

Andrew Livingston
Doe Valley Campground, LLC

[REDACTED]

[REDACTED]

livingston78@outlook.com

[REDACTED]

August 20, 2026

The Honorable Gayle Conelly Manchin
Federal Co-Chair
Appalachian Regional Commission
1666 Connecticut Avenue, NW, Suite 700
Washington, DC 20009-1068
arcfedco@arc.gov

cc: Brandon McBride, Executive Director, Appalachian Regional Commission

Re: Formal Objection to Federal Approval of the RV-Site Component of the Doe Mountain Recreation Authority "Pedro Shoun" Application, Johnson County, Tennessee

Dear Federal Co-Chair Manchin:

I am the owner of Doe Valley Campground, a 21-site full-hookup RV campground at 271 Pedro Shoun Lane, Mountain City, Tennessee, in Johnson County. I formally object, at the federal level, before any final Commission or Federal Co-Chair action, to one specific component of the pending application submitted by the Doe Mountain Recreation Authority ("DMRA") the construction of 20 RV sites on the 80-acre parcel DMRA purchased directly from my business in 2024. I ask that your office deny final federal approval of that component as DMRA's project simply does not qualify for this grant.

On August 13, 2026, I sent a narrower version of this objection to Tennessee's ARC program office (Ms. Carlton and Ms. White), limited to the state-level record. I received a prompt response from Ms. Carlton confirming the project had just been awarded, but they would hold off on starting prior to a resolution. After speaking with Mr. Mike Harrisson at the First Tennessee Development District he mentioned the project may have been pushed back to your department for reconsideration. I am escalating directly to your office because the decision to give final federal effect to this application rests with the Federal Co-

Chair, and because the facts below go to whether this application should have been certified for federal consideration at all.

The project and its proximity to my business

DMRA's Pedro Shoun parcel and my campground share a property boundary line. The 20 proposed RV sites, per DMRA's own April 7, 2026 board minutes and the announcement they made on Facebook (which is how we found out about the project), would sit as close as approximately 50 feet from my existing, operating campground with 21RV sites. I have enclosed an aerial photograph (Exhibit A) taken to scale, showing both properties and the shared boundary, so your office can see the proximity directly rather than relying on my description of it.

ARC's own rule already prohibits this

ARC Code § 8.4(c) states that ARC grant assistance "shall not be used for . . . projects that promote unfair competition between businesses within the same immediate service area." An RV site is my core product. I operate a campground with 21 full-hookup RV sites on the parcel directly adjacent to the one at issue. A government authority, funded in part with federal dollars administered by your office, building the identical product on land it acquired from my business, feet from my fence line, is precisely the harm this provision exists to prevent. DMRA's own commissioned market research, a June 2024 visitor-demographics study by Tennessee Tech University's Center for Rural Innovation, confirms that DMRA's visitors and my campground's customers are drawn from the identical regional pool North Carolina, Tennessee, and Virginia residents account for 87% of DMRA's total visitation which forecloses any argument that the two operations serve different markets.

I want to be precise about the scope of my objection, as I was with the state office: I do not object to the bathhouse, or to any lodging, primitive camping, cabins, treehouses, tourist activities, etc. that DMRA wishes to add that does not compete with my business. My objection is limited to the RV sites, which is the one component that displaces revenue from an existing, taxpaying private business using the very land purchased from that business. It is worth noting that the purchase of my property by DMRA was done so with a matching government grant from the National Park Services' Land and Water Conservation Fund, which also has its own anti competition test.

In truth, I urge you to provide funding to DMRA, the entity is very valuable to the community, just not funding for 20 RV sites.

What a private business would call this: an induced sale followed by a directly competing build

In ordinary commercial dealing, a seller who is told a buyer intends one use for acquired land, relies on that representation to complete the sale, and then watches the buyer construct a directly competing enterprise on that same land, has been the victim of exactly what non-compete and anti-competition principles are designed to prevent — regardless of whether a formal non-compete clause was signed. Tennessee law recognizes this harm under more than one doctrine: detrimental reliance and promissory estoppel bar a party from walking away from a representation another party reasonably and detrimentally relied on, even without a signed contract (*Chavez v. Broadway Elec. Serv. Corp.*, 245 S.W.3d 398 (Tenn. Ct. App. 2007)); and inducement by a false or materially incomplete representation of intended use can independently support a claim for fraud in the inducement (*Baugh v. Novak*, 340 S.W.3d 372 (Tenn. 2011)). I raise these points not to litigate them in this letter, but because they describe, in familiar legal terms, exactly what the record below shows: I was told one thing about the future of this land, I relied on it in making an irreversible business decision, and DMRA is now doing the opposite.

The 2024 plan I relied on, versus the plan DMRA is building from today

At the time I agreed to sell, DMRA's operative, board-adopted planning document was its 2024 Master Plan (this adopted plan no longer appears on DMRA's web page along with other documents). That plan's own proposed-elements map places exactly one use on my former parcel: "PROPOSED LODGE AND TRAINING CENTER." No RV sites appear anywhere on that map, and the entire document mentions camping only a handful of times, all attributable to acreage DMRA already owned elsewhere. My decision to sell was not made on the strength of that map alone. In the months leading up to the sale, I had direct conversations with DMRA's Executive Director, Charles Ridlehuber, about what the land would become, and those conversations tracked what the adopted plan showed. In a December 12, 2023 email to me (Exhibit B), Mr. Ridlehuber wrote that he was "talking with the folks who are doing our master plan on how to message this to the board since there will be a recommendation to purchase property for a training facility." That is DMRA's own Executive Director, in writing, eight weeks before the board even voted to explore acquisition, describing the intended use as a training facility — not a campground, and certainly not RV sites. I relied on that representation and on the adopted plan together in deciding to sell.

DMRA has since adopted a new master plan — prepared by McGill Associates, dated September 2025, and adopted by the DMRA Board on December 2, 2025 — that is a different document in substance, not merely an update. Camping references jump from roughly five mentions in the 2024 plan to seventy-two in the 2025 plan. DMRA's paid consultant recorded, in the current adopted plan, the very harm I am now raising at pages 27–28, area business owners in a DMRA-sponsored focus group "did not want to see campgrounds on park property because of the competition it would introduce," while stating they were "very much open to complementary lodging." On page 34, the plan's own recommendation is that camping "should be weighed to minimize competition with privately owned opportunities near the park." DMRA's

proposal to build 20 RV sites at my fence line is not an oversight it is a direct departure from DMRA's own current, adopted planning document, prepared and paid for by DMRA itself. Furthermore, the currently adopted 2025 DMRA master plan does not show any campground on the Pedro Shoun Parcel, instead it shows a lodge, training facility, primitive camping and cabins.

I ask your office to weigh what this sequence means for federal approval: the land was acquired based on a publicly adopted plan and direct executive assurances describing a non-competing use. The plan has since been replaced by one that explicitly warns against the exact competing use DMRA is now pursuing; and DMRA proceeded to seek ARC construction funding for that use anyway, without ever revisiting the terms on which the land was obtained.

Concerns with the application itself, keyed to ARC's Construction Project Application Checklist

ARC has a published Construction Project Application Checklist for this project type, and several requirements in Section 3, Strategic Rationale, raise questions I believe warrant direct verification by your office before this component receives federal sign-off:

1. *Letters of demand from businesses and community stakeholders.* Section 3 requires applicants to "provide letters of demand from businesses and other community stakeholders that attest to the impact of the proposed project." I am the one private business whose operation sits immediately adjacent to this project and whose product line it directly impacts. I was never contacted, consulted, or asked for any such letter, in support or in opposition. It is unknown if any businesses were asked, what they were told about the project's actual footprint and use, or whether any business with a direct competitive stake in the outcome was included at all. I respectfully ask your office to require DMRA to produce whatever letters of demand were submitted under this section, and to disclose to whom the request was sent and what description of the project they were given. There are 3 other campgrounds that have direct access to DMRA's trail system. They are:
 - Roan Creek Campground – recently acquired by DMRA and is **already competing with private campgrounds**.
 - R&D Campground, on the "far side" of the Mountain, closer to Roan Creek. This is a private family run campground, the owner Rita has confirmed their bookings are down this year.
 - Doe Mountain Campground, a brand-new campground, finished approximately 2 weeks ago. This family owned campground sits directly adjacent to DMRA's existing adventure center on Harbin Hill Rd. The owners (two brothers who live in Boone, NC) spent close to a million dollars on their project.

Each private campground was built or expanded to serve the customers of DMRA. Each campground has plenty of additional capacity to serve visitors of the area.

2. *Local or regional demand, and the "most practical, cost-effective, and beneficial" comparison to alternatives.* Section 3 also requires the applicant to describe regional demand and explain why the proposed project is the most practical and beneficial approach compared to alternatives. DMRA's adopted master plan, discussed above, contains no occupancy data, demand model, or competitive-supply analysis anywhere in it, and its only substantive discussion of market conditions is the focus-group finding which warns against this exact use. An application representing this project as the most beneficial approach can not be reconciled with an adopted planning document, prepared by DMRA's own consultant, recommending the opposite. I urge you to request the occupancy level for the 5 RV spaces at DMRA's own adventure center located at Harbin Hill Rd. Since my involvement in the area in 2022, I have never seen a single RV in one of the spaces, yet DMRA now wishes to build an additional 20 at a different location, this simply does not compute.
3. *Progress toward a regional strategy, and other project benefits.* DMRA already owns and operates Roan Creek Campground, with fourteen RV sites, a few miles from this site. Twenty additional RV sites at Pedro Shoun duplicate capacity DMRA already has rather than filling any gap in regional camping capacity — the opposite of the "additionality" ARC funding is meant to support.

I raise these concerns because Section 3's requirements exist precisely to ensure a project reflects genuine, verified community impact and demand before federal dollars are committed. On the facts above, I do not believe that verification has occurred with respect to the RV-site component, and I ask that it occur now, at the federal level.

This is not only a legal question — it runs against what ARC exists to do

I live and work in the Appalachian Mountains and find myself fortunate to be part of the community. I am proud to have invested almost one million dollars in a local project and business I feel passionate about.

Beyond the specific rule violation and the application concerns above, I ask you to consider the basic fairness of what is being proposed. **ARC's mission is to bring economic opportunity to distressed and at-risk communities in Appalachia by supporting and empowering the private sector to achieve economic parity**, not to fund a public authority's acquisition of a private family business's expansion land under one stated purpose and then fund that same authority to build a direct, subsidized competitor to that business on the land it acquired. Whatever the technical outcome of the legal questions above, I do

not believe a program built to lift up communities like Johnson County was ever intended to produce this result: a small, taxpaying business displaced from its own growth plans by the very authority whose stated mission is to support local economic development, using the federal government's funds to do it.

Requested action

I respectfully ask that your office:

1. Deny final federal approval of the 20-RV-site component of this application,
2. Direct DMRA to seek ARC funds for projects that align with their adopted master plan.
3. Confirm in writing the current status of this application, including whether it has been assigned a formal project or grant reference number, so that I may reference it in any further correspondence.

I am willing to provide any of the underlying documents referenced above, all of which are DMRA's own public records or my own contemporaneous correspondence, and I am glad to speak with your office or appropriate ARC staff directly. I would appreciate written confirmation of receipt of this letter and of the current review status of this application.

Thank you for your attention to this matter.

Respectfully,



Andrew Livingston, Member

Doe Valley Campground, LLC

[REDACTED], [REDACTED]

[REDACTED] | livingston78@outlook.com

Enclosures:

- Exhibit A — Aerial photograph reflecting the shared boundary and proximity of the two properties
- Exhibit B — December 12, 2023 email from DMRA Executive Director Charles Ridlehuber
- Exhibit C — Map from 2024 DMRA Master Plan — proposed-elements map excerpt (parcel shown as "Proposed Lodge and Training Center")
- Exhibit D — September 2025 DMRA Master Plan (McGill Associates), excerpts pp. 27–28 and p. 34

EXHIBIT

A

Aeiral photo taken
week of 4/10/26

PEDRO SHOUN PARCEL – 20 RV SITES



EXHIBIT B

EMAILS

B.1 – DMRA’s executive director stating property will be used for training facility

B.2 Congratulating DMRA’s executive director on gaining approval of the 2024 master plan (where lodge and training center are referenced -see exhibit C) , and the purchase of my property.

B.3 Communication from DMRA’s own consultant, explaining the requirement to carve out a section of the property being purchased for a lodge.

livingston78@outlook.com

From: Charles Ridlehuber <ed@doetn.com>
Sent: Tuesday, December 12, 2023 1:36 PM
To: Brent Fowler; Andrew Livingston
Subject: Re: Follow up

Hey Brent,

Thanks for following up. I'm talking with the folks who are doing our master plan on how to message this to the board since there will be a recommendation to purchase property for a training facility. I'll keep you posted.

Charles Ridlehuber, CPRP
Executive Director
Doe Mountain Recreation Authority
1203 Harbin Hill Rd
Mountain City, TN 37683
(888)211-9160
www.doetn.com
[@doemountainTN](#)

EXHIBIT B.1



From: Brent Fowler <brent.sfowler@gmail.com>
Sent: Tuesday, December 12, 2023 12:05 PM
To: Charles Ridlehuber <ed@doetn.com>; Andrew Livingston <livingston78@outlook.com>
Subject: Follow up

Hey Charles,

Thanks for stopping by. Here are some links for the property with more details.

https://www.zillow.com/homedetails/271A-Pedro-Shoun-Ln-Mountain-City-TN-37683/2055894247_zpid/

https://drive.google.com/drive/folders/16P_82Vc7BDyVW3LkF5Tn9-v7WapMFg1U?usp=sharing

Quick note, we don't have a "realtor" for this property, we just used a listing agency, so feel free to ping us with any questions.

I'll swing by Thursday and we can look at trail 22 if you're available.

-Brent

(954) 790-0254 Call/text/whatsapp

livingston78@outlook.com

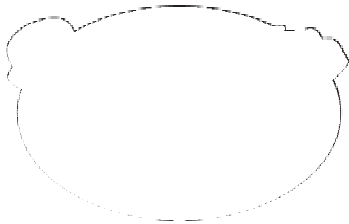
From: Charles Ridlehuber <ed@doetn.com>
Sent: Wednesday, April 3, 2024 9:01 AM
To: Andrew Livingston; Brent Fowler
Cc: Brie D Novack
Subject: Re: Next Steps - Property

Hey Andrew,

It would be great if you could put a contract together. Thank you!

Charles Ridlehuber, CPRP
Executive Director
Doe Mountain Recreation Authority
1203 Harbin Hill Rd
Mountain City, TN 37683
(888)211-9160
www.doetn.com
@doemountainTN

EXHIBIT B.2



From: Andrew Livingston <livingston78@outlook.com>
Sent: Tuesday, April 2, 2024 5:02 PM
To: Charles Ridlehuber <ed@doetn.com>; Brent Fowler <brent.sfowler@gmail.com>
Cc: Brie D Novack <admin@doetn.com>
Subject: Next Steps - Property

Charles,

Hope all is well. I spoke with Brent today and he mentioned you received approval from the board to move forward with the master plan and the purchase of the property. Congrats, exciting times are ahead for your group.

Do you have a contract for the property purchase or would you prefer I put one together. Alternatively, I can have walker title put together a contract.

I am going to get the surveyor scheduled and will keep you updated.

Regards,

Andrew Livingston
[REDACTED]

From: Charles Ridlehuber <ed@doetn.com>
Sent: Friday, February 16, 2024 3:17 PM
To: Andrew Livingston <livingston78@outlook.com>; Brent Fowler <brent.sfowler@gmail.com>
Cc: Brie D Novack <admin@doetn.com>
Subject: Re: Property

Hey Andrew,

Thank you for your response. We have an appraisal scheduled for Tuesday, a crucial step in the purchase process. We will inform you of any significant developments or updates as they arise.

Have a great weekend!

Charles Ridlehuber, CPRP
Executive Director
Doe Mountain Recreation Authority
1203 Harbin Hill Rd
Mountain City, TN 37683
(888)211-9160
www.doetn.com
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From: Andrew Livingston <livingston78@outlook.com>
Sent: Friday, February 16, 2024 2:47 PM
To: Charles Ridlehuber <ed@doetn.com>; Brent Fowler <brent.sfowler@gmail.com>
Cc: Brie D Novack <admin@doetn.com>
Subject: RE: Property

Charles,

Thaks for your LOI. Look forward to working out the final details. More as a formality see attached.

Regards,

Andy

From: Charles Ridlehuber ed@doetn.com
Sent: Wednesday, February 14, 2024 3:17 PM
To: Andrew Livingston livingston78@outlook.com; Brent Fowler brent.sfowler@gmail.com
Cc: Brie D Novack <admin@doetn.com>
Subject: Re: Property

Gentlemen,

Please see the attached letter of intent. The amount is four percent less than the asking price since we will not be using a realtor. Let me know if you have any questions.

Sincerely,

Charles Ridlehuber, CPRP
Executive Director
Doe Mountain Recreation Authority
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Mountain City, TN 37683
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From: Andrew Livingston <livingston78@outlook.com>
Sent: Monday, February 12, 2024 3:37 PM
To: Charles Ridlehuber <ed@doetn.com>; Brent Fowler <brent.sfowler@gmail.com>
Subject: RE: Property

Charles,

Your numbers are correct.

The county is mixing up the small farmhouse we recently sold with the overall parcel. The parcel number and map number are correct 053 111.00 (I don't think they have assigned a new parcel number to the small piece of land you found which was sold late last year??). The county will need to assign a new address to the small farmhouse we sold I guess and possibly a new parcel identifier?

If you are looking for something for the LOI I would use 271A Pedro Shoun +/- 80 acres to be split off from parcel 053 111.00 owned by Doe Valley Campground LLC. We have been marketing the property at 271 "A".

Andy

From: Charles Ridlehuber <ed@doetn.com>
Sent: Monday, February 12, 2024 10:53 AM
To: Brent Fowler <brent.sfowler@gmail.com>; Andrew Livingston <livingston78@outlook.com>
Subject: Re: Property

Brent,

Do you have the property information? Attached is what I found online but this doesn't look right.

Charles Ridlehuber, CPRP
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From: Charles Ridlehuber <ed@doetn.com>
Sent: Friday, February 9, 2024 3:28 PM
To: Brent Fowler <brent.sfowler@gmail.com>; Andrew Livingston <livingston78@outlook.com>
Subject: Re: Property

Brent,

I'll be sending you and Andrew a letter of intent early next week. Have a great weekend!

Charles Ridlehuber, CPRP
Executive Director
Doe Mountain Recreation Authority
1203 Harbin Hill Rd
Mountain City, TN 37683
(888)211-9160
www.doetn.com
[@doemountainTN](https://www.instagram.com/doemountainTN)



From: Brent Fowler <brent.sfowler@gmail.com>

Sent: Tuesday, February 6, 2024 3:39 PM

To: Charles Ridlehuber <ed@doetn.com>; Andrew Livingston <livingston78@outlook.com>

Subject: Re: Property

Nope! Zero issues. We did a survey on the full 110 acre we can share if you want and have title insurance.

Copied Andy on this email. Andy will send you over the new property lines we're thinking.

Let me know if you need anything else.

-Brent

On Tue, Feb 6, 2024, 3:25 PM Charles Ridlehuber <ed@doetn.com> wrote:

Brent,

The board asked for me to get a restricted appraisal on the 80 acres. Do you foresee any problems?

Charles Ridlehuber, CPRP
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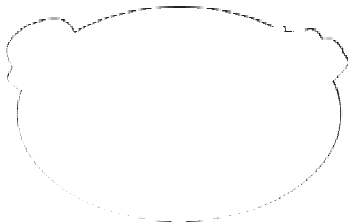
livingston78@outlook.com

From: Charles Ridlehuber <ed@doetn.com>
Sent: Thursday, May 2, 2024 9:53 AM
To: Andrew Livingston; Brent Fowler
Subject: Re: 2 acre parcel separate from LWCC

I think you are correct.

Charles Ridlehuber, CPRP
Executive Director
Doe Mountain Recreation Authority
1203 Harbin Hill Rd
Mountain City, TN 37683
(888)211-9160
www.doetn.com
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EXHIBIT B.3



From: Andrew Livingston <livingston78@outlook.com>
Sent: Wednesday, May 1, 2024 4:41 PM
To: Charles Ridlehuber <ed@doetn.com>; Brent Fowler <brent.sfowler@gmail.com>
Subject: RE: 2 acre parcel separate from LWCC

Ok, thanks. Also, from the email below it doesn't even sound like you need two separate parcels. Just a "site map" showing the difference.

Thanks
Andy

From: Charles Ridlehuber <ed@doetn.com>
Sent: Wednesday, May 1, 2024 8:20 AM
To: Brent Fowler <brent.sfowler@gmail.com>; Andrew Livingston <livingston78@outlook.com>
Subject: Fwd: 2 acre parcel separate from LWCC

Gentlemen,

It sounds like we just need to block off the two acres on the 80-acre site map. No need to survey 82 acres. See below.

Thanks,
Charles

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From: Nate Halubka <nate.halubka@mcgillassociates.com>
Sent: Wednesday, May 1, 2024 8:08:44 AM
To: Charles Ridlehuber <ed@doetn.com>; Mike Norris <Mike.Norris@mcgillassociates.com>; James Ford <James.Ford@mcgillassociates.com>
Cc: Brie D Novack <admin@doetn.com>
Subject: RE: 2 acre parcel separate from LWCC

Charles,
You don't have to get a separate appraisal. All you have to do is on the site map block out the 2 acres and then use the price per acre amount that's listed in the appraisal and remove that valued amount from the overall cost of the LWCF request.

I don't know what the cost of the land is but here's a simple example:
Yellowbook appraisal of 80 acres is \$400,000
Price per acre is \$5,000

LWCF project \$390,000
LWCF grant request \$195,000

Note in the grant. 2 acres within the appraised parcel will be purchased by the Park but not included in the LWCF project as the site will contain a lodge.
Thanks,



Nate Halubka
Project Consultant
McGill Associates, PA
5400 Trinity Road, Suite 107, Raleigh, NC 27607
D 919-378-9111 x 297
C 828-308-5358
Nate.Halubka@mcgillassociates.com
mcgillassociates.com

From: Charles Ridlehuber <ed@doetn.com>
Sent: Tuesday, April 30, 2024 12:48 PM
To: Mike Norris <Mike.Norris@mcgillassociates.com>; Nate Halubka <nate.halubka@mcgillassociates.com>; James Ford

<James.Ford@mcgillassociates.com>

Cc: Brie D Novack <admin@doetn.com>

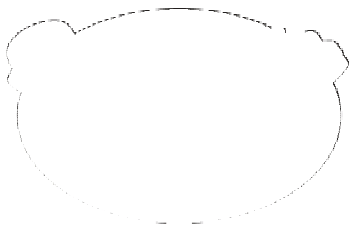
Subject: 2 acre parcel separate from LWCC

Gentlemen,

As you know, we have a contract on 80 acres with plans to exclude 2 acres for lodging. Below is the information from NPS. We thought it might be better to add two acres rather than exclude them, so we don't have to get another appraisal. Please let me know what your thoughts are.

If DMRA plans to purchase the entire property but excludes 2 acres from the LWCF boundary, LWCF will not reimburse for the full price DMRA paid for the acreage. A before and after appraisal needs to include all the acreage, then the acreage without the 2 acres. LWCF only pays for what is included in the boundary and not for something with no LWCF outdoor recreation benefit.

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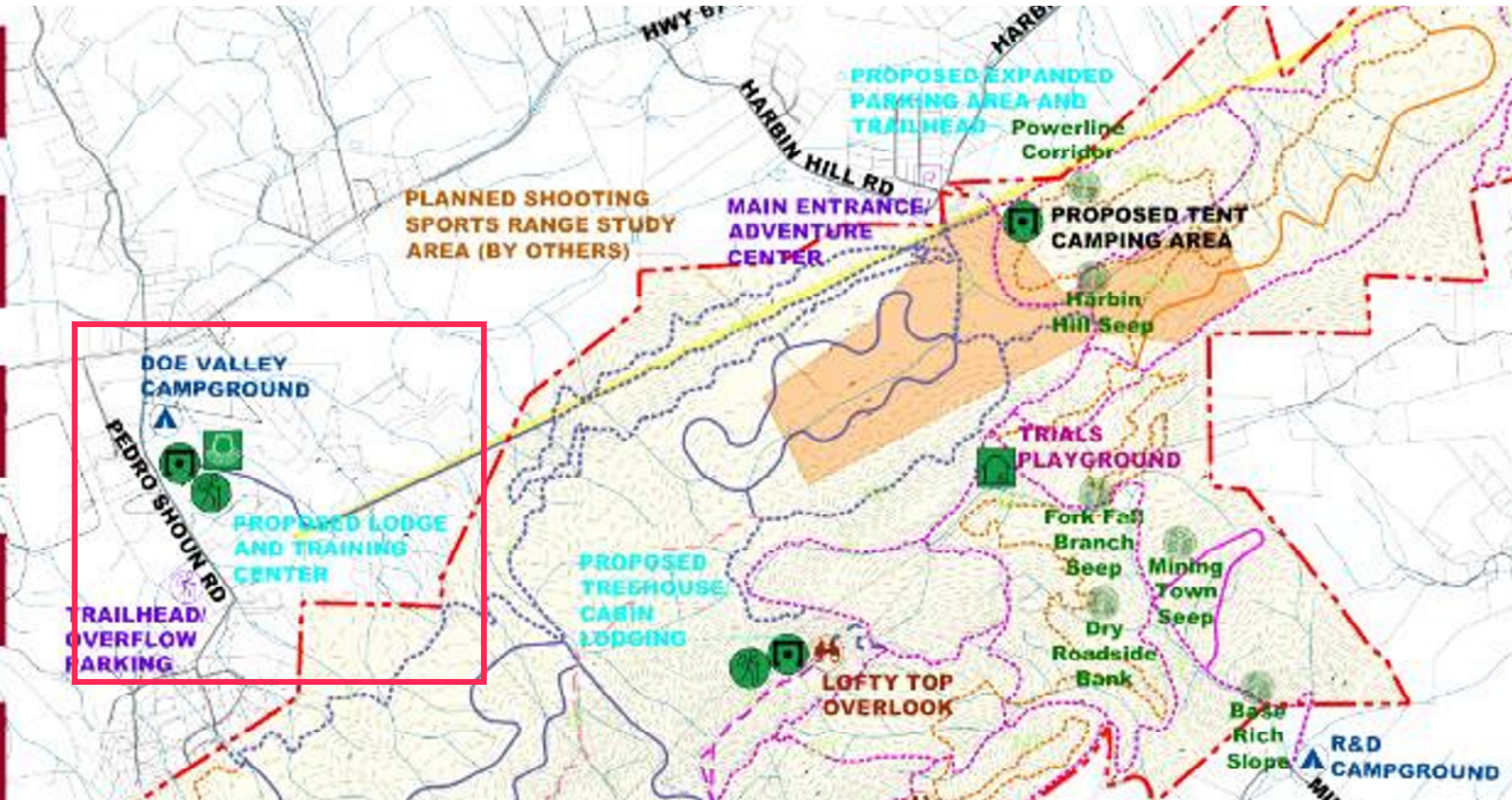


EXHIBIT

C

Excerpt Map from
DMRA's 2024
adopted master plan

EXHIBIT C



EXHIBIT

D

Excerpts from

DMRA's 2025

adopted master plan

input methods also associated with planning efforts. Below are some of the key themes and items that came out of the public meetings that were held virtually on November 9th, 2023.

Lodging: At the broadest level, beyond area campgrounds and economy-level hotels / motels in Mountain City, there is little lodging near Doe Mountain. A few campgrounds that accommodate RV's have been developed but a great need for on-site lodging options remains an important limiting factor in the sustainability of the Doe Mountain Recreational Area. Lodging is a major economic driver that can support the park's growth and is relevant to anticipated patrons' ability to make a vacation out of their time spent here. Area campground owners who attended this focus group provided invaluable insight. Noting that what they see visiting their campground are three types of visitors:

1. Those that come to ride trails.
2. Full-time RVers (retired community)
3. Those who are using the campground to scout out the area as a potential place to retire.

This is very valuable because it shows that DMRA is attracting people to the area as an attraction as well as showcasing it as a great place to live.

Another key comment that came through during the focus group meeting was that demand is a current barrier to scaling the campground. The DMRA only offers about half a day's worth of OHV trails and there is nothing else to draw in visitors for longer stays. They suggested that events, demonstrations, training, and more compatible recreation elements would help give visitors more reasons to stay longer.

Finally, the topic of compatible lodging development came up. There was a general recognition that not everyone has the means or interest to camp whether by tent or RV. This serves as a limiting factor to the DMRA. While the business members in attendance at the focus group did not want to see campgrounds park property because, of the competition, that it would introduce, they were very much open to complimentary lodging being built on site. The attendees said that "all ships rise when the tide comes in" and if the DMRA was able to have complimentary and / or large lodging facility that offered



Doe Mountain Area Campground

events capacity and training it would likely serve as a catalyst for even more people being drawn to the area and spur economic development that everyone hopes the Doe Mountain Recreational Area will continue to grow.

Hiking and Biking: The hiking and biking focus group brought additional valuable insight. A need to grow awareness of the hiking and biking trails on site was a key opportunity that was expressed. There was a recognition that trail development is an ongoing effort and a welcome effort.

Some key items that were brought up for improvement were:

- Membership and admission to utilize the non-motorized parts of the park (hiking and biking) are possible deterrents for locals who are interested in using the park. One attendee noted that “membership is a point that may need to be simplified and tightened up.”
- Proximity to the Appalachian Trail and Virginia Creeper Trail. The relative closeness of these national and regional attractions was a discussion point. Creating regional draw by joint marketing or cross-promotion was seen as a beneficial consideration.
- Restrooms. There should be additional restroom facilities spread across the park. Having only one restroom location in the park is a limiting factor for use.

Motorbiking: This topic came up as a subset response area of hiking and biking. Input in this area is a critical consideration.

Some key items that were brought up by this group were:

- The volunteers who helped build the motorized biking trails at DMRA feel that not all trail development taking place now is compatible with motorbiking.
- A concern that the trails are not being developed to Environmental Protection Agency standards.
- The group shared their concerns about alcohol consumption in the park.
- Using Doe Mountain as a place to pull people together, train the next generation of riders, and showcase the area is critical to this group.

Shooting Sports: The shooting sports focus group was open, candid, and very considerate. Key themes that came from this meeting were that:

- **Support Facilities:** Include parking, restrooms, and other amenities to improve visitor experience and accessibility.

These recommendations build upon the original master plan and leverage the Pedro Shoun property to meet evolving recreational demands while strengthening DMRA's role as a regional outdoor destination.

On-site Lodging: Many of DMRA's visitors travel to the area long distances to utilize the park and while there are area campgrounds, it is recommended that the DMRA develop lodging that is both family-friendly and supports those looking to stay



in the park for multiple days. Such accommodation would be advertised as an alternative to the more traditional RV or

PLANNING FOR MULTI-DAY RIDES REQUIRES THAT PATRONS HAVE ACCESS TO OVERNIGHT ACCOMMODATIONS.

tent camping found nearby. DMRA should consider the inclusion of cabins, treehouses, and / or a lodge.

Any on-site lodge should accommodate either individuals or groups. An on-site lodge would offer amenities, such as a commercial kitchen and group gathering rooms for parties, weddings, etc. Dining-in options can also be considered as important to the success of the lodge but not entirely critical as typical patrons will seek local restaurants. It is recommended that if the lodge offers alcohol, a policy be put in place to ensure that it is both in designated areas and responsibly served.

- DMRA should also explore smaller "single-family" lodging options on-site. These elements should be designed and constructed in an environmentally friendly manner, and aesthetics should support the rustic feel of the park. Items in this category of lodging include treehouses, cabins, and / or yurts. Such stand-alone accommodations may be designed to be "off-grid" and be in harmony with their natural settings using low-impact design techniques.
- Camping via trailered accommodation or tents could also exist on-site but should consist of mainly car camping spaces like what state parks typically provide. Whether those car-camping spaces offer convenient access to water, and electricity will depend on their

sitting near existing utilities. Certainly, primitive camping sites can also be part of the lodging variety offered at DMRA in the future but should be weighed to minimize competition with privately owned opportunities near the park.

Event Hosting: The park presents a wonderful opportunity to be a unique event-hosting location and has had success in the past, even with limited structure to do so. It is recommended that DMRA develop facilities including an amphitheater and support facilities such as formal picnic areas, shelters, ticketing, shuttling stations, and restrooms that will allow the site to be utilized for special events that allow for a regional draw. Once infrastructure is in place to support events, it is recommended that the park plays host to a minimum of three major events each year. Some ideas for events include:

1. Mountain biking races
2. Motocross / Side-by-Side events such as hill climb races, hair scrambles, etc.
3. Environment / Nature awareness and educational events (group hikes, wildlife spotting, geocaching, etc.)
4. Trail Riding Safety Events — Trail riding basics for new riders of side by sides, motocross, and mountain biking. DMRA should seek manufacturer sponsorships to both offer (fee-based) advertisement opportunities to companies wanting to be recognized by park visitors, and to orient / onboard new patrons to the facility.
5. Host both off-road education, race events, guided trail rides as well as seasonal entertainment events for families looking for a more pedestrian experience (hikes, walking tours, etc.)
6. Develop group safety classes for trail uses (Off-road dos and don'ts, racing, shooting safety certifications, ecological / nature classes, etc.
7. Consider the development of an outdoor performance stage to host concerts and performing arts to draw in visitors. With such an amenity, appropriate space for parking will need to be a major consideration when deciding the exact location for such a recreation element.

Other factors to consider when determining the appropriate lodge size for the expanded operations center at Doe Mountain include the variety and frequency of planned activities, seasonal fluctuations in visitor volume, and the need for flexible indoor space to accommodate both recreational and administrative functions. It's also important to account for future growth,