indiana Dunes State Park provides visitors with coupons for local businesses upon paying the entry fee. Under federal guidelines, the Park is prohibited from engaging in some promotional activities of outside venues, thus some marketing activities may not be possible. Currently, the Park produces marketing materials that outline upcoming events, programs, and initiatives in the form of brochures, newsletters, and maps. All business owners and tourism officials interviewed for this project were unanimous in stating without hesitancy that they would display Park brochures and maps in their place of business. Displaying this information would be a simple way to collaborate in a marketing effort and would build relationships between local business owners and the Park. It would also promote awareness of the Park as a resource to those passing through, frequently visiting, or residing within the local community.

If Park budget constraints prohibit production of additional brochures and maps for such a purpose, this stands as a prime opportunity for local tourism bureaus to supply local businesses with materials marketing the Park.

A growing concern of the National Park Service (NPS) is attracting a younger generation that has less interest in the outdoors. According to a study conducted by the Kaiser foundation in 2010, youth aged eight to 18 spend an average of seven and a half hours a day on digital media.<sup>13</sup> This generation of “millenniums” – those born in the ’80s and ’90s – are three times less likely to help the environment as compared to their parent’s generation, and comprise the most

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<sup>11</sup> Holmes, N. C., Blotkamp, A., Le, Y., Vander Stoep, G., & Hollenhorst, S. J. (2009). Indiana Dunes National Lakeshore Visitor Study. Retrieved from <http://www.nps.gov/indu/parkmgmt/upload/VSP-Report-2009-Corrected-Version-INDU.pdf>

<sup>12</sup> Ibid.

<sup>13</sup> Keen, J. & Dorrell, O. (2012, April 6). National Park Services worries about attracting youth. *USA TODAY*. Retrieved from <http://www.sltrib.com/sltrib/world/53866700-68/national-says-parks-park.html.csp>

## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

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under-represented population that visit national parks (those aged 16 to 24).<sup>14</sup> Although there is currently no defining answer for how to combat the lack of youth interest in national parks, developing a social media campaign may be one way to target youth participation. One local business owner reported using outlets like Yelp and Facebook “check-in” to encourage tourists to frequent his establishment. Through outlets such as Yelp, Facebook, and Twitter, the Park and local businesses could collaboratively promote special events and attempt to engage youth.

### Collaboration Recommendation #3 - Fundraising and Donations

It is no secret that the country is experiencing troubling economic times. Budget cutbacks have left many government agencies with less funding and staff to complete the same amount of work and achieve the same results as before the economic crisis. According to the National Parks Conservation Association (NPCA), the NPS is estimated at running approximately \$600 million shy of its annual funding needs with a current budget of \$2.75 billion to operate the entire national park system.<sup>15</sup> NPCA also reports that under House Joint Resolution 48, congress intends to cut an additional \$100 million from the NPS budget.

In light of these substantial budget setbacks, it is necessary for the Park and community, together and separately, to seek new sources of revenue to promote the features of the Park and increase the number of Park programming and events. Funds may be used by the Park to continue conservation efforts and attract additional tourists to the region by increasing historic and recreational offerings. The Park could also use funds raised to print additional brochures and maps for distribution to local businesses, thus developing an identifiable link between the community and the Park. Donations to the Park from private sector sources and in-kind contributions are authorized in Director’s Order #21 under the United States Department of the Interior.<sup>16</sup>

### Collaboration Recommendation #4 – Increase Local Residents Recognition of Quality of Life Benefits

A report conducted by the Chicago Metropolitan Agency for Planning finds that there is a positive correlation between the use of parks and good health. Parks and open land can increase the quality of the air by removing pollutants, reduce the risks of health-related diseases like obesity and heart disease, and can improve mental health.<sup>17</sup> Overall, research shows that parks and open spaces can reduce stress and provide a sense of peace to nearby residents.

The majority of business owners and tourism officials interviewed for this report cited the importance of having a National Park in their backyard, yet also noted that local residents only somewhat value the quality of life factor the Park offers. Parks and open spaces are able to provide a number of economic, environmental, and social benefits. With the Park in their backyard, residents are able to use the trails for a quick escape during a lunch break or for a stroll after work to admire the serene beauty.

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<sup>14</sup> Keen, J. & Dorrell, O. (2012, April 6). National Park Services worries about attracting youth. *USA TODAY*. Retrieved from <http://www.sltrib.com/sltrib/world/53866700-68/national-says-parks-park.html.csp>

<sup>15</sup> Repanshek, K. (2011, March, 28). Congress slashes \$101 million form National Park Service Budget. More to Come? *National Park Traveler*. Retrieved from <http://www.nationalparkstraveler.com/2011/03/congress-slashes-101-million-national-park-service-budget-more-come7858>

<sup>16</sup> Department of the Interior. (2008). Director’s Order # 21: Donations and Fundraising. Retrieved from <http://www.nps.gov/policy/Dorders/DO21-reissue.pdf>

<sup>17</sup> Chicago Metropolitan Agency for Planning. (2010). Preservation of Park and Open Space Summary. GOTO2040 Plan. Retrieved from <http://www.cmap.illinois.gov/strategy-papers/parks-and-open-lands>

# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

By taking a more collaborative approach, the Park could engage the surrounding community by offering initiatives targeted towards residents of the Lake, Porter, and LaPorte counties. For example, a community garden within the Park may encourage local resident participation. One tourism official that was interviewed for this report noted that the region is starting to increase convention business and use the Dunes as an attraction for outdoor activity. During the recent Great Lakes Conference, attendees toured the Dunes as part of the conference schedule. Increasing recognition of the Park to outside visitors may resonate with local residents; if people are traveling from distances to use this space that is in their backyard, they may consider frequenting the Park more.



## B. Economic Growth Opportunities for Indiana Dunes National Lakeshore

The following two sections provide recommendations to the Park for economic growth opportunities. The section is divided into two areas: how current structures within the Park could be used to stimulate economic growth and increase tourism; and recommendations to the Park for economic development within Park boundaries.

### I. Current Structures within Indiana Dunes National Lakeshore

#### Park Structure Recommendation #1 - Bailly Homestead

##### *A Brief History*

The Bailly Homestead is a Historic National Landmark established in 1962 and located within Indiana Dunes National Lakeshore. Settled in 1820 by French Canadian fur trader Joseph Bailly and his family, this homestead was one of the first in Northwest Indiana and the only stopping place for travelers between Chicago and Detroit. The Bailly Homestead complex is the last remaining site of its kind in the Calumet Region.<sup>18</sup>



##### *Opportunities for Development*

The Bailly Homestead main house features a unique combination of vernacular architecture, with log and brick structures and late 19th century architectural detail.<sup>19</sup> Currently, visitors may hike a moderate 2.5 mile trail between the Bailly Homestead and Chellberg Farm and explore the family cemetery and homestead grounds. However, restoring the historic main house to its previous grandeur and providing regular open house tours year round would draw additional visitors to the region. Recognizing the potential lack of available funding for this project through the NPS, this restoration could be explored as a joint partnership between the Park and a historical preservation organization.

<sup>18</sup> National Park Service. (2012). The Bailly Homestead. Retrieved from [http://www.nps.gov/indu/historyculture/bailly\\_homestead.htm](http://www.nps.gov/indu/historyculture/bailly_homestead.htm).

<sup>19</sup> Ibid.

# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

## Park Structure Recommendation #2 - The Chellberg Farmhouse

### *A Brief History*

The Chellberg Farm is an 80-acre farm that was home to three generations of a Swedish immigrant family. The farm was established in 1874 and represents a typical northwest Indiana independent family farm operation. In the 1980s the National Park Service restored the farmhouse to its current appearance, except for the dining room, which had been modified by the Chellbergs in the 1920s.<sup>20</sup>



### *Opportunities for Development*

Currently the Chellberg Farm is a popular attraction for visitors and features ranger-guided tours, scheduled open houses, festivals, and demonstrations. In early spring, visitors can visit the Farm to take a trail tour of an American Indian sugar camp, drilling site, and sugar shack while sampling fresh maple syrup. Notably, Indiana Dunes National Lakeshore is the only National Park that makes its own syrup.<sup>21</sup>

Increasing the number of tours, open houses, and farming demonstrations that occur throughout the year may increase the number of visitors to the Park in the less busy winter months by attracting cultural and heritage tourists. According to the Office of Travel and Tourism Industries with the U.S. Department of Commerce, cultural and heritage travelers report an average of 5.01 trips compared to 3.98 of non-cultural and heritage travelers in a 12 month period.<sup>22</sup>

Previously, the Chellberg Farm had live animals that visitors could assist in feeding on the weekends. Returning animals to the farm would be an additional reason for families to visit and may present educational programming opportunities. It is important to note that caring for farm animals would add costs for the Park. The Park should investigate using private donations and money raised through fundraising to cover these costs. Also, the Park could ask for community volunteers to help care for the farm animals. Finally, reinstating Chellberg Farms to a sustainable community farming effort would engage local residents through educational programs and produce crops that could supply local restaurants or summer farmers markets.

<sup>20</sup> Godfree, L. (2010, April 28). Midwest road trip I-94: Indiana Dunes, Bailly Homestead & Chellburg Farm Trail Slideshow. Cross Country Travel Examiner. Retrieved from <http://www.examiner.com/cross-country-travel-in-national/midwest-road-trip-i-94-indiana-dunes-bailly-homestead-chellberg-farm-trail-slideshow>

<sup>21</sup> National Park Service. (2010). Archeology and Historic Preservation: Secretary of the Interior's Standards and Guidelines. Retrieved from [http://www.nps.gov/history/local-law/arch\\_stnds\\_1.htm](http://www.nps.gov/history/local-law/arch_stnds_1.htm)

<sup>22</sup> Mandala Research, LLC. (October, 2009). U.S. Cultural and Heritage Tourism. Alexandria, VA: Author.

## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

### Park Structure Recommendation #3 - Main Lodge of Good Fellow Youth Camp

#### *A Brief History*

Good Fellow Youth Camp is a historic site that originally served as a summer camp for the children of U.S. Steel Company employees. It was operated by U.S. Steel's Gary Work Good Fellow Club from 1941 to 1976. The National Park Service purchased Good Fellow Youth Camp in 1976 for inclusion within the Park and today the site encompasses the Indiana Dunes Environmental Learning Center.



#### *Opportunities for Development*

The Good Fellow main lodge remains a vacant building with the potential for development. Previously used as a dining hall, the cedar interior has not changed in appearance and could be used for a variety of activities. The structure of the dining hall would lend itself well for the development of a restaurant within the Park as well as a space to host events like weddings, corporate dinners, and parties.

Although the land is owned by the federal government, historic leasing programs are common in the National Park System and aim to protect and maintain historic buildings when federal funding is limited, or not available.<sup>23</sup> The historic leasing program would allow for an outside partner, such as a hospitality program at a local university to manage a potential venture within the Good Fellow lodge. In addition to a restaurant, the hospitality program could offer catering services for private events booked in the space.

### Park Structure Recommendation #4 - Portage Lakefront Building

#### *Brief History*

The Portage Lakefront and Riverwalk opened in 2008 and is the result of collaboration between public and private groups to replace a site formerly used by a steel corporation as settling ponds for industrial byproduct and a sewage treatment facility. The building is Gold LEED (Leadership in Energy and Environmental Design) certified and operated in partnership with the city of Portage. The building contains a meeting space, snack bar, public restroom access, and a 125-vehicle parking lot.<sup>24</sup>



#### *Opportunities for Development*

Currently the meeting space is not in regular use. By collaborating with the community, the Park could rent the space to businesses for meetings and other relevant purposes. Although youth-directed programming exists at the Paul H. Douglas Center for Environmental Education located near the Miller Woods Trail, additional programming could be held in the meeting space at Portage Lakefront.

<sup>23</sup> National Park Service. (2012). Historic Landmark Leasing Program. Retrieved from <http://www.nps.gov/indu/historyculture/leasing.htm>

<sup>24</sup> National Park Service. Portage Lakefront and Riverwalk. Retrieved from <http://www.nps.gov/indu/planyourvisit/portage-lakefront-and-riverwalk.htm>

## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

This space would also be beneficial for Ranger-led talks and programs. A survey of visitors found that out of 492 visitor groups, 96% did not attend a ranger-led talk or program and over 40% of these visiting groups did not know ranger-led talks or programs were available.<sup>25</sup> By increasing programs in locations that experience high traffic, like Portage Lakefront and Riverwalk, visitors may be more likely to know about Park offerings.

### II. Park Recommendations for Growth Opportunities at Indiana Dunes National Lakeshore

#### Park Recommendation #1 - Farmer's Market

The Chellberg Farm provides a unique opportunity for Indiana Dunes National Lakeshore to revitalize a historic farm to working condition and engage community participation through farming demonstrations and the creation of a farmers market. Cuyahoga Valley National Park in Ohio has developed a successful model through a partnership with a nonprofit that began in 1999. The Countryside Initiative “serves an undeveloped island sustaining the preservation of American farm life and promotes living, working farms that represent the rural heritage of Cuyahoga Valley”.<sup>26</sup>



After initially focusing on farm rehabilitation, the Countryside Initiative now operates 11 farms and plans to open three more by 2015. In addition to developing a successful farmers market that sells fresh, locally grown food, the program has also led to increased educational opportunities for the Park to engage local residents and farmers.

According to the USDA, the U.S. has lost over five million farms since 1935.<sup>27</sup> Increasing locally produced food helps keeps dollars in the region and restores farming as a sustainable career option for younger generations. There are many added benefits: cutting out the costs of distribution and advertising lets farmers offer consumers fresh food at a more affordable price; food transported shorter distances contain more vitamins and minerals and stay fresh longer because of their immediate availability to consumers; and local farming can engage youth in outdoor activities.<sup>28</sup>

IDNL should further investigate restoring Chellberg Farm to a fully operating farm and identify key local partners, such as GrowNWI to collaborate with on this venture. The Park could also investigate working with schools that are developing farm education programs. Establishing a sustainable farming initiative and farmers market within the Park would benefit both the Park and the community.

<sup>25</sup> Holmes, N. C., Blotkamp, A., Le, Y., Vander Stoep, G., & Hollenhorst, S. J. (2009). Indiana Dunes National Lakeshore Visitor Study. Retrieved from <http://www.nps.gov/indu/parkmgmt/upload/VSP-Report-2009-Corrected-Version-INDU.pdf>

<sup>26</sup> National Park Service. (2012). The Countryside Initiative. Retrieved from <http://www.nps.gov/cuva/historyculture/the-countryside-initiative.htm>

<sup>27</sup> Simmerman, A. (2008). Buy Local. *Blooming foods Market and Deli*. Retrieved from [http://www.bloomingfoods.coop/index.php?option=com\\_content&view=category&id=80&Itemid=155](http://www.bloomingfoods.coop/index.php?option=com_content&view=category&id=80&Itemid=155)

<sup>28</sup> Ibid.

# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

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## Park Recommendation #2 - Recreational Rentals and Guided Tours



Indiana Dunes National Lakeshore offers 45 miles of hiking, biking, equestrian, and cross country skiing trails as well as 15 miles along Lake Michigan's shoreline. With this abundance of recreational activities within its borders, the Park should consider renting equipment for visitor use or partnering with a recreational equipment company. Although this is an opportunity that can also be developed by private business owners as this report discusses in a later section, implementing a rental system would bring much needed funding to the Park. Recreational rentals would also increase the opportunity for guided tours. In the 2009 IDNL Visitors Study, 89% of 429 visitor groups surveyed said they were interested in learning more about cultural and natural history features of the Park.<sup>29</sup> Providing rentals is an excellent way to increase ranger-led and self-guided tours within the Park by both water and land.

The following are a list of rental opportunities that could be initiated by Indiana Dunes National Lakeshore (initiatives could be funded through private donations and fundraising as a result of increased collaboration with the community):

- The historic barn at Chellberg Farms could be restored to accommodate horses. Historic and scenic guided trail rides could be led by Park rangers through the fall, spring, and summer months.
- Bicycle rentals near the train station. Currently, visitors are not able to bring their bikes on the South Shore Train Line. Having bike rentals by the train stop would encourage visitors to utilize IDNL's numerous bike paths.
- Kayak and canoe rentals and guided tours.
- Snow shoe and cross country ski rentals and guided tours.

## Park Recommendation #3 - Additional Programming Ideas

The following are a list of programs and/or events that Indiana Dunes National Lakeshore could implement to increase opportunities for education and enjoyment.

- Lecture Series - One per month featuring volunteer speakers.
- Concert Series - Musical Guests throughout the year to play at indoor and outdoor venues.
- 5K race through the Park to raise funds for initiatives identified by Park staff and community.
- Campfires – Invite the community to attend weekly evening campfires to share stories during the summer months.
- Fourth of July celebration.
- Community Gardening Partnerships with local schools.

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<sup>29</sup> Holmes, N. C., Blotkamp, A., Le, Y., Vander Stoep, G., & Hollenhorst, S. J. (2009). Indiana Dunes National Lakeshore Visitor Study. Retrieved from <http://www.nps.gov/indu/parkmgmt/upload/VSP-Report-2009-Corrected-Version-INDU.pdf>

## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations



### C. Economic Growth Opportunities for the Business and Tourism Community

The following section offers six recommendations to local business owners and the tourism community for economic growth in the region. The recommendations address the challenges that are associated with development in the region and Park, and include information gathered from interviews with local business owners, the tourism community, and surveys of Park visitors.

#### Business and Tourism Recommendation #1 – Lodging

Aside from its campground, Indiana Dunes National Lakeshore does not have lodging within the Park. While there are lodging opportunities outside of the Park, overnight visitors do not have the opportunity to stay within the Park or to stay on the Lake—the Park’s primary attraction. In fact, only 20% of visitors to the Park elect to stay overnight in the area.<sup>30</sup> All of the tourism and business leaders interviewed for this report cited the need for unique, resort-style lodging within the Park or on the Lake.

Building on federal land presents its own set of challenges and is unlikely in the immediate future. However, one of the Park’s biggest challenges—its mix of private and public land—also presents one of its greatest opportunities for economic development. Lakefront, private land exists right next to—literally across the street from—sections of the National Lakeshore. This land presents an opportunity for a private developer to build the type of upscale lodging that would attract increased overnight visitors.

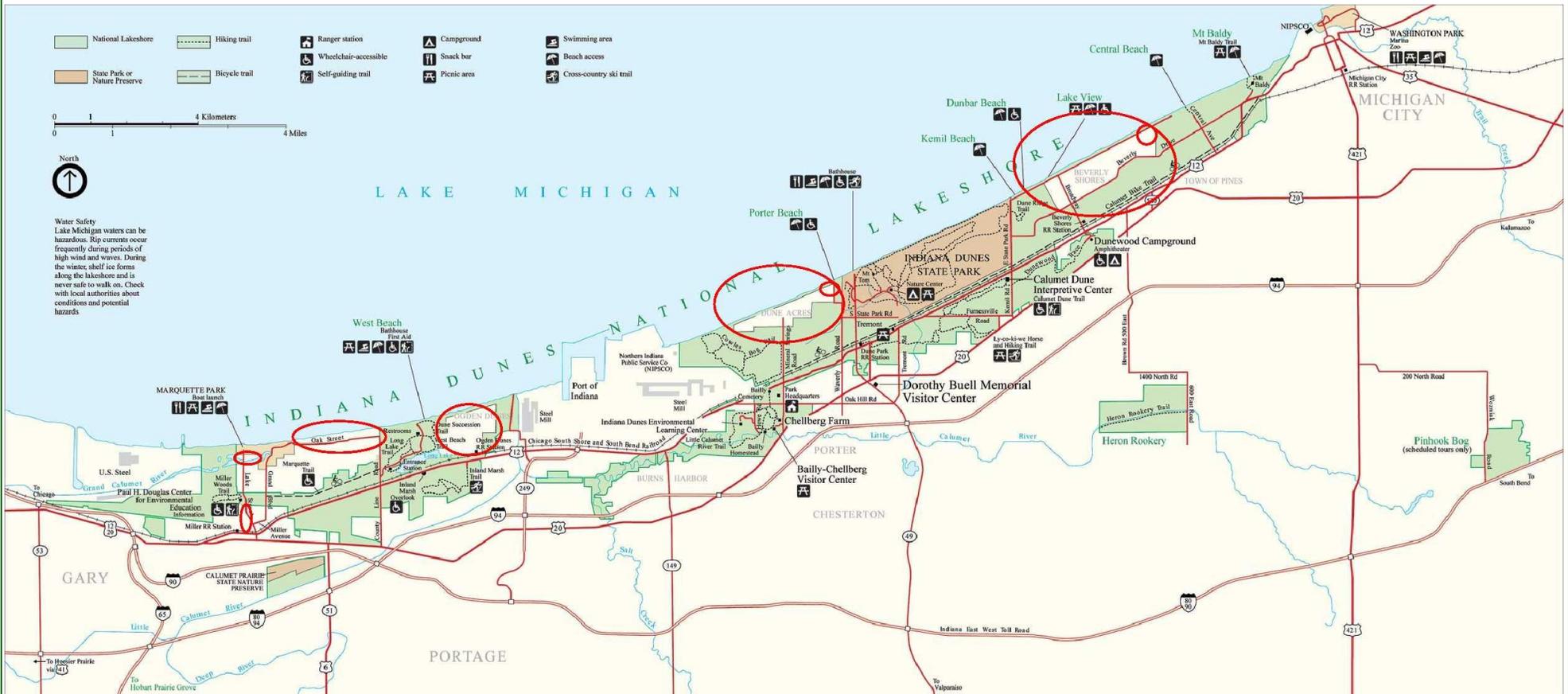
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<sup>30</sup> Holmes, N. C., Blotkamp, A., Le, Y., Vander Stoep, G., & Hollenhorst, S. J. (2009). Indiana Dunes National Lakeshore Visitor Study. Retrieved from <http://www.nps.gov/indu/parkmgmt/upload/VSP-Report-2009-Corrected-Version-INDU.pdf>

# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

## Business and Tourism Recommendation #2 - Restaurant on the Lake

Similarly, Park visitors have no established place to sit and eat a meal overlooking Lake Michigan. In a recent survey of Park visitors, the top response for services or facilities desired (23% of respondents) was food/drink concession stands.<sup>31</sup> There is an opportunity for private development of eating establishments—either in collaboration with the National Lakeshore or on adjacent private land. On the map below, federal land belonging to the National Lakeshore is indicated in green. The areas circled in red indicate private land adjacent to the Park that would be optimum for private development.



# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

## Business and Tourism Recommendation #3 - Outdoor Equipment Rental

Three out of four Americans participate in “active outdoor recreation,” which contributes an estimated \$730 billion annually to the U.S. economy.<sup>32</sup> A 2006 report conducted by the Outdoor Industry Foundation confirmed that outdoor recreation is big business. Americans spend \$46 billion in active outdoor recreation gear and \$243 billion in active outdoor recreation trip-related expenditures annually.<sup>33</sup> Furthermore, outdoor recreation gear and services provide sustainable economic growth opportunities, particularly in rural communities.



Kayak rentals, Michigan’s Pictured Rocks

Indiana Dunes National Lakeshore is a national ecological treasure with over 15 miles of Lake Michigan shoreline and 45 miles of hiking, biking, equestrian, and cross-country skiing trails. However, current visitors to the Park have little opportunity for bicycle, ski, and snowshoe rentals, and no opportunity for kayak, canoe, or horse rental. With close to two million visitors a year explicitly seeking an outdoor experience, the Park provides a prime opportunity for private business to provide outdoor equipment rental.

Outdoor equipment rental opportunities would help encourage more visitors to the Park, increased spending in the area, and new job opportunities.

## Business and Tourism Recommendation #4 - Local Ground Transportation

Indiana Dunes National Lakeshore is located approximately 50 miles from Chicago and is accessible via train. Both the Chicago and South Shore Trains stop within the Park. However, passengers are not permitted to bring bicycles on the train. Additionally, the Indiana Dunes National Lakeshore, from east to west, runs nearly 20 miles long. As it stands now, there is little opportunity for visitors taking the train from Chicago to access the Park in its entirety, or to visit the many businesses within the area. These visitors provide a captive audience and prime opportunity for local transportation services.



Marketed especially to visitors from Chicago, a small shuttle that brings visitors from the train to points of interest throughout the Park and the community provides a good business opportunity, as well as a way to market local businesses and literally bring people to various businesses within the community. A bicycle rental near the train would also benefit tourists traveling from out-of-town.

<sup>32</sup> Outdoor Industry Foundation. (2006). *The Active Outdoor Recreation Economy: a \$730 billion annual contribution to the U.S. Economy*. Retrieved from: [www.outdoorindustryfoundation.org](http://www.outdoorindustryfoundation.org).

<sup>33</sup> Ibid.

# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

## Business and Tourism Recommendation #5 - Cultural Heritage and Experiential Tours and Programming

The National Trust for Historic Preservation defines cultural heritage tourism as “traveling to experience the places, artifacts and activities that authentically represent the stories and people of the past and present. It includes cultural, historic and natural resources.”<sup>34</sup> A 2009 national tourism market study released found that “78% of all U.S. leisure travelers participate in cultural or heritage activities while traveling, translating to 118.3 million adults each year. With cultural and heritage travelers spending an average of \$994 per trip, they contribute more than \$192 billion annually to the U.S. economy.”<sup>35</sup>



The IDNL’s Century of Progress Homes

Beyond its ecological resources, the IDNL contains over 225 known archeological sites; four National Natural Landmarks; and one National Historic Landmark. These present significant opportunity for the development of unique cultural heritage package tours and programming. With limited vacation and planning time, American tourists report seeking easy-to-purchase, quality experiences. The IDNL’s proximity to Chicago, Milwaukee, Indianapolis, and Detroit, make the development of custom tours to the Lakeshore’s heritage sites a desirable and manageable excursion for heritage travelers, who travel more frequently and spend more money than the average traveler.<sup>36</sup>

## Business and Tourism Recommendation #6 - IDNL Merchandise and Gift Shops

The National Lakeshore has no official souvenir or gift shops. Visitors to the Park lack the opportunity to purchase IDNL merchandise. In a recent survey of IDNL visitors, “gift shops” was the eighth most requested amenity.<sup>37</sup> In 2010, the National Park System’s 281 million recreation visitors spent nearly \$1.6 billion in retail purchases.<sup>38</sup> This is a significant portion of the tourism market that the IDNL community is not capturing and a prime opportunity for private business.

<sup>34</sup> National Trust for Historic Preservation. (2008). Cultural Heritage Tourism 2008 Fact Sheet. Retrieved from <http://www.preservationnation.org/resources/training/other-training/2008-CHT-FactSheet.pdf>

<sup>35</sup> Mandala Research, LLC. (Oct. 2009). *U.S. Cultural and Heritage Tourism Study*. Alexandria, VA: Author.

<sup>36</sup> Ibid.

<sup>37</sup> Holmes, N. C., Blotkamp, A., Le, Y., Vander Stoep, G., & Hollenhorst, S. J. (2009). Indiana Dunes National Lakeshore Visitor Study. Retrieved from <http://www.nps.gov/indu/parkmgmt/upload/VSP-Report-2009-Corrected-Version-INDU.pdf>

<sup>38</sup> Economic Benefits to Local Communities from National Park Visitation and Payroll. (2010).

## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

### Small Business Opportunities

Aside from the major opportunities for private enterprise in support of local economic growth, the Lakeshore provides opportunity for small business development throughout the region. The following is a list of small business ideas and opportunities modeled after small businesses at the Sleeping Dunes National Park, Cuyahoga Valley National Park, and The Santa Monica Mountains (National Park).

- Outdoor recreational programs, educational programs, and group tours for children and youth.
- Organized canoe and kayak trips.
- Guided outdoor activities, including kiteboarding, hiking, mountain biking, skiing, and snowshoeing.
- Commercial portrait photography.
- Landscape photography instruction.
- Firewood sales.
- Off-shore boat cruises.
- Birding Tours.
- Umbrella and beach chair rental.



# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

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## Conclusion

Indiana Dunes National Lakeshore remains a popular outdoor destination for both local and out-of-guests, as evidenced by the 1,840,513 visitors in 2011. The Park is a great asset and a pivotal driver of economic opportunity and growth in the three-county region. While the Park already contributes significantly to local job creation and the vitality of regional businesses, it is a resource that is being underutilized. The Park stands poised to enhance the economic base of Port, LaPorte, and Lake Counties; however, economic growth will require a collaborative effort between the Park and the community.

Part I of this report summarized the current economic effect of the Park to the region and forecasted the potential impact if Park overnight stays increased. As stated, the Park directly supports over 644 jobs in the area, 123 jobs inside the park, and 210 jobs in nearby communities. Including secondary effects from the Park payroll and visitor spending through the economy, the Park is responsible for the creation of almost 977 jobs and \$28.6 million in income in Lake, Porter, and LaPorte counties. If overnight stays were to increase by 10%, the analysis shows the potential additions to total effects in millions: \$3.87 in sales, \$1.24 in job related income, and \$2.15 in value added or an overall impact of approximately \$7.26 million. With a 20% increase in IDNL visitor overnight stays, the report finds the potential for an infusion of additional total effects in millions into the local economy: \$7.73 in sales, \$2.49 in job related income, and \$4.31 in value added or an overall impact of approximately \$14.53 million. These figures highlight the capacity for economic growth in the region as a result of increased tourism to the Park and we are confident that if our recommendations were implemented the Park will notice realized gains in accordance with our economic impact analysis.

Part II of this report identified the challenges to economic growth in the region and provided recommendations for overcoming these obstacles through numerous development opportunities. The section focused on three components to best address the potential for growth and increased tourism: collaborative opportunities between the Park and local community; opportunities for the Park; and opportunities for the private tourism and business sector. Recommendations were based on information gathered from 12 interviews with Park staff, tourism officials, and business owners in the three-county region, and surveyed amenities offered at similarly-situated national parks, to identify opportunities for increased economic growth.

The Capstone Team finds that collaborative efforts between the Park and community will establish a connection that results in increased recognition of the value of the Park to residents and encourages out-of-town visitation. Increased visitation will result in higher direct effects, job related income, and added value. It is the Team's hope that this report will be used to spark discussion between the Park, local business owners, and tourism communities. There are numerous opportunities—only some of which have been outlined in this report—for Park officials and the private sector to begin achieving the Park's full potential economic impact on the region.

# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

## APPENDIX A: Definitions of Terms

Term	Definition
Sales	Sales of firms within the region to park visitors.
Jobs	The number of jobs in the region supported by the visitor spending. Job estimates are not full time equivalents, but include part time positions.
Labor income	Wage and salary income, sole proprietor's income and employee payroll benefits.
Value added	Labor income plus rents and profits and indirect business taxes. As the name implies, it is the net value added to the region's economy. For example, the value added by a hotel includes wages and salaries paid to employees, their payroll benefits, profits of the hotel, and sales and other indirect business taxes. The hotel's non-labor operating costs such as purchases of supplies and services from other firms are not included as value added by the hotel.
Direct effects	Direct effects are the changes in sales, income and jobs in those business or agencies that directly receive the visitor spending.
Secondary effects	These are the changes in the economic activity in the region that result from the re-circulation of the money spent by visitors. Secondary effects include indirect and induced effects.
Indirect effects	Changes in sales, income and jobs in industries that supply goods and services to the businesses that sell directly to the visitors. For example, linen suppliers benefit from visitor spending at lodging establishments.
Induced effects	Changes in economic activity in the region resulting from household spending of income earned through a direct or indirect effect of the visitor spending. For example, motel and linen supply employees live in the region and spend their incomes on housing, groceries, education, clothing and other goods and services.
Total effects	Sum of direct, indirect and induced effects. <ul style="list-style-type: none"><li>• Direct effects accrue largely to tourism-related businesses in the area</li><li>• Indirect effects accrue to a broader set of businesses that serve these tourism firms.</li><li>• Induced effects are distributed widely across a variety of local businesses.</li></ul>

## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

### APPENDIX B: MGM2 Visitor Segments

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The MGM2 model divides visitors into segments to help explain differences in spending across distinct user groups. Since no motels currently exist inside of the national park and backcountry camping is not applicable to this particular park, these segments were ruled out and the other five segments were established for IDNL visitors based on reported trip characteristics:

- **Local day trips:** Visitors from the local region, not staying overnight inside the park.
- **Day trips:** Visitors from outside the region, not staying overnight within 50 miles of the park. This segment includes day trips as well as pass-through travelers, who may be staying overnight on their trip outside the local region.
- **Motel-in:** Visitors reporting lodging expenses (lodges or cabins) inside the park – none exist.
- **Camp-in:** Visitors reporting camping expenses inside the park (developed campgrounds).
- **Backcountry campers:** Visitors camping in IDNL backcountry sites – none exist.
- **Motel-out:** Visitors reporting motel expenses outside the park within 50 miles of the park.
- **Camp-out:** Visitors reporting camping expenses outside the park within 50 miles of the park.
- **Other OVN:** Visitors staying overnight in the area but not reporting any lodging expenses. This segment includes visitors staying in private homes, with friends or relatives or other unpaid lodging.

## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

### APPENDIX C: Multipliers

**Table 7. IDNL Region Multipliers for selected tourism-related sectors, 2011**

<u>Sector</u>	<u>Jobs / MM Sales</u>	<u>Labor inc/sales</u>	<u>Value Added /sales</u>	<u>Type I</u>	<u>Type II</u>
Hotels and motels, including casino hotels	18.86	0.45	0.88	1.31	1.59
Other accommodations	20.74	0.63	0.92	1.37	1.75
Food services and drinking places	25.93	0.50	0.84	1.24	1.54
Automotive repair and maintenance, except car washes	18.41	0.71	0.94	1.15	1.57
Transit and ground passenger transportation	34.48	0.78	1.15	1.10	1.57
Other amusement and recreation industries	25.39	0.57	0.98	1.21	1.56
Retail Stores - Food and beverage	21.66	0.75	1.13	1.17	1.62
Retail Stores - Gasoline stations	23.09	0.62	1.06	1.20	1.57
Retail Stores - General merchandise	26.82	0.67	1.11	1.16	1.56
Retail Stores - Sporting goods, hobby, book and music	29.80	0.65	1.04	1.23	1.62
All other food manufacturing	6.77	0.35	0.59	1.30	1.51
Petroleum refineries	0.96	0.08	0.24	1.12	1.17
Apparel	11.65	0.57	0.78	1.15	1.49
All other miscellaneous manufacturing	8.55	0.33	0.66	1.19	1.39
<u>Wholesale margin captured</u>	<u>11.55</u>	<u>0.61</u>	<u>1.08</u>	1.13	1.50

SOURCE: Input-output model of three-county region economy (Lake, Porter, and LaPorte counties) estimated with the IMPLAN system using 2011 data.

#### Brief explanation of Table 7:

**Direct effects** are economic ratios to convert sales in each sector to jobs, income and value added.

- Jobs/\$MM sales is jobs per million dollars in sales
- Income/sales is the percentage of sales going to wages and salaries
- Value added/sales is the percentage of sales that is value added (Value added covers all income, rents and profits and indirect business taxes)

**Total effects** are multipliers that capture the total effect relative to direct sales Sales II is the usual Type II sales multiplier = (direct + indirect + induced sales)/ direct sales Sales I captures only direct and indirect sales

#### Using the Hotel sector row to illustrate.

Direct Effects: Every million dollars in hotel sales creates approximately 19 jobs in hotels. Forty-five percent of hotel sales goes to wages and salaries of hotel employees and 88% of hotel sales is value added. That means 12% of hotel sales goes to purchase inputs by hotels. The wage and salary income creates the induced effects and the 12% spent on purchases by the hotel starts the rounds of indirect effects.

Multiplier effects: There is an additional 31 cents of indirect sales in the region for every dollar of direct hotel sales (type I sales multiplier = 1.31). Total secondary sales is 59 cents per dollar of direct sales, which means 31 cents in indirect effects and 28 cents in induced effects. Including secondary effects, every million dollar of hotel sales in the region yields \$1.59 million in sales.

## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

### APPENDIX D: Where do all the numbers come from?

As mentioned in the introduction of this report, the Money Generation Model 2 (MGM2) is the critical tool involved to calculate and create the various result tables located throughout this report and on following pages (38-40). Existing data sets were derived from the 2009 IDNL annual visitation survey and in most cases simple conversions from percentages to whole numbers was possible.<sup>39</sup> In other circumstances more complex calculations were necessary in order to generate rationale estimations. Other sources of information include survey studies conducted and reports produced by the National Laboratory for Tourism and Commerce<sup>40</sup>, Porter counties Indiana Dunes Tourism department, and Northern Indiana's Tourism Development Commission. The following visitation and spending figures were found, calculated or otherwise assumed to be the most reliable inputs for purposes of the MGM2 model computations:

#### Visitation:

*Total Visitors* – The total recreational visitors were found on the 2011 NPS public use report titled Annual Park Visitation. The number of tourists that visited IDNL in 2011 totaled 1,840,513.

*L-Day User* – 20% or 97 tourists surveyed identified themselves and their personal groups to be residents of localities between Gary, IN to Michigan City, IN. The remaining 80% or 386 tourists said they have come from other locations, such as 40% being from Illinois and another 20% coming from other parts of the nation or internationally. Another 80% or 310 tourists surveyed identified that they spend less than 24 hours at IDNL.<sup>41</sup> Therefore the L-Day users is a product of the 80% day users multiplied by the 20% local users multiplied by the total recreational visitors.  $1,840,513 * 0.80 * 0.20 = 294,482$

*NL-Day User* – 80% or 386 tourists surveyed have identified themselves as travelers from other locations outside of the local region. The local region is defined by the survey as the area between Gary, IN to Michigan City, IN.<sup>42</sup> Another 20% or 77 tourists have identified themselves as visitors of the park for more than 24 hours. The non-local day users is a product of the 80% days users multiplied by the 80% non-local users multiplied by the total recreational visitors.  $1,840,513 * 0.80 * 0.80 = 1,177,928$ . Also, the visitors that do stay overnight on average stay for 2.8 days.

*Camp-In* – The total number of campers were extracted from the 2011 NPS public user report titled Park Visitation by Month/Year. The total number of campers (22,823) is the sum of the number of RV campers (4,845) and tent campers (17,978). 10 and 20 percent increases were also input into separate MGM2 models to calculate the hypothetical results of overnight stay visitor augmentation.

*Camp-out* – 44 visitor groups or 11.03% out of 443 surveyed identified that they were camping. This 11.03% was multiplied by the total number of recreational visitors (1,840,513) to arrive at 203,009 total campers. By subtracting

<sup>39</sup> Holmes, N. C., Blotkamp, A., Le, Y., Vander Stoep, G., & Hollenhorst, S. J. (2009). Indiana Dunes National Lakeshore Visitor Study. Retrieved from <http://www.nps.gov/indu/parkmgmt/upload/VSP-Report-2009-Corrected-Version-INDU.pdf>

<sup>40</sup> 2010 Conversion Study Presentation.

<sup>41</sup> Holmes, N. C., Blotkamp, A., Le, Y., Vander Stoep, G., & Hollenhorst, S. J. (2009). Indiana Dunes National Lakeshore Visitor Study. Retrieved from <http://www.nps.gov/indu/parkmgmt/upload/VSP-Report-2009-Corrected-Version-INDU.pdf>

<sup>42</sup> Ibid.

## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

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the recorded amount of campers within the parameters of the park (22,823), the remainder is the amount of visitors that camped out equaling 180,186.  $(1,840,513 * 0.1103) - 22,823 = 180,186$ . 10 and 20 percent increases were also input into separate MGM2 models to calculate the hypothetical results of overnight stay visitor augmentation.

*Motel-Out* – Our group surveyed 23 lodges in the relative proximity of IDNL was conducted in which the overall average consensus was that 85% of their guests visit the park. Approximately 50% or more were identified to have inquired about the State Park and therefore are assumed to be going to the State Park due to a lack of any other empirical evidence. Based on this information our deductive reasoning tells us that 45% of the total guests are going to the National Park (IDNL). The calculation for motels is far more complex and speculative than the previous visitor segments. Please read below in step order to follow the methodology applied.

Lake, Porter and LaPorte county revenue generated from innkeepers tax was provided from South Shore Convention and Visitors Authority. From the total revenue a reverse calculation was performed by dividing the innkeeper tax revenue by the tax rate for each respective county to compute the total revenue brought in by all lodging. See below:

Lake County; \$2,393,913 ←  $\$2,393,913 / .05 = \$47,878,260$

Porter County; \$908,536 ←  $\$908,536 / .05 = \$18,164,720$

LaPorte County; \$792,656 ←  $\$792,656 / .03 = \$26,421,866$

The sum of the three counties lodging revenues were then summed to acquire the total number of revenue generated as a result of lodging activities in the three counties. See below:

$\$47,878,260 + \$18,164,720 + \$26,421,866 = \$92,464,846$

The totals were then averaged to acquire the total average number spent on lodging in Lake, Porter and LaPorte counties:  $(\$92,464,846 / 3) = \$30,821,615$

The average total spent on lodging across the three counties was then divided by the average spent per room to determine the number of rooms sold. See below:

$\$30,821,615 / \text{average Inn room price } (\$92.62) = 342,462 \text{ rooms sold}$

The average number of people per room was surveyed to be two. Therefore, the total number of rooms sold was divided by 2 to calculate the number of people staying in lodges within the three counties.

$342,462 / 2 = \underline{171,231}$  people stay in the hotels within Lake, Porter and LaPorte counties in 2006 (most recent data that we were provided with) 2006 will be adjusted for change in park visitation in a later step.

What percent of these 171,231 people are going to the park? Refer to the first paragraph of Motel-Out calculation.  
 $171,231 * 45\% = 77,053$

The next step involved is to determine the total number of rooms in the three counties as well as the total number of rooms within a 10 mile radius of the park. It is assumed that IDNL visitors are not staying in lodges more than 10 miles away from the parks zip code. Such places include: Matteson, Lansing, Calumet City, Southbend, Rensselaer,

## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

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Hammond, South Holland, Hebron, Lowell, Munster, Scherville, East Chicago and Cedar Lake city hotels. A couple of the hotel managers said that they probably don't have anyone going to a park from the aforementioned locations.

The total number of rooms in Lake, Porter, and LaPorte counties = 7,838

Rooms within parks 10 mile radius = 7,171

Therefore  $7,838 / 7,171 = .9149 \rightarrow 91.49\%$  of the 77,053 people staying in hotels or 70,495 are going to the park.

70,495 = Motel-out for 2006

The present value of the 2006 motel-out figure was then determined by first finding the rate of visitation decay from 2006 to 2011.

2006 total visitation = 1,938,132 |

$$PR = \frac{(V_{Present} - V_{Past})}{V_{Past}} \times 100$$

2011 total visitation = 1,840,513

$[(1,840,513 - 1,938,132) / 1,938,132] \times 100 = -5\%$

$70,495 \times 95\% = 66,970 \dots 66,970 \times 2 = 133,940 = 7.3\%$  of total visitors

*Other OVN (VFR)* – Other overnight visitors (OVN) including visitors that stay with friends and/or relatives (VFR) were deduced as a remaining percentile of unaccounted for recreational visitors after computing the other aforementioned categories. The remainder is assumed to fall into this category and is reaffirmed by a cross comparison with similar ballpark figures derived from Porter, Lake and LaPorte counties annual tourism reports. 10 and 20 percent increases were also input into separate MGM2 models to calculate the hypothetical results of overnight stay visitor augmentation.

*Conversion to total party nights:*

To convert all of the above visitor segment totals into party nights the totals were multiplied by party size and divided by average length of stay times the average park entries per trip.  $(Visits \times Party \text{ Size}) / (\text{Length of Stay} \times \text{Park Entries Per Trip}) = \text{Party Nights}$

### Spend:

For all spend categories averages were taken from all spending of tourism activities that occurred in Porter, Lake and LaPorte counties in the last 5 years and were averaged. These spending activities were found in annual tourism reports retrieved from the three counties. Daniel Stynes, Professor Emeritus of the University of Michigan's Department of Community, Agriculture, Recreation and Resource Studies has verified and used an exact set of spending averages.

## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

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Direct labor effects from park operating expenses = 103.6, induced = 12.8, operational effects = 17.8, Construction impacts = 1.3; total impacts = 135.5 on labor. Combined with economic impacts from visitation / spending (see tables 2 and 6).

### Model Limitations:

The accuracy of the MGM2 estimates rests on the accuracy of the three inputs: visits, spending averages, and multipliers. Recreation visit estimates rely on counting procedures at the Park, which may miss some visitors and count others more than once during their visit. Re-entry rates are important to adjust the Park visit counts to reflect the number of visitor trips to the region rather than park entries. Re-entry rates were estimated based on nights in the area for visitors staying outside the park and based on official Park overnight stay figures for visitors staying inside the Park.

Spending averages are derived from the 2009 IDNL Visitor Survey and other local tourism organization surveys. Estimates from the surveys are subject to sampling errors, measurement errors, and potential seasonal/sampling biases. The overall spending averages are subject to sampling errors of 10%. Spending averages are also sensitive to decisions about outliers and treatment of missing data.

## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

### APPENDIX E: Additional Result Tables

**Table 5. Spending and Visits by Segment**

Segment (KEY) -->	Visits in Party-night			Avg Spending (\$)			Total Spending \$000's			Pct of Spending		
	Current	+10%	+20%	Current	+10%	+20%	Current	+10%	+20%	Current	+10%	+20%
L-Day User	66,176	66,176	66,176	44.78	44.78	44.78	2,963.3	2,963.3	2,963.3	6%	5%	5%
NL-Day User	264,703	264,703	264,703	73.80	73.80	73.80	19,534.7	19,534.7	19,534.7	38%	36%	34%
Camp-In	11,967	13,164	14,361	78.36	78.36	78.36	937.7	1,031.5	1,125.3	2%	2%	2%
Motel	70,231	77,254	84,277	237.57	237.57	237.57	16,685.0	18,353.5	20,022.0	32%	34%	35%
Camp -out	94,480	103,927	113,375	111.78	111.78	111.78	10,560.6	11,616.6	12,672.7	20%	21%	22%
Other OVN	16,335	17,969	19,603	67.98	67.98	67.98	1,110.4	1,221.4	1,332.5	2%	2%	2%
<b>TOTAL</b>	<b>523,891</b>	<b>543,193</b>	<b>562,494</b>	<b>\$98.86</b>	<b>\$100.74</b>	<b>\$102.49</b>	<b>\$ 51,792</b>	<b>\$ 54,721</b>	<b>\$ 57,650</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Table 6. Marginal Impacts per dollar of spending and per 1,000 party nights**

(KEY) -->	change per \$1,000 of visitor spending			change per 1,000 party nights		
	Current	+10%	+20%	Current	+10%	+20%
Direct personal income	\$ 265	\$ 265	\$ 266	\$ 26,185	\$ 26,725	\$ 27,228
Direct value added	\$ 439	\$ 440	\$ 441	\$ 43,425	\$ 44,341	\$ 45,193
Direct jobs	1.24%	1.25%	1.25%	122.92%	125.47%	127.84%
Total personal income	\$ 402	\$ 403	\$ 405	\$ 39,764	\$ 40,641	\$ 41,458
Total value added	\$ 695	\$ 697	\$ 699	\$ 68,660	\$ 70,183	\$ 71,601
Total jobs	1.62%	1.63%	1.63%	160.47%	163.94%	167.18%

## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

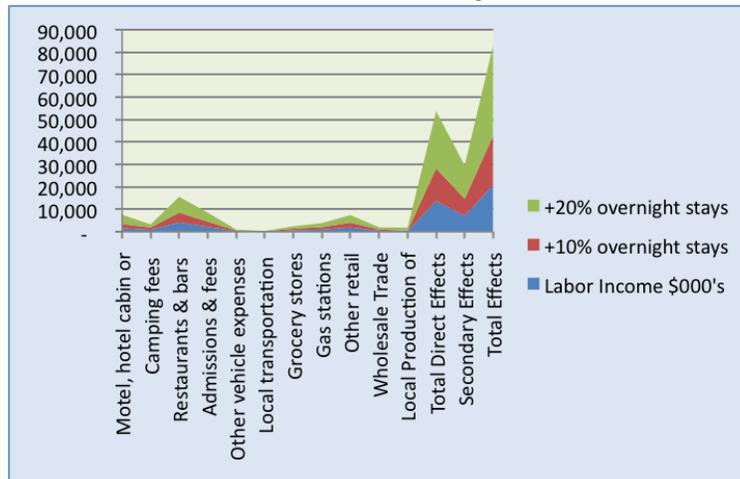
**Table 7. Aggregate Economic Ratios**

	Relative to Captured Sales			Relative to Visitor Spending		
	Current	+10%	+20%	Current	+10%	+20%
Capture Rate	-	-	-	83%	83%	83%
<b>Direct effects</b>						
Jobs per \$ Million Sales	14.94	14.94	14.94	12.43	12.45	12.47
Income to Sales	0.32	0.32	0.32	0.26	0.27	0.27
VA to Sales	0.53	0.53	0.53	0.44	0.44	0.44
<b>Total Effects</b>						
Jobs per \$ Million Sales	19.50	19.52	19.54	16.23	16.27	16.31
Income to Sales	0.48	0.48	0.48	0.40	0.40	0.40
VA to Sales	0.83	0.84	0.84	0.69	0.70	0.70

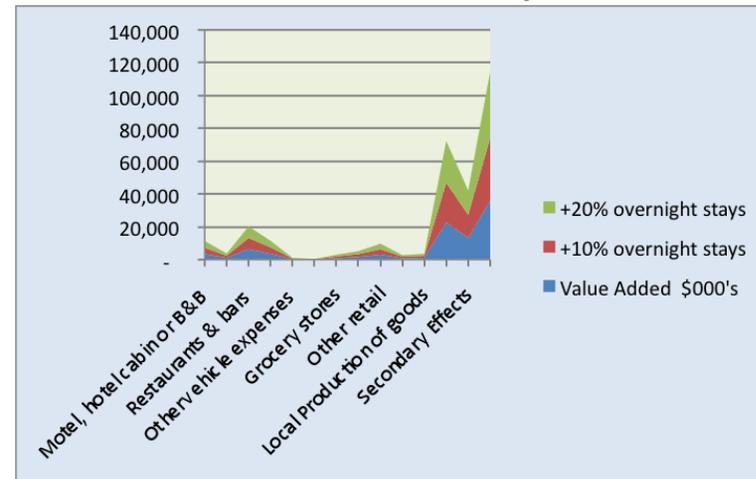
**Table 8. Tax Impacts of Direct Sales and Income - (\$ thousands)**

	Sales			Income			Total		
	Current	+10%	+20%	Current	+10%	+20%	Current	+10%	+20%
Federal	441	458	475	2,003	2,119	2,236	2,443	2,577	2,712
State	2,079	2,167	2,256	-	-	-	2,079	2,167	2,256
Local	270	297	324	-	-	-	270	297	324
Total	2,790	2,923	3,055	2,003	2,119	2,236	4,793	5,042	5,291

**Chart C - Labor Income Comparison**



**Chart D - Value Added Comparison**



## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

**Table 9. Economic Impacts of Park Operations and Construction**

Spending Category	Park Budget	Local	Total Sales	Total	Total	Total Value
<b>A. Impacts of Park Payroll</b>	-	-	-	-	-	-
Wages and Salaries	5,558,130	-	-	-	5,558,130	5,558,130
Benefits	1,711,364	-	-	-	<u>1,711,364</u>	<u>1,711,364</u>
NPS Jobs (annual, full & part time)	-	-	-	88.0	-	-
NPS Jobs -seasonal (annual equivalent)	-	-	-	15.6	-	-
<u>Induced effects of NPS payroll</u>	-	-	<u>2,497,963</u>	<u>12.8</u>	<u>345,873</u>	<u>661,069</u>
Payroll effects	7,269,494	-	2,497,963	116.4	7,615,367	7,930,563
<b>B. Impacts of Park Operations</b>	-	-	-	-	-	-
Utilities + postal	262,359	262,359	348,583	1.4	77,918	208,829
Services	926,721	664,017	979,122	14.9	401,419	580,418
Supplies	<u>484,852</u>	<u>75,784</u>	<u>107,893</u>	<u>1.6</u>	<u>41,159</u>	<u>68,329</u>
Total Operating Expenses	1,673,932	1,002,160	1,435,598	17.8	520,495	857,576
<b>Total Impacts of Park Operations (Salaries +</b>	<b>8,943,426</b>	<b>1,002,160</b>	<b>3,933,561</b>	<b>134.2</b>	<b>8,135,863</b>	<b>8,788,140</b>
<b>C. Construction Impacts</b>	174,836	89,975	131,926	1.3	56,187	68,356
<b>D. Total Impacts (Payroll, Operating, &amp; Constr)</b>	<b>9,118,262</b>	<b>-</b>	<b>4,065,487</b>	<b>135.5</b>	<b>8,192,049</b>	<b>8,856,496</b>

# Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

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## Indiana Dunes National Lakeshore Economic Impact Report and Recommendations

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### Interviews

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Davis, Joyce (Owner, Lake Street Gallery, Gary, Indiana). Personal Interview. 10 March. 2012.

Dillon, Constantine (Superintendent, Indiana Dunes National Lakeshore). Personal Interview. 3 February. 2012.

Ennis, Heather (Executive Director, Chesterton/Duneland Chamber of Commerce). Personal Interview. 1 March. 2012.

Goldberg, Scott (Owner, Miller Pizza, Gary, Indiana). Personal Interview. 10 March. 2012.

Krizek, Roy (Schoolhouse Shop of Furnessville, Chesterton, Indiana). Personal Interview. 10 March. 2012

Simmons, Linda (Director of Marketing, LaPorte County Convention & Visitors Bureau). Personal Interview. 22 February. 2012.

Swanson, James (Executive Director, Northwest Indiana National Planning Committee). Personal Interview. 24 February. 2012.

Victor, Bob (Research Manager, South Shore Convention and Visitors Authority). Personal Interview. 21 February. 2012.

Weimer, Lorelei (Executive Director, Indiana Dunes Tourism). Personal Interview. 1 March. 2012.

Wellman, Bill (Vice President, Whiteco Industries. Personal Interview). 3 April. 2012.