NORTHEAST IN-SITES

THE NEWSLETTER
of the
NORTHEAST CAMPGROUND
ASSOCIATION, INC.

NUMBER 149 NOVEMBER 2026



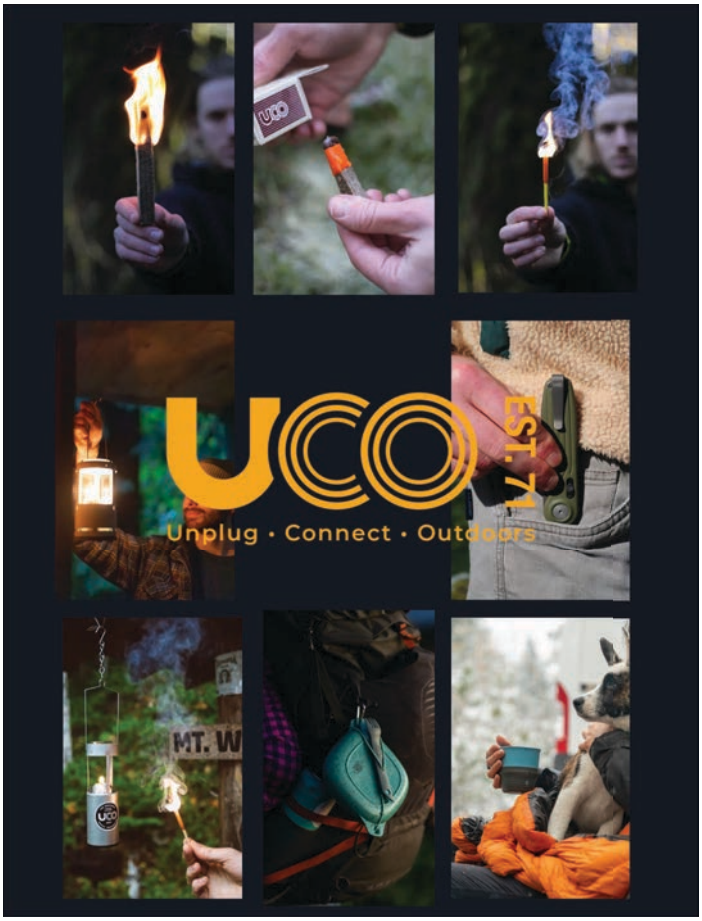






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Published by the Northeast Campground Association, Inc.

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LANCASTER CABINS

NCA President's Report
2026 Camping Season:
The State of Camping in the Northeast

As the calendar changes to November, this is a good opportunity to look at where our industry stands after another camping season. This year has reminded us that the extraordinary growth we experienced during and immediately following the pandemic was not going to continue indefinitely. The Northeast camping market remains strong, but campground owners are operating in a more challenging and increasingly value-conscious environment.

A Changing Marketplace

For many campground owners, occupancy has been softer in 2026. That does not mean people have stopped camping. Rather, we are seeing a guest who is paying closer attention to discretionary spending and becoming more selective about where, when, and how often they travel.

The broader RV market provides some context. According to RVIA, manufacturers shipped 19,948 RVs in July 2026, down 11.9% from July 2025. Through July, shipments totaled 183,592 units, 13.9% below the same period in 2025. Motorhome shipments were particularly soft in July, declining 25.6% year over year.

RVIA has also lowered its 2026 wholesale shipment forecast, citing tighter household budgets, higher financing costs, economic uncertainty, and continued inflationary pressures. At the same time, RVIA emphasizes that consumers continue to value the flexibility and experiences RV travel provides. RVIA
Those numbers don't tell the entire campground story, but they reinforce what many operators are experiencing: the consumer is still traveling, but earning that consumer's business is requiring more effort.

Consolidation and Acquisitions Continue

We continue to see acquisitions and consolidation throughout outdoor hospitality, including here in the Northeast. A recent example is the acquisition of Sandy Pines Campground in Kennebunkport, Maine, by Streamside RV Resorts & Campgrounds, bringing Streamside's portfolio to 40 properties. PR Newswire
For independent and family-owned campground operators, continued consolidation changes the competitive landscape. Larger groups can bring capital, technology, purchasing power, sophisticated marketing, and centralized operations. Independent operators bring something equally important: authenticity, personal relationships, local knowledge, history, and the ability to create an experience that feels unique rather than standardized.

There is room for both models. But continued acquisitions should remind all of us that standing still isn't an option. Whether we operate one campground or fifty, we need to continue reinvesting, innovating, and improving the guest experience.

Staffing Remains a Challenge

Finding and retaining good employees continues to be one of the industry's biggest operational challenges. Campgrounds require an unusual combination of hospitality, recreation, maintenance, housekeeping, landscaping, technology, security, and customer-service skills—often concentrated into a relatively short season.

The challenge isn't simply finding enough people. It is finding people who understand hospitality and recognize that every interaction contributes to the guest's overall experience.

That makes culture, training, communication, recognition, and retention increasingly important.

Continued on Page 6

We cannot expect outstanding guest service without investing in the people responsible for providing it.

What Today's Camper Wants

While our properties and markets differ, the fundamentals of the camping experience remain remarkably straightforward. Today's guests expect:

- Clean bathrooms and facilities. Cleanliness remains one of the most visible measures guests use to judge a campground.
- Fast, dependable and trustworthy Wi-Fi. Internet service has moved from an amenity toward an expectation, particularly for families, remote workers, and guests staying for longer periods.
- Easy online booking. Guests increasingly expect reservations to be intuitive, mobile-friendly, transparent, and available whenever they decide they want to travel.
- A safe environment for children and dogs. Families want to relax, and feeling safe and comfortable remains fundamental to that experience.
- Value for the price they pay. As camping rates rise, expectations rise with them. Guests don't necessarily expect the lowest price; they expect the experience to justify the price.

That final point may be one of the most important lessons of 2026: there is a direct relationship between the cost of camping and the guest's expectation of value.

A higher rate creates a higher expectation—not only for amenities, but also for cleanliness, maintenance, technology, responsiveness, and hospitality. The question for operators is no longer simply, "What are our competitors charging?" It should also be, "When our guest receives the bill, have we delivered an experience that feels worth it?"

Looking Ahead

There are certainly challenges ahead. Occupancy pressures, labor shortages, rising operating costs, changing consumer behavior, RV sales trends, technology demands, and continued industry consolidation will require us to be thoughtful operators.

But there is also reason for confidence. The RV industry continues to have a substantial economic footprint—RVIA's 2026 economic impact study estimates a $159 billion contribution to the U.S. economy and more than 643,000 supported jobs. *RVIA

Most importantly, what we provide is something people continue to seek: time outdoors, time with family and friends, and experiences that create memories. Our challenge is to make sure the experience keeps pace with the price and with changing guest expectations.

As campground owners, we can spend a great deal of time talking about occupancy percentages, rates, acquisitions, staffing, RV shipments and operating expenses. Those things matter. But ultimately, our success still comes down to something much simpler: Are our campgrounds clean? Is it easy to do business with us? Do our guests feel safe? Does our technology work? Do our employees make people feel welcome? And when guests leave, do they believe the experience was worth what they paid?

If we can continue answering yes to those questions, the Northeast camping industry has a strong foundation for whatever comes next.

Respectfully submitted,



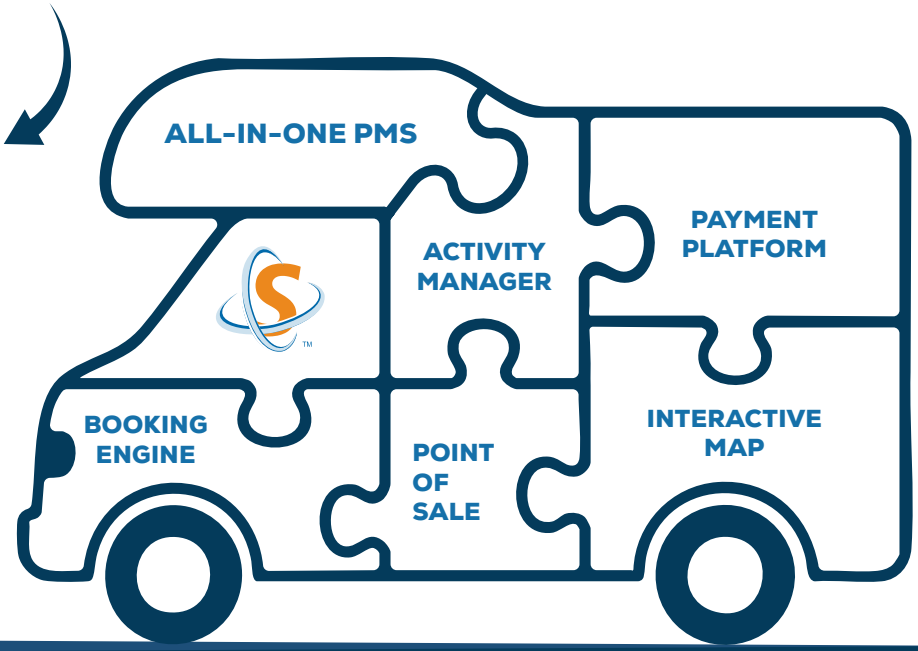
Marcia Galvin, NCA President

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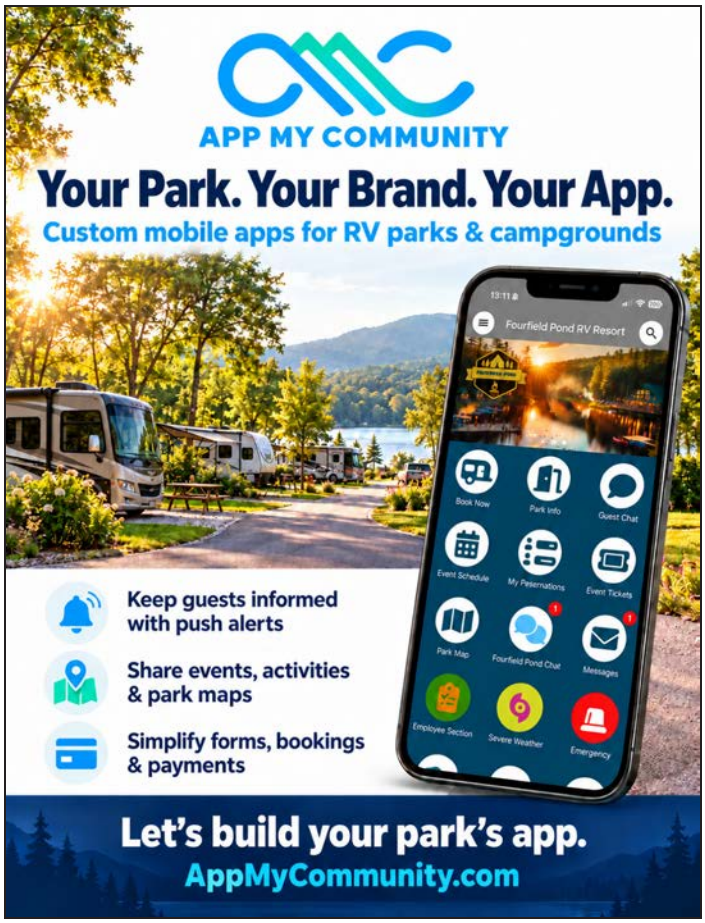
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LEGAL SERVICES PLAN

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THE HOW:

This **Legal Services Plan** provides a legal hotline and discount legal services to active NCA members.

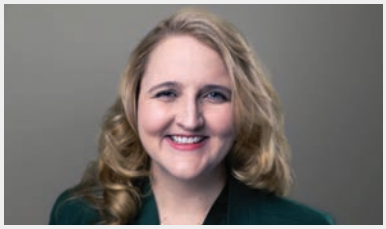
How do you get it? Stay a current member.

THE WHAT:

Legal Hotline: Once annually you can email ctaylor@goldbergsegalla.com to get a consultation about your legal issue – free of charge.

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THE WHO:



Christine Taylor, *Partner*

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- **Paperwork** – seasonal licenses, waivers and releases
- **Litigation** – defense for lawsuits like slip and falls and former employee suits
- **Liquor Licenses** – applications for stores and restaurants
- **Consultation** – audited by the DOL? Going to sign with a new vendor? DEC issue?
- **Workers' Compensation** – strong defense when you need it

THINGS TO KNOW

This is not covered by insurance. Participating members are wholly responsible for payment of legal fees and expenses. This Plan provides specified services at reduced rates to NCA members.

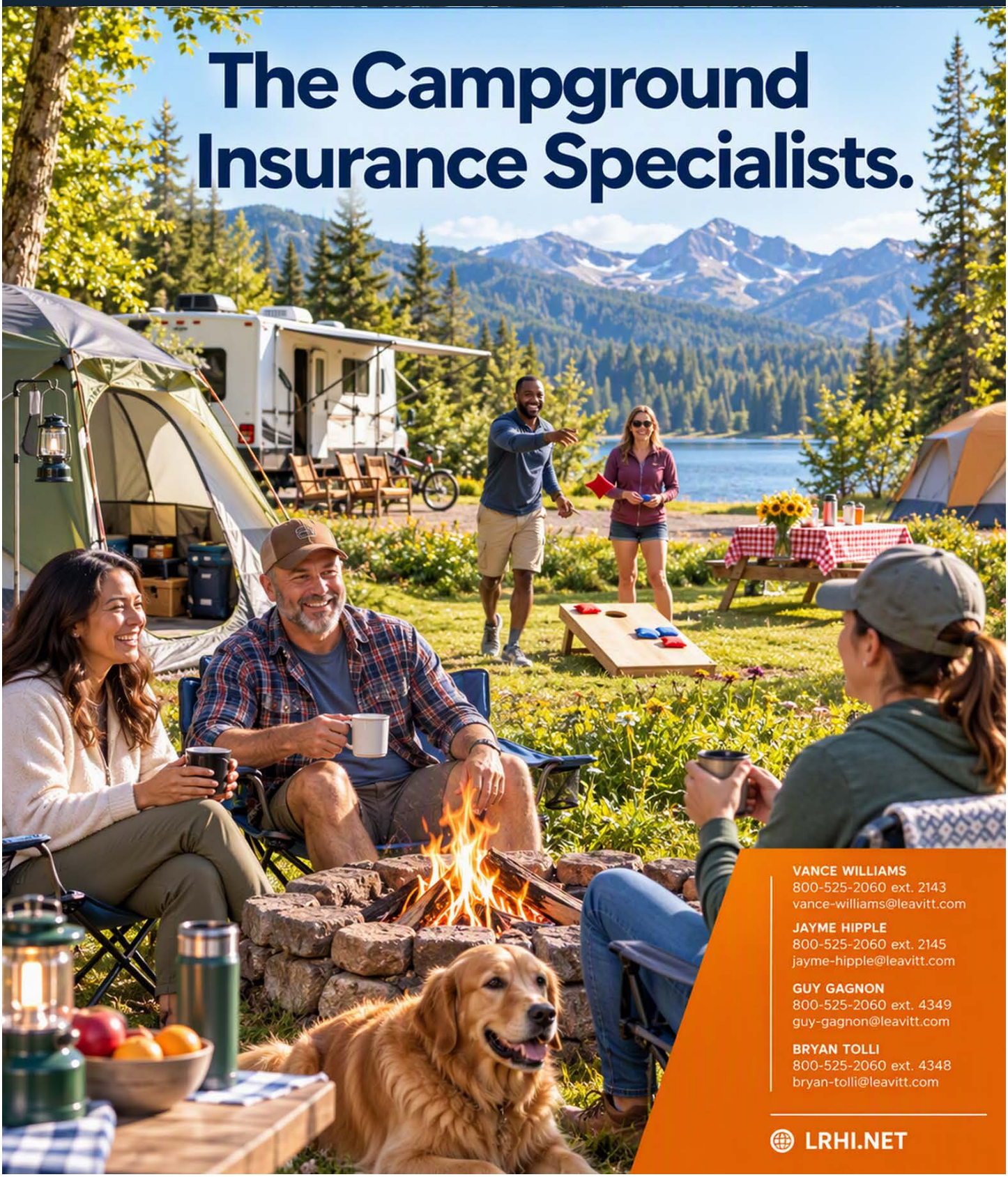
Reach out. We will respond to the best of our ability. We will be upfront about whether or not this is something you would need actual legal representation for. Email at ctaylor@goldbergsegalla.com or call at 518-935-4260.

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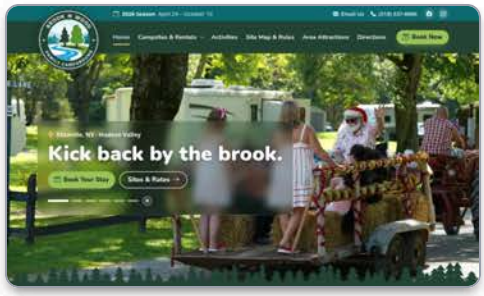
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Pelland Advertising has been supporting the family campground and outdoor hospitality industry since the early 1980s. Since its inception, our flagship service has been the design and printing of four-color collateral advertising. The quality of our site maps and rack cards is beyond comparison, but we also provide a full range of four-color printing services at exceptionally competitive prices. Returning to our roots in print, we are now pleased to refer website development and hosting services to a second Pelland generation at Pennsylvania-based Digital Projections Web Studio.

Professionalism, imagination and reliability count more than ever.

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Business Transition Press Release

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FOR IMMEDIATE RELEASE

Pelland Advertising and Digital Projections Web Studio Forge Strategic Partnership to Specialize Services for the North American Outdoor Hospitality Industry

Haydenville, Massachusetts – Pelland Advertising, a long-time leader in providing marketing services to family campgrounds, and **Digital Projections Web Studio, LLC**, specializing in cutting edge website design and hosting services, have formed a strategic partnership that allows each company to better serve an expanding and frequently overlapping base of clients.

The website design and hosting services division of Pelland Advertising is being moved over to the new firm established by Joshua Pelland, effective November 1, 2026. According to Pelland Advertising founder, Peter Pelland, “My son Josh has been building the Pelland Advertising websites over the past 18 years, and I am excited to see him transition this integral portion of the business to his new Pennsylvania-based company. This second Pelland generation is committed to building upon a reputation for quality and a commitment to personalized customer service.” A seamless transition is already underway, and existing clients have enjoyed uninterrupted service while benefiting from state-of-the-art options in new website development and an expanded package of all-inclusive hosting services. The advantages only begin with continuity, as Josh builds websites with polished design, clear writing, and a user experience that turns visitors into customers.

Digital Projections Web Studio was founded to take website design for campgrounds and other small businesses to new heights. According to founder Josh Pelland, “We’re keeping pace with rapid advances in technology to deliver an agency-level product and experience that everyone can afford. I’ve built websites since the 90’s, and it’s never been as exciting as it is today.” Josh’s recent work harnesses the latest frontier AI tools for clients, bringing a clear step forward in quality: stronger writing, more striking and interactive designs, an all-inclusive hosting package, AI-powered SEO, and custom-branded CMS dashboards that match each client’s website.

Pelland Advertising founder Peter Pelland will maintain the printing end of the business at Pelland Advertising, returning to the company’s roots from 1980, with a renewed emphasis on site maps, brochures, and a full range of four-color printing services at extremely competitive prices.

To learn more about this exciting partnership and how it will benefit the North American outdoor hospitality industry, visit the Pelland Advertising website at https://pelland.com or the Digital Projections Web Studio website at https://digitalprojections.studio. For further inquiries, contact Peter at plpelland@pelland.com or Josh at josh@digitalprojections.studio.

AROUND THE STATES

Connecticut Campground Owners Association
(CCOA) www.campconn.com
Cyndy Zbierski, Executive Director

Hello from Connecticut,
As of this note, I have been working with CCOA for a whole fifteen weeks and of course as you know it is one of the busiest times in association offices with renewal time on the calendar.

CCOA's Board includes five active members: Missy Keefe, Ashley Cary, Monica Bragdon, Mikki Botelho and Brian Korten. Together we have already accomplished quite a bit including securing Merchantry Tourism to develop the 2027 Guide, signed the contract with Walsworth to print the 2027 Guide, held meetings to create a plan going forward, filled Connecticut Visitor Centers, made campground visits and posted them on FaceBook, workied with Northeast Productions and the Springfield RV Show to plan for booth space, and more. Team work!

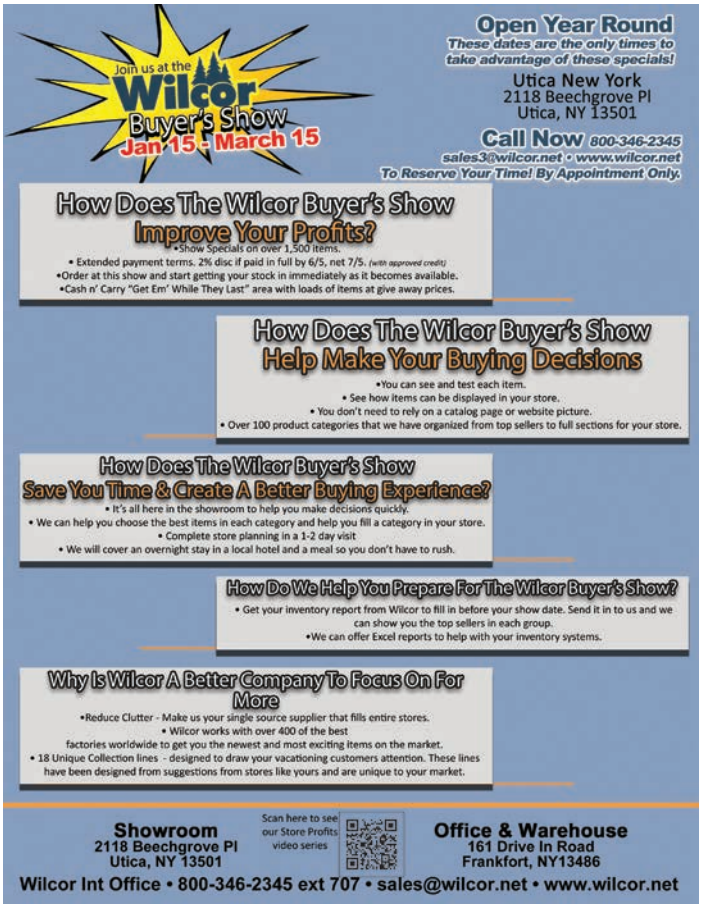
In 2026, CCOA had forty-one paid campground members. Renewals are going well including three new members, but we have received two non-renewals.

Visits have gone well having said, "Hello" to nineteen members and non-members in just two days of travel. I look forward to visiting more to share information on CCOA, NCA, Hospitality Connections, GMI info and or newest win – Membership in the Connecticut Lodging Association as a Tourism Partner. The first webinar through this partnership was on Hiring Through Termination and Connecticut Labor Laws. I am excited to offer CCOA members this new added benefit through CLA.

Additions for CCOA in 2027 will be participating in five shows with Anderson's Distribution, re-kindling our ad in The North East Traveler Magazine with Manny Witt, and adding guide distribution in the Willington, CT Loves and TA Travel Center. Priorities also include work on the CCOA Bylaws, growning our business member support and updating CampCT.com - moving away from CampConn.com as our main domain.

Connecticut will continue to participate in the Hartford, Springfield and Mohegan Sun RV Shows.

In December we will continue an age old CCOA tradition with our Holiday Gathering. Chris Nickerson and family will be hosting this event on Wednesday, December 9th at 6 pm at Nickerson Park Campground in Chaplin, Connecticut ~ just in case you would like to join us and celebrate the CCOA way!



Maine Campground Owners Association
(MECOA) www.campmaine.com
Kathy Dyer, Executive Director

Hello everyone, I hope you all had a great summer.

Campground visits were heavy again this year. Thanks to Laura being in the front office daily allowed me to visit 75+ parks.

Laura and I have been soliciting new membership and new guide ads. To date we have added 6 new campground members, but unfortunately, we have lost 16 members, all Modern America Parks! In short, they approached us to offer us an amount they wanted to pay inclusive of all 16 parks for which we did not accept. MECOA does already have in place a "Multi Park Owner Discount" policy. We have sold 3 new ads in the guide but have lost a considerable number of ads due to corporates only joining with membership.

There is still a great deal of movement here in Maine with parks selling, mostly to corporate entities and current parks changing their management. Most recently sold was Powder Horn in OOB a 450-site park and Wassamki Springs in Westbrook. We are definitely encountering some challenges here in Maine!

CAMPMAINE.COM: Our web site is performing "Good". So, in an effort to get the site to perform "Great" we will be reviewing our options for enhancing our SEO efforts and a possible re-do. Stay tuned.

Some good news, Canadian travel is increasing and has been since May. We are seeing a positive uptick in our Canadian friends returning to Maine this summer camping season with the majority of those travelers traveling by automobile. We have seen this increase since May 2026. It certainly is not what it was a couple of years ago, but our campgrounds are very encouraged and extremely happy to welcome our friends back. I would expect that reservations for next year will begin earlier again this season as in the past. With this said MECOA will be attending the Montreal RV show in March, hoping to increase interest in visiting Maine again!

We will be printing our guide this year with Catamount Printers out of Vermont. We will be printing 140,000 pieces and all will be distributed via the Tampa RV show, Merchantry Tourism, CTM out of New Hampshire, Getaway and PA on display, Manny Witt in Canada and here in Maine. As I write this report, we only have one (1) pallet of our 2026 Guides left to circulate. The guide continues to prove it is a highly requested piece for Camping in Maine.

Plans are underway for our 23rd Vacationland RV & Camping show April 3-4, 2027, in Auburn Maine at the Norway Savings Bank Arena. Booth spaces are being sold and space is currently available. If you are interested in attending contact the MECOA office. Space is sold on a first come first serve basis. Our 4 RV dealers are returning, great news! And we are looking to include a "Family Fun Theme" this year and considering a family price. Possible additions: Food Trucks, face painting, scavenger hunt, bracelet table, etc.

MECOA is on board to attend the Boston, Springfield, Hartford CT, New Hampshire and Montreal RV shows for 2027. We have secured our contract with the Maine Office of Tourism to distribute the State and Regional brochures at Boston, Springfield, Montreal and our own Maine RV shows for 2027.

New year, MECOA added 4 new advertising opportunities for members. A book now link, a promotions/deals page on CampMaine.com, consumer email ads and region "Featured Campground" ads. So far, those opportunities are being well received.

And lastly, MECOA has signed the annual contract with our Lobbyist, Deb Hart. The legislative session will begin January 6, 2027.

Hope to see you all next September for the NCA Great Escape hosted at Old Orchard Beach Campground in OOB Maine! Save the dates of September 21 - 23 , 2027.

Maryland Association of Campgrounds
(MAC) www.mdcamping.com
Deb Carter, Executive Director

Greetings from Maryland! Another Labor Day Weekend has come and gone (I've stopped counting them at this point). We find ourselves in a truly beautiful part of our seasons – blue sky, sunshine-filled days and cool nights of Autumn. We are normally blessed with good weather, even during our winter months. Although Mother Nature has definitely been in a mood this year! Our industry is deeply affected by the weather, and of course we all have to take the good with the bad. Our thoughts and prayers go out to our fellow campground owners who have had destructive weather, fires, illness and more to deal with this past year.

Our Fall MAC meeting was held at Cherry Hill Park in College Park, MD, on Tuesday 10/20/26.

October marks the second-year MAC participated in the Outdoor Recreation Summit, held in Ocean City, MD September 29-October 1, 2026. This event brings together advocates and enthusiasts of the outdoor industry from across Maryland and beyond our borders as well. The Maryland Department of Natural Resources asked us to join with them as a sponsor, and we're delighted to be a part of the activities.

Statistics show around 31% of Marylanders express a strong interest in camping. There has also been a shift from state park reservations which many found difficult to make, to our private parks with more amenities and better infrastructure. Reports say that campers without their own gear, prefer "soft options", such as cabins, yurts, and glamping sites. Our parks have been very busy over the summer months, and we are looking forward to a continuation of that through-out our Fall season. Some of our parks are also open, and busy during the winter months.

As with national trends, our clients use camping as a tool for mental health. They report reduced stress and better sleep when disconnected from their day-to-day lives. I wonder if anyone has ever done a survey on how campground managers de-stress?

Happy Fall Y'All!



Massachusetts Association of Campground Owners
(MACO) www.campmass.com
Cynthia Zbierski, President/CEO

It has been a quick few months since MACO's last update to NCA. Massachusetts campgrounds are more optimistic of final 2026 occupancy numbers than when asked earlier in the season. More locals staying longer balancing out the down turn in travelers with mid-west license plates. Families staying on site enjoying the back to basics events has increased. The large size of RVs coming in is more and more difficult for many campgrounds to deal with as their large and/or pull-thru sites are limited.

MACO held its Fall Board Meeting and Membership Gathering at Sutton Falls Camping Area on Tuesday, Sept. 22nd. To ensure a quorum we had Board members at the picnic table and the others on a Zoom screen in the outdoor pavilion. We do what we have to! At this meeting I reported that twenty-one visits had been made to members and non-members with a few remaining. Several managers are looking for new roles in the industry for a variety of reasons. One campground will be changing ownership as of 12/1 and another has been sold and have rejoined MACO, but the owner has not yet been announced.

At our meeting, Mike Cronin of Design Principles, updated us on the MACO Google Ad Campaign that is running July 1 – September 30, 2027.

Key data points:

• 60% of all CampMass website session came from paid search
• 4,379 paid search sessions / 7,336 total sessions +19% vs 2025
• 15.4% click thru (2026 Travel Benchmark 9.32%)
@ .22 average per click ($2.14)
• 37,634 impressions / 5785 clicks / $1,287 spend thru 9/15/26
• 2,616 clicks to member campground websites
and reservation systems
• 75+ member sites and booking systems received clicks
• 94% of clicks on homepage sponsor grid (banners)
came from paid-search
• 171 banner ad clicks
• Movement from Camp Mass to member websites and reservations systems as a primary indicator of member value.

MACO is sharing the GMI (Ground Monitoring Interrupter) information from OHI and as distributed by C.A.M.P. to members in visits and our e-news. This will continue and there are also talks of the association purchasing one or more testers when available to lend to members. As of the 9.9.26 webinar the tester was at least six weeks from being on the market.

Guide distribution went very well again this year, with less than a 1000 guides in storage for the MassPike. A supply is saved for the SnowBound Show at Mohegan in November. The NH and MA associations are sharing a booth space at this two day show. In 2027 MACO will be printing the same 60K guides with Freeport Press in Ohio.

The 2nd Annual MACO Day of Giving benefitting the Ronald McDonald House of Western Massachusetts was celebrated on August 15th. Donations to date from campgrounds and the public are $1,362!

For the second year, MACO and four partnering campground members will have a full page ad – inside front cover! – of the Patriots Game Day Program.

Work on Inherent Risk continues as we strive to have a bill proposed to the Massachusetts Legislature in January of 2027.

Renewals never come in as quickly as we would like, but to date we have been told of only one non-renewal - a Modern America property and all ads have been renewed by campgrounds – with the exception of one affiliate member. MACO gained a full page ad highlighting the three Sun Communities properties in Massachusetts. Huge thank you to Kathy and Laura in the MECOA office for sharing that updated marketing contact information!

MACO is sending a Board of Director to OHCE26 - Michael Gingras of Sutton Falls Camping Area.

In 2027 MACO will participate in Anderson Brochure's full program, The North East Travelers magazine, RV Shows in Tampa, Boston, Hartford, Massachusetts, New Hampshire, and Maine along with distribution through Getaways on Display, PA on Display and Berkshire Brochure.

Finally, a few years ago MACO included a line on dues invoices to allow for a donation to its Scholarship Account. For this year we have donations of $450! Won't happen if you don't ask.

Campground Owners of New York
(CONY) www.campnewyork.com
Emily Simmons, President & CEO

Greetings from New York!
The 2026 NCA Great Escape in Lake George was a great time and a valuable opportunity to connect with fellow campground owners and industry partners. Thank you to Lake George Escape for hosting us, the campgrounds that welcomed and toured our group, and to our sponsors for their support in making the event possible. These events are a great reminder of the value of getting together, sharing ideas, and learning from one another! It truly was a special few days and we appreciate the opportunity to host our NCA friends and colleagues.

CONY also held its Annual Meeting & Fall Conference alongside the NCA Great Escape, giving members the opportunity to participate in both events in one trip. Our one-day conference model continues to be successful in bringing campgrounds and industry suppliers together, with an emphasis on what members need most right now. We're focused on creating practical opportunities to exchange ideas, build relationships, recognize successes, and learn from one another. We also celebrated the winners of the 2nd Annual Best of Camp New York contest which has proven to be a very successful program for CONY and campgrounds alike!

Between operating a campground, managing expenses, and planning for the next season, finding the time and budget to attend events or participate in association programs isn't always easy. However, staying involved is important to the long-term sustainability of our industry. These connections give us opportunities to share information, learn from others, and work together on issues that are bigger than any one campground.

As for the "behind the scenes" items, we are just wrapping up our annual dues renewal cycle and are seeing encouraging results with our new dues structure and multi-park portfolio discounts. However, like so many, we face industry challenges and shifting business models within our current and prospective membership. We continue to look at how our membership structure can better serve the variety of campground operations across New York while ensuring we can continue to provide meaningful support and advocacy.

Legislatively, things have been relatively quiet as we look ahead to the upcoming elections and 2027 session. In the meantime, we are supporting members with local issues as they arise. As we all know, local issues can often set a precedent on a larger scale. Member feedback is important in helping us understand where those issues exist and how CONY can help.

Production of the 2027 Camp New York Campground & RV Park Guide is well underway. We encourage campgrounds and industry partners to consider advertising in the upcoming guide (or in your state's publication!). It is an opportunity to reach campers planning their next New York getaway while helping us continue to promote camping destinations across the state. Budget constraints have proven challenging this season, but we are actively educating members on the importance of investing in marketing and messaging in the months to come.

As we head into the slower season for campgrounds, the office is ramping up. We are working on our winter educational programming, exploring opportunities to expand distribution of the Camp New York Guide, and continuing to look at ways to enhance the value of CONY membership. Our goal is to provide resources, education, advocacy, and connections that are useful to members throughout the year.

There is plenty to work on between now and the start of the 2027 season, and we look forward to continuing to work with our members and industry partners on the opportunities and challenges ahead.



NCA Great Escape tour stop at Lake George RV Park

New Hampshire Campground Owners' Association
(NeHaCa) www.nhloverscampers.com
Jeremy Sprince, Executive Director

Membership & Camping Guide Publication
Membership and guide participation are tracking consistently with previous years; however, recent campground acquisitions have created some uncertainty around those projections. Most are familiar with the circumstances surrounding these changes, so I will not go into specific details.

From an Association standpoint, I am confident that we offer a strong combination of services, benefits, discounts, advocacy, and marketing opportunities at a membership cost that provides significant value to campground operators. It continues to be extremely frustrating when eligible private recreational campgrounds elect not to participate.

The conversations I have had with campground operators during property visits, along with the assistance we have provided to a number of properties throughout the season, suggest that many individual campground managers and operators recognize the value of membership. I believe that if the membership decision rested with the individuals at those campgrounds, they would already be Association members.

I recognize that I probably take this issue more personally than I should. Like these other Executive Directors, I invest considerable time and effort in supporting our members and promoting New Hampshire as a premier camping destination. When you work hard to build an organization that you believe delivers meaningful and measurable value, it becomes difficult to understand why a campground would choose not to participate.

Last year, we printed 150,000 copies of the New Hampshire Camping Guide. We currently have approximately 8,000 copies remaining, which is intentional. This inventory will allow us to keep New Hampshire Welcome Centers supplied throughout the remainder of the fall and early winter, while also providing sufficient quantities for distribution at the Florida RV Super Show in Tampa before the next edition is printed.

Regardless of changes within the industry or individual membership decisions, our direction remains the same. We will continue moving forward and working to provide the strongest possible services, assistance, advocacy, and marketing opportunities for our member campgrounds.

Canadian Traffic
There does not appear to have been a significant change in Canadian visitation compared with the trends we have experienced the past several years. The most noticeable shift occurred during and immediately following the pandemic, and Canadian camping traffic has not fully returned to its previous levels.

Campgrounds in portions of the Seacoast and White Mountains regions continue to appear most affected by the reduction in Canadian visitors. Many properties seem to have adjusted their marketing and business strategies to account for this change. Local media outlets continue to contact the Association early in the camping season regarding Canadian visitation. My assessment has remained fairly consistent which doesn't always seem to fit with the narrative I think they hope I will present.

Unfortunately, I was unable to attend the Montreal RV Show last year and gadge the consumer sentiment firsthand. I do plan to attend the show this coming March. I do not anticipate an immediate return to past visitation levels but maintaining a presence in the Canadian market remains important. Hopefully when and if they are ready to return, New Hampshire campgrounds will be a viable and prospective destination for them.

Member Visits
I was able to complete a significant number of member campground visits throughout the season and have several additional properties I would like to visit.

These visits are one of the most valuable ways to stay connected with our membership. Some are brief, five- or ten-minute conversations, while others turn into extended discussions and tours of the entire campground. Both provide valuable opportunities to hear directly from owners and operators about their businesses, challenges, successes, and overall outlook.

Continued on Page 20

New Hampshire News continued from Page 20

Based on these conversations, the general consensus is that the 2026 season has been relatively stable. Most campgrounds reported business as either level with last year, slightly ahead, or slightly behind, with no overwhelming trend in either direction.

Joint Promotional Program Grant

The Association applies annually for marketing assistance through the State's Joint Promotional Program Grant. This program provides matching support for approved marketing initiatives designed to promote New Hampshire tourism and our member campgrounds.
For the current grant, funding is being utilized to support several components of our overall marketing program, including:

- New Hampshire Camping Guide printing and production
- Consumer and industry trade show participation
- Social media marketing
- Camping Guide distribution

The program continues to be an extremely valuable resource for the Association. It allows us to extend our marketing reach and leverage Association funds more effectively while increasing exposure for our member campgrounds and New Hampshire's camping industry as a whole.

Planned 2026–2027 Show Schedule:

- Snowbound Expo, CT (November 14 & 15, 2026)
- Florida RV Supershow, Tampa, FL (January 13-17, 2027)
- Northeast RV & Camping Show, CT (January 29-31, 2027)
- Springfield RV & Camping Show, MA (February 12 -15, 2027)
- Montreal RV Show, QC (March 4 – March 7, 2027)
- New Hampshire Camping & Recreational Vehicle Show, NH (March 12-14, 2027)
- Vacationland RV & Camping Show, ME (April 3 & 4, 2027)

Despite changes in campground ownership and the normal fluctuations experienced by individual properties, we remain firmly focused on advancing our mission of delivering measurable value to our members, strengthening the camping industry, and consistently working towards making New Hampshire a premier camping destination.







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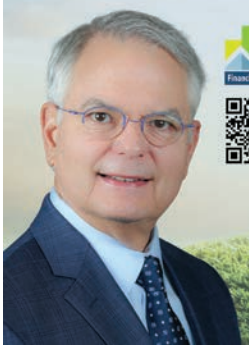
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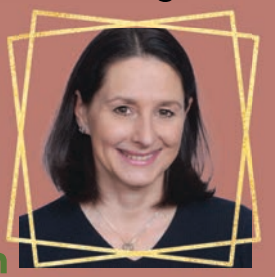
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The Arena Awaits: Theodore Roosevelt's Grit Applied to Outdoor Hospitality - A Perspective for 2027 -

Larry Brownfield, OHE
Assistant Vice President Franchise Development
Kampgrounds of America

Each day, we step into our own arena—overseeing campgrounds, managing glamping resorts, curating unforgettable experiences, adapting to technology and guest demands that were unthinkable just a decade ago. We strive for excellence in unpredictable landscapes, balancing stewardship of the land with the comforts our guests expect. This challenge recalls one of the most stirring calls to courage and conviction: Theodore Roosevelt's "Man in the Arena" quote.

"It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood... who errs, who comes short again and again... who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly..."

Roosevelt's words, uttered more than a century ago, are tailor-made for today's outdoor hospitality professionals. Here's how his timeless wisdom can guide us through both challenge and triumph providing a perspective for 2027.

1. The Arena is Unpredictable – and That's Its Gift
Managing an outdoor hospitality business is inherently risky. Weather can change plans in an instant. Supply chains lag, labor ebbs and flows, and guests' expectations keep rising. You will trip and possibly fall; mistakes will happen. But as Roosevelt notes, "the credit belongs to the man who is actually in the arena." Every setback is proof that you're not sitting on the sidelines—you're actively shaping the guest experience and the future of your campground.

Actionable Takeaway: Normalize setbacks in your team culture. Debrief openly after a logistical hiccup or a tough guest complaint. Frame every stumble as proof of engagement, innovation, and boldness—not just a problem to be solved.

2. Ignore the Armchair Critics
As outdoor hospitality operators, we weather armchair criticism from all quarters: a negative online review, a competitor passing judgment, even the doubting the voice in our own heads. Roosevelt saw such critics as secondary to those who get their hands dirty. Social media can amplify fault-finding and negativity, but it should never drown out the applause for effort and innovation.
Actionable Takeaway: Actively collect feedback from those who matter: your guests and your frontline staff. Constructive criticism from insiders will always be more valuable than outside noise. Respond gracefully (and briefly) to public complaints, then double down on the mission that keeps you in the arena.

3. Daring Greatly – The Lifeblood of Progress
Launching a new recreation offering. Adding sites or cabins. Transitioning to solar power. Marketing in a new language. Every leap forward in outdoor hospitality comes from someone daring to try. Sure, not every idea will land—but standing still is the only true failure. Roosevelt's "daring greatly" is just as much in the small, daily acts of courage as the big, headline-making ones.

Actionable Takeaway: Foster a culture of innovation with small pilot projects: Test a new activity or amenity for a weekend, or trial a revised check-in procedure. Celebrate both the attempts and the outcomes, learning from the process at every step.

4. Triumphs Are Earned, Not Bestowed
A five-star review after a rainy weekend. A team member returning for a fourth summer. A rapidly growing calendar of return guests. These triumphs are earned through the sweat, the early mornings, the endless trail of paperwork, and the heart you pour into the work—not by fortune. Roosevelt reminds us that only those in the thick of the action will know "the triumph of high achievement."

Actionable Takeaway: Make time for gratitude. At season's end, tally up your wins—large and small—with your whole team. Recognize volunteer efforts, creative solutions, and guest stories that made the season unforgettable.

5. If You Fail, Fail While Daring Greatly

No one sets out to stumble. But the boldness metrics—the ones outdoor hospitality depends on—risk failure by their very nature: launching new programs, partnering with outside organizations, reimagining your grounds. Roosevelt's central promise is that honest effort is never wasted, even if the outcome is not what you'd hoped.

Actionable Takeaway: Run a transparent "lessons learned" process for every season or major initiative. What went wrong? What would you try differently? Document much as you celebrate: the legacy you leave is built on both wins and stumbles.

Your Arena, Your Legacy

The wider world is rediscovering the irreplaceable value of outdoor experiences. There is no playbook, no final answer—just the resilience and resolve of those willing to step up, shape the future, and yes, sometimes get a little muddy.

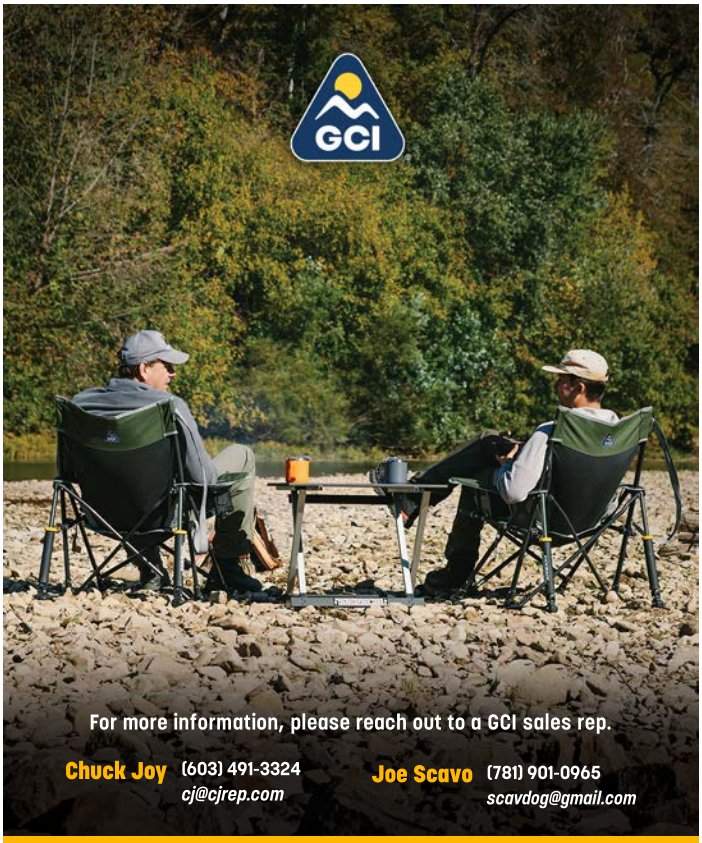
As you gear up for the next wave of campers, glampers, adventurers, and nature lovers, recall Roosevelt's conviction. Step, with your team, into the arena—eyes up, heart open, ready for whatever comes next. The future of outdoor hospitality is written, line by line, by those daring enough to write it.

We who stand with you, salute you—all who enter the arena. Thanks for inspiring us with your dust, your sweat, your stories, and your spirit.

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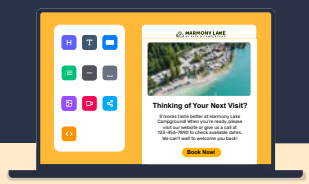
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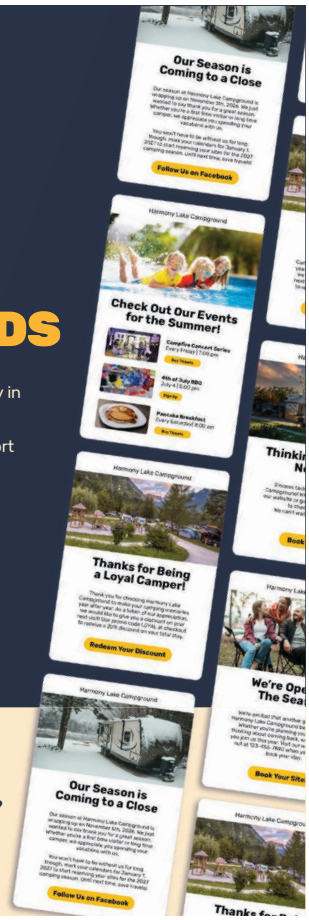
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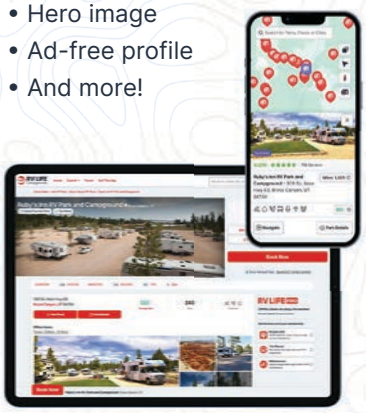
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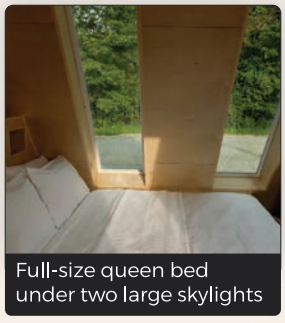
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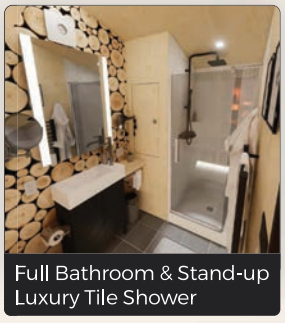
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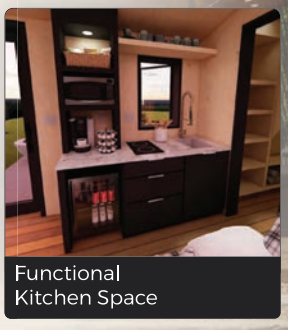
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It would be a pleasure to speak with you on *NCA to 2030* or any other NCA question you may have by emailing cyndy@campnca.com or calling (860) 684-6389 at your convenience.

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