

TOURISM & HOSPITALITY · CAMPGROUND EXPANSION · DEBT FINANCING

XX Canyon Attraction

Campground Expansion Business Plan - Anonymized Public Excerpt

THE
ASSIGNMENT

Turn an established day-trip attraction, two development parcels and a campground concept into one coherent overnight-destination strategy.

This public excerpt is adapted from a completed client engagement. The client name, exact location, parcel identifiers, financial schedules and transaction details are omitted. It is not legal, engineering, lending or investment advice.

01 CASE AT A GLANCE

An established attraction extending the reason to stay

The client operated a recognized seasonal visitor attraction with food service, retail, an existing team and a stream of day visitors. Two nearby parcels created an opportunity to add a 30-site serviced campground, a new restaurant, a recreation centre and related guest facilities.

The proposed expansion was not treated as a separate real-estate development. Its commercial purpose was to convert a portion of day visitors into overnight guests, extend the relationship from hours to days and create multiple connected reasons to spend on-site.

STARTING POINT Operating visitor attraction	EXPANSION 30 serviced RV sites
GUEST AMENITIES Restaurant + recreation centre	PLANNING PURPOSE Debt-financed development

The core planning question

How can the existing destination assets make the campground more credible - and how can the campground improve the economics of the existing attraction?

02 INDUSTRY DIRECTION

Camping demand is attractive; execution remains site-specific

Camping and outdoor hospitality form a mature tourism category supported by domestic travel, road trips, nature-based experiences and demand for flexible accommodation. A broad market tailwind, however, does not prove that any individual site will achieve a particular rate or occupancy.

Market forces that matter

- **Experience-led travel:** guests increasingly combine accommodation with food, attractions, recreation and a sense of place.
- **Direct digital demand:** online discovery, mobile booking and clear site information influence conversion before a guest reaches the region.
- **Seasonality:** weather, school calendars, road conditions and event timing shape the operating window and staffing pattern.
- **Infrastructure intensity:** utilities, servicing, drainage, waste management, fire access and maintenance can determine both development cost and guest experience.
- **Labour and service expectations:** remote or seasonal properties need a realistic plan for recruitment, training, service coverage and cross-functional roles.

PLANNING
IMPLICATION

Use broad tourism evidence to establish category relevance, then rely on site access, local alternatives, operating season, pricing tests and reservation evidence to support the actual forecast.

03 COMPETITIVE LANDSCAPE

The guest chooses between different kinds of stays

The original engagement reviewed six alternatives across the regional tourism corridor. The useful comparison was not limited to the number of RV sites. Travellers could choose between full-service private campgrounds, lower-cost public parks, lake-oriented resorts, mixed motel-and-RV properties and nearby communities with easier access to services.

Competitive sets

PRIVATE RV PARKS Serviced sites, amenities and direct campground substitutes	PUBLIC CAMPGROUNDS Lower price and nature-led experience
DESTINATION RESORTS A broader recreation reason to choose the property	TOWN-BASED LODGING Convenience, services and accommodation variety

Positioning implication

The proposed campground should not compete as a generic collection of RV pads. Its strongest position is an integrated canyon stay built around a recognized attraction, food service, recreation and coordinated packages. The existing attraction reduces the burden on the campground to create every reason for the trip from zero.

A competitor profile matters only when it changes the offer, the price logic or the way the guest journey is designed.

04 STRATEGIC ANALYSIS

Use the attraction to create a differentiated overnight stay

The project's strength was the operating destination already in place. The campground could draw on existing awareness, highway visibility, food service, retail, staff knowledge and visitor traffic. The expansion also addressed a structural limitation: a day-trip admission product concentrates both the length of the relationship and the number of ways a guest can spend.

Narrative SWOT

Strength. A recognized attraction, an established team and existing visitor demand give the project a commercial starting point that a stand-alone campground would not have.

Constraint. Seasonality, access conditions, development approvals and utility requirements increase execution complexity and can narrow the opening window.

Opportunity. Overnight stays can extend the guest journey, support packages and create cross-selling among accommodation, food, recreation and attraction admission.

Threat. Weather, fire and smoke, road disruption, cost escalation, labour availability and weaker-than-planned occupancy can affect both demand and delivery.

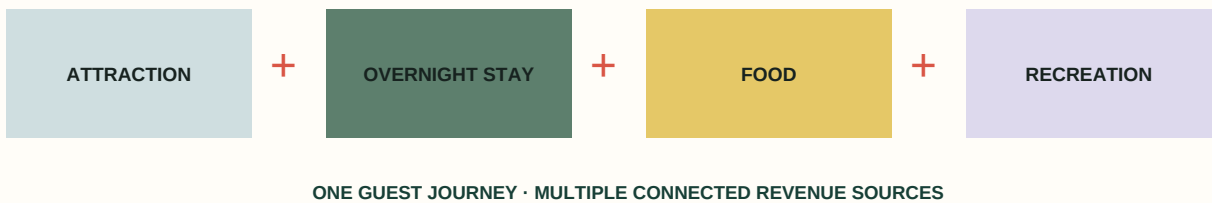
STRATEGIC
RESPONSE

Develop the project as one coordinated destination: a single guest journey, one operating calendar, shared demand channels and clear cross-selling rather than separate businesses sitting beside each other.

05 BUSINESS MODEL

One guest journey supports several revenue sources

The campground provides the base reason to stay overnight. The commercial model becomes stronger when the other parts of the destination are designed around that stay instead of forecast independently.



Connected revenue logic

Accommodation depends on the number of sites, available nights, occupancy and average nightly rate. **Food service** can serve campground guests, attraction visitors and groups. **Recreation** can include programmed activities, gatherings and selected ancillary services. **Attraction admission** can be packaged into a broader stay rather than sold only as a stand-alone day visit.

The model must keep demand assumptions separate. Restaurant and recreation revenue should not be added automatically to every occupied site without testing participation, capacity, labour and pricing.

The value of cross-selling is real only when the operating plan shows how the guest encounters, books and receives each part of the offer.

06 IMPLEMENTATION PRIORITIES

Resolve the development path in the order that reduces risk

The full project was presented as one coordinated development. The implementation sequence therefore had to protect both the construction plan and the existing operating business.

Priority sequence

1. **Confirm the land-use and approval path.** Establish the required zoning, development, building, health, fire and servicing steps for the integrated two-parcel plan.
2. **Complete site and technical work.** Update survey, geotechnical, servicing, drainage, access and permanent-building requirements before relying on a fixed construction scope.
3. **Obtain a permit-level cost plan.** Replace preliminary allowances with contractor or quantity-surveyor pricing, contingency and opening working capital.
4. **Integrate operations.** Design reservation, food service, recreation, attraction admission, staffing and reporting around one guest journey.
5. **Test demand before opening.** Use reservation interest, refundable deposits, group conversations or other direct evidence to refine rate and occupancy assumptions.

The plan remains affirmative about the expansion while making the next management actions concrete and measurable.

07 RISKS AND SOURCE BOUNDARIES

A business plan supports execution; it does not replace approvals

Key risks

- **Approval and site risk:** land-use, servicing, access and technical requirements may change the scope, timing or cost.
- **Construction and opening risk:** pricing, procurement, weather and a compressed seasonal opening window require contingency and schedule discipline.
- **Demand risk:** category-level tourism data does not guarantee site-level occupancy. Direct booking evidence and staged marketing should inform the final forecast.
- **Operating risk:** labour availability, staff housing, food-service complexity, guest safety and emergency procedures must be resolved before opening.
- **Climate and access risk:** fire, smoke, flooding, heat and road disruption can affect demand and physical operations.

Research and information boundaries

The source engagement used client operating information, property and planning materials, public tourism and camping research, public competitor information and management assumptions available at the time. Market evidence and competitor offerings should be refreshed before a current decision.

This excerpt excludes the client name, exact location, parcel identifiers, ownership information, development budget, financing terms, detailed projections and lender correspondence. It demonstrates narrative structure and strategic reasoning; it does not claim that financing, land-use approval or construction approval was obtained.

WHY THIS CASE
MATTERS

The campground becomes more credible when it is explained as the next layer of an existing destination - and the existing attraction becomes more valuable when guests have a reason to stay overnight.