The Need for Increased Investment in Outdoor Recreation Infrastructure

# Introduction

Proper stewardship of America's public lands and waters can only be achieved through a balanced approach of protecting and sustaining natural resources, while enabling access to those resources for generations of Americans and foreign visitors to enjoy. Today, many conservation and recreation goals for our nation's public lands and waters are not being met, as the entities charged with managing these resources struggle to adequately maintain the roads, bridges, trails, campgrounds, boat ramps, and other facilities that enable recreationists to access and enjoy these national treasures. This infrastructure crisis must be addressed through a variety of channels, including increased investment at the federal and state levels, increased fiscal accountability at the U.S. Department of Interior (DOI), the U.S. Department of Agriculture (USDA), the U.S. Department of Commerce's National Oceanic and Atmospheric Administration (NOAA), and the U.S. Army Corps of Engineers (ACOE), as well as other departments and agencies with jurisdiction over federal lands and waters, and, perhaps most important, the expansion of public-private partnerships.

**Background: Investment in Outdoor Recreation Infrastructure Generates Job Creation and Economic Growth**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Insufficient investment in infrastructure projects has reduced access to facilities and outdoor experiences, damaged natural resources, increased safety risks to recreationists, and added to long-term maintenance costs. In fiscal year (FY) 2015, according to a DOI economic report, Interior lands hosted approximately 443 million visits, providing an estimated $26 billion in value added and $45 billion in economic output, and supporting almost 400,000 jobs.[[1]](#endnote-1) Additionally, activities on USDA Forest Service lands contribute more than $36 billion to America’s economy annually, supporting nearly 450,000 jobs.[[2]](#endnote-2) This level of recreation visitation can only continue or increase if these areas are properly maintained. The failure to preserve and maintain infrastructure in and around public lands and waters also has a significant impact across the broader economy, given that outdoor recreation represents nearly four percent of Gross Domestic Product.

Infrastructure investment, and the growth of outdoor recreation it will facilitate, will combine to drive significant further job creation.[[3]](#endnote-3) According to researchers at Duke University, “each $1 billion dollars invested in transportation infrastructure creates 21,671 jobs.”[[4]](#endnote-4) However, a report by the Brookings Institution found that “more than 64 percent of infrastructure employment (9.3 million workers) is concentrated in the 100 largest metro areas.”[[5]](#endnote-5) Many of the public lands and waters in need of infrastructure maintenance are located in rural and exurban communities which may lack opportunities to create sizable numbers of new jobs. Increasing investments in outdoor recreation infrastructure on public lands and waters, in addition to growing the overall American economy, will strengthen rural economic development and employment opportunities in underserved areas of the country.

According to a Bureau of Land Management (BLM) budget justification, “public land management is a capital-intensive enterprise, requiring buildings, administrative facilities, recreation sites, transportation assets and dams to protect employee and visitor safety, resource values, and public investments, as well as to provide facilities for management and stewardship.”[[6]](#endnote-6) For purposes of this paper, outdoor recreation infrastructure on public lands and waters can be roughly divided into two categories:

* “surface transportation” = maintenance and enhancements funded primarily through surface transportation appropriations to build, repair, and maintain roads and bridges, both those on public lands and waters and leading to public lands and waters, and paths, trails, and other transportation systems on public lands; and,
* “public lands and waterways infrastructure” = funding primarily through appropriations to executive branch departments and agencies that would pay for construction and maintenance of public buildings, recreation sites (e.g., boat ramps and campgrounds), and utility services (e.g., electric, water, solid waste management) and the development, installation, and maintenance of technological services on public lands and waters (e.g., wireless internet services).

The level and scope of federal investment in both categories of outdoor recreation infrastructure should reflect the importance of this sector to the American economy and the health and happiness of the American people. In 1966, as NPS celebrated its 50th anniversary, it faced similar challenges - a significant funding shortfall and crumbling infrastructure. Congress responded by approving a plan known as Mission 66 to fund park improvements over the next 10 years.[[7]](#endnote-7) The time has come, as NPS celebrates its centennial, for a second ambitious federal infrastructure plan to address the needs of our national parks and all of our public lands and waters.

In addition to the need for public investment in public lands and water infrastructure, an increase in private investment in recreation infrastructure will be critical to continuing to attract visitors to participate in recreational activities. Private investment mobilized through public-private partnerships is a nimble and sustainable source of funding to augment direct federal funding. Private maintenance and marketing, facilitated by more flexible procurement and contract management rules, can also be instrumental in driving visitation to public lands and waters, as well as serving the goals of conservation and public access.

***Private investment mobilized through public-private partnerships is a nimble and sustainable source of funding to augment direct federal funding.***

President Trump and Congress should act immediately to meet the infrastructure needs of the federal agencies and departments charged with managing federal lands and waters in the following ways:

* in the first transportation funding bill enacted by Congress, fully fund the Federal Lands Transportation Program and the Federal Lands Access Program to pay for the completion of all surface transportation projects in and leading to federal public lands and waters before the end of the president's first term (see explanation below), and reauthorize and fully fund the Recreational Trails Program (RTP);
* enact new appropriations to provide a one-time infusion of funding to ensure adequate federal support to reduce maintenance backlogs in public lands and waters infrastructure by half before the end of the president's first term;
* increase annual appropriations for the civil works, recreation, and trails budgets for public lands and waters infrastructure in the DOI, USDA, NOAA, and ACOE budgets, as well as for any other departments and agencies with jurisdiction over federal lands and waters;
* remove barriers to and encourage the expansion of public-private partnerships for public lands and waters infrastructure;
* enact legislation to create an endowment for public lands and waters infrastructure, and encourage private investments in infrastructure projects in these areas; and
* reauthorize the Federal Lands Recreation Enhancement Act (FLREA) to ensure fees collected on public lands and waters are used for recreation enhancements in those areas.

# Insufficient Appropriations and Maintenance Backlogs

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

NPS receives $3 billion in annual funding from a combination of visitor fees and federal appropriations. These moneys fund the agency’s basic operations, but there is little or nothing left from these amounts for infrastructure maintenance or enhancements. Moreover, although it has received emergency funding through other channels, NPS’s annual base appropriation has been decreasing, with FY 2016’s appropriations 15 percent lower than FY 2001 appropriations in real terms.[[8]](#endnote-8) NPS is also facing a backlog of nearly $12 billion in critical surface transportation and public lands and waters infrastructure maintenance projects.[[9]](#endnote-9) BLM faces its own deferred maintenance backlog estimated at more than $600 million.[[10]](#endnote-10) A significant backlog of ACOE projects impacts waterways dredging and infrastructure, restricting access to and quality of marine recreation activities.

Similarly, the Forest Service has been unable to adequately maintain the 158,000 miles of trails it oversees.[[11]](#endnote-11) To maintain its trail system, the Forest Service relies on internal resources, including approximately $80 million allocated annually for trail maintenance in addition to funding for other agency programs that involve trails, as well as external resources, such as volunteer labor and funding from federal programs, states, and other entities. In FY 2012, the agency reported that it conducted maintenance on only 37 percent of its trail miles and that just one-quarter of its trail miles were maintained to standard. The same year, the Forest Service estimated its trail maintenance backlog totaled $314 million, in addition to $210 million for annual maintenance, capital improvement, and operations. The trail maintenance backlog only represents a fraction of the Forest Service’s estimated $5 billion total deferred maintenance backlog.[[12]](#endnote-12)

Approximately 4,500 federal sites collect recreation fees under the Federal Lands Recreation Enhancement Act (FLREA). These sites operate under the purview of multiple agencies, including NPS, BLM, the Forest Service, the Fish and Wildlife Service, and the Bureau of Reclamation. In FY 2014, these sites collected $278.6 million in funds, but only 37 percent of these funds were used for repair and deferred maintenance. Allowing all public lands and waters to increase their user fees as needed is vital to helping them sustain their own operations and could enable them to use federal funds to address backlogged maintenance projects.[[13]](#endnote-13)

# The Critical Importance of Fully Funding Surface Transportation Infrastructure Related to Public Lands and Waters[[14]](#endnote-14)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

In December 2015, Congress passed the Fixing America’s Surface Transportation (FAST) Act, the first long-term surface transportation bill in a decade. The FAST Act continues the following programs related to federal lands transportation:

* The Federal Lands Transportation Program (FLTP), which provides an average of $355 million annually for projects that improve access within the federal estate (such as national parks, forests, and recreation areas), on infrastructure owned by the federal government. The FAST Act adds BLM and other independent federal land management agencies as FLTP partners. The program includes dedicated annual set-asides for NPS ($284 million), the Fish and Wildlife Service ($30 million), and the Forest Service ($17 million), with additional partners competing for the remaining $24 million.
* The Federal Lands Access Program, which provides an average of $260 million annually for projects that improve access to federal lands on infrastructure owned by States and local governments. Projects providing access to any federal lands are eligible for this comprehensive program and funds are distributed by formula based on recreational visitation, federal land area, federal public road mileage, and the number of federal public bridges. The FAST Act made no substantive changes to this program.
* The Sport Fish Restoration and Boating Trust Fund, which was reauthorized for five years and is a user pay/user benefit account that provides approximately $600 million annually for boating infrastructure and conservation efforts of fish and wildlife habitats. The FAST Act allows the funds collected through user fees and excise taxes on boating and fishing recreation to be distributed to the federal waters management agencies and the states.

The NPS FLTP set-aside represented an 18 percent increase in funding;[[15]](#endnote-15) however, this increase did not constitute full funding of this important surface transportation program. Forty percent of parks roads and 77 percent of parking areas are in poor to fair condition, and 42 percent of park bridges are structurally deficient. NPS estimates its actual annual need to be $970 million to adequately maintain and improve its roads, bridges, trails, and transit systems.[[16]](#endnote-16) Similarly, according to the Forest Service, its FLTP set-aside funding is helpful but far from sufficient to meet its needs in this area. Congress and President Trump must work together to fully fund FLTP.

The FAST Act also eliminated the Transportation Alternatives Program (TAP), created by the Moving Ahead for Progress in the 21st Century Act of 2012 (MAP-21), and replaced it by setting aside an average of $844 million annually of Surface Transportation Block Grant Program (STBG) funding for transportation alternatives. These funds include all projects and activities that were previously eligible under TAP, such as pedestrian and bicycle facilities, recreational trails, and habitat connectivity. Unless a state opts out, it must use a specified portion of these funds for trails projects under the Recreational Trails Program.

# Technological Investments

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

In addition to the investments made through the FAST Act, to meet the needs of the modern outdoor recreationist and ensure our public lands and waters continue to attract younger generations, technological advancements must be made. As the current administration, and likely the next administration, work to expand internet access across the nation, public lands and waters must be among the first areas to be connected. Federal efforts are underway to establish internet access at every national park visitor’s center by the end of 2016 and to further expand broadband access across NPS lands. This initiative is funded through the NPS operations budget, but is not sufficient to establish broadband access across the entire NPS system.

Further, the geography of many federal lands creates challenges to expanding technological infrastructure in these areas. Given the cost and geographical realities of these projects, building on efforts to expand access across national parks and other public lands and waters will rely upon increased funding for public lands and waters infrastructure in federal departments’ and agencies’ appropriations, as well as public-private partnerships.

Despite these obstacles, increasing connectivity by expanding internet access on public lands and waters beyond visitors centers could increase visitation, thereby increasing income from user fees, and decrease other costs. For instance, online sharing of photographs is a great way to promote visits, and geo-tagging can help reduce the need for visitor centers. Other revenue drivers enabled by updated technology could include full-service, modern campsites.

Improving technological infrastructure on public lands and waters could also help expand recreational use of the land, while making recreational activities safer. Individual public lands and waters are already working to improve their own technology infrastructure in a manner tailored to the specific features of their natural resources and the needs of their visitors. Everglades National Park, for example, is seeking private partners to ensure Global Positioning System (GPS) technology includes channels and markings for shallow and obstacle-ridden areas to help boaters better navigate the water. Similar efforts could increase safety for those participating in snowmobiling, skiing, and other winter sports.

# Public-Private Partnerships

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

In addition to the critical importance of public investment in public lands and water infrastructure, addressing the outdoor recreation infrastructure deficit and bringing this infrastructure into the 21st century will require robust and creative collaboration across the public and private sectors. Private capital and industry expertise can augment public investment and strengthen the management of major infrastructure projects.

There is a clear and successful history of private investment in building the infrastructure that is critical to great visitor experiences. Billions of dollars in private capital have been invested to create key components of the facilities utilized by hundreds of millions of visitors to public lands and waters each year. Leading examples include ski areas in national forests, which supply an estimated 60% of the nation’s downhill opportunities, and lodging, food, and retail operations in national parks that were built by railroads and private donors. More recently, private investments have supported updating Cavallo Point in the Golden Gate National Recreation Area and lodging across Yellowstone National Park. Specifically, Cavallo Point attracted more than $100 million in private investment to repurpose a deteriorating military base into a globally-acclaimed conference center, and Xanterra is investing $200 million to rehabilitate and replace nearly one-third of the lodging in Yellowstone. These models of success should be applied to other important public recreation infrastructure projects.

One potential area of opportunity for such partnerships is campground modernization, which is needed throughout the federal land agency campground system. Federal campgrounds were not designed to accommodate modern technologies, including the larger recreational vehicles (RVs) used by many campers today. As a result, campers are increasingly turning to private campgrounds that offer more modern amenities and are run by companies like Kampgrounds of America (KOA). Under a partnership model, KOA or a similar organization could finance and upgrade campsites and roads on federal and state lands, in return for revenue earned through user fees once the projects have been completed.

Currently, limitations on how federal land agencies can partner with concessioners and other recreation stakeholders reduce opportunities for collaboration and modernization. Permits and contracts are too short for concessioners to recoup any investments in improving the facilities they manage. This puts most federal land agency campgrounds at a competitive disadvantage relative to state, local, and privately-owned campgrounds.

The National Off-Highway Vehicle Conservation Council Management Solutions (NMS) is one existing effort that would benefit from a streamlining of rules that limit the efficient use of public-private partnerships. NMS is designed to work in cooperation with land management agencies to improve management of off-highway vehicle (OHV) recreation. NMS provides on-the-ground expertise that will result in higher quality recreational experiences for OHV riders and improved resource protection. Two initial successes include the Whitetail/Pipestone OHV Area near Whitehall, Montana, and the Texas Creek OHV Area near Canon City, Colorado, which were completed in cooperation with BLM. NMS and other public-private partnerships would benefit from a review and reduction of regulatory and other barriers to the full involvement of private partners in outdoor recreation infrastructure.

Private philanthropy from corporations, foundations, and individuals is also critical to enhancing support for public lands and waters, and must be fostered by policy-makers. To this end, Congress established the National Park Foundation (NPF) in 1967. This year, as part of its Centennial Campaign for America’s National Parks, NPF announced that it will raise $350 million to support unfunded priority projects across the National Park System. In addition to increasing direct public investment, easing restrictions on concessioners partnering with federal lands, and promoting philanthropy, Congress should establish a national fund or endowment to support public lands and waters infrastructure projects. In addition, policies must be changed to reduce restrictions for volunteer and charitable contributions. Federal land and waters agencies and departments should increase access to volunteer opportunities, improve management of volunteer projects, and reduce training requirements and other barriers.

Solutions that foster collaboration between the public and private sectors will be critical for addressing the existing recreation infrastructure gap and securing a financial future that reflects the value of America’s public lands and waters.

# Proposed Solutions

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Executive and congressional action, along with private investment, will be needed to ensure America’s public lands and waters and surface transportation infrastructure are properly maintained and accessible for Americans of all ages and backgrounds to enjoy. Our proposed solutions are outlined below.

# 1.) Congress should pass a long-term surface transportation bill prior to the expiration of the FAST Act that includes significant increases in FLTP and FLAP funding, as well as reauthorization and full funding of the Recreational Trails Program (RTP).

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Long-term surface transportation legislation enables agencies receiving transportation funding to implement long-range planning and multi-year programs. Congress is expected to consider a new surface transportation funding bill early in President Trump's first term. Both the president and Congress must ensure that this legislation will fully fund the Federal Lands Transportation Program and the Federal Lands Access Program to pay for the completion of all surface transportation projects in and leading to federal public lands and waters before the end of the President Trump's first term. Although the federal land management agencies will receive funding through 2020 for the FLTP and the FLAP, a significant increase in current funding levels will be needed to meet all of the surface transportation infrastructure needs on or leading to federal lands. One possible source of funding for outdoor recreation infrastructure would be to earmark $0.01 of the federal gasoline tax for these infrastructure projects, just as $0.035 of this tax is earmarked for mass transit infrastructure spending. Furthermore, reauthorization and full funding of the Recreational Trails Program (RTP) is vital to promoting transportation alternatives and a sustainable transportation system.

# 2.) President Trump should develop and champion legislation to infuse funding in public lands and waters that will address maintenance backlogs and improve capital management at public lands and waters departments and agencies.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

President Trump's first budget proposal for FY 18 should include, and Congress should enact, a one-time appropriation to ensure adequate federal support to reduce maintenance backlogs in public lands and waters infrastructure by half before the end of the president's first term. A key component of this legislation should be increased fiscal accountability for public lands and waters management agencies to ensure effective and efficient use of funds.

# 3.) Congress should support annual increases in federal infrastructure appropriations.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Backlogs have developed in public lands and waters infrastructure funding because there is a structural deficit in the operations and maintenance budgets of the agencies with jurisdiction over federal public lands and waters. The P first budget should propose increases in the appropriations for federal departments and agencies responsible for public lands and waters infrastructure to eliminate these deficits. Relevant departments and agencies include the DOI, USDA, NOAA, and ACOE, among others. Congress should enact these increases as new baselines in these departments’ and agencies’ budgets, and any other relevant agencies’ budgets, while increasing accountability for how these funds are spent.

# 4.) Congress and federal land agencies should work to expand public-private partnerships by removing barriers in policy and practice.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

President Trump should issue an executive memorandum directing all federal departments and agencies to identify and either reduce or eliminate barriers to the creation of public-private partnerships to address the public lands and waters infrastructure needs within their jurisdictions. For example, Congress and the agencies should allow concessioners longer permit periods to strengthen incentives for them to invest in infrastructure enhancement. These partners should also be given more flexibility to implement best practices to improve revenue generation and recreation site maintenance and modernization. A report on efforts to reduce or eliminate these barriers should be issued at the conclusion of the first year of the president's first term. This report should propose specific legislative, regulatory, and policy changes that would make public-private partnerships a more readily available option for addressing public lands and waters infrastructure challenges. Policy-makers and private stakeholders should work together to achieve measurable infrastructure development goals, such as 75% wireless internet coverage in federally-developed campgrounds and visitors centers and 100% online access to federal park and recreation passes by 2020.

# 5.) Congress should pass legislation to create an endowment for public lands and waters infrastructure and encourage private investments in infrastructure projects in these areas.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Passing legislation to establish a public lands and waters endowment and ease restrictions on private investments in infrastructure projects in these areas would help create a sustainable path forward. Such legislation would present an opportunity for current lawmakers to uphold a long-standing bipartisan commitment to protecting national parks and other American treasures for future generations in the tradition of the congressional action that honored the NPS's 50th anniversary.

# 6.) Congress should reauthorize the Federal Lands Recreation Enhancement Act (FLREA), to ensure fees collected on public lands and waters are used for outdoor recreation enhancements.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

FLREA has been authorized through FY 2018 as a result of short-term extensions. Congress should reauthorize FLREA, including the current provisions ensuring that recreation sites retain at least 80 percent of the fees they collect without further appropriations. This will help secure funding for recreation priorities and enable long-term planning for maintaining and enhancing these sites. Congress should also include measures to increase transparency regarding where recreation enhancement funds are collected and spent to better track and manage the impact of the program.

Additionally, FLREA should be amended to grant authority to federal agencies and departments managing public lands and waters to increase the price of the senior lifetime interagency pass, which has remained at $10 since 1993.[[17]](#endnote-17) Unlike the $80 regular annual interagency pass, FLREA does not permit the agencies that charge recreation fees to increase the price of the senior pass, thereby limiting their ability to increase revenue from this fee.[[18]](#endnote-18) Other changes that should be pursued include enabling the agencies --- without causing a decline in visits to federal lands and waters facilities --- to increase the price for the regular interagency pass, lower the age limit for free youth admission, and increase the fee for international tourists, as many countries do, to reflect the tax contributions of American visitors and help public lands and waters management agencies fund their operating budgets.

1. U.S. Department of the Interior. “Economic Report, Fiscal Year 2015” (June 2016). Accessed online at: https://www.doi.gov/sites/doi.gov/files/uploads/fy2015\_doi\_econ\_report\_2016-06-17.pdf. [↑](#endnote-ref-1)
2. Outdoor Industry Association. “The Outdoor Recreation Economy” (2012). Accessed online at: https://outdoorindustry.org/pdf/OIA\_OutdoorRecEconomyReport2012.pdf. [↑](#endnote-ref-2)
3. *Ibid.* [↑](#endnote-ref-3)
4. Duke University Center on Globalization, Governance & Competitiveness. “Infrastructure Investment Creates American Jobs” (October 2014). Accessed online at: https://s.bsd.net/aamweb/main/page/file/9d937012edb12326c4\_7vm62z7l5.pdf. [↑](#endnote-ref-4)
5. Kane, Joseph and Puentes, Robert. “Expanding opportunity through infrastructure jobs” (May 2015), Brookings Institution. Accessed online at: https://www.brookings.edu/research/expanding-opportunity-through-infrastructure-jobs/. [↑](#endnote-ref-5)
6. U.S. Department of the Interior. “Budget Justifications and Performance Information, Fiscal Year 2015: Bureau of Land Management” (December 2015). Accessed online at: http://www.blm.gov/style/medialib/blm/wo/Communications\_Directorate/public\_affairs/news\_release\_attachments.Par.60974.File.dat/FY2015\_BLM\_Greenbook.pdf. [↑](#endnote-ref-6)
7. Reichert, Joshua. “What do national parks and Washington’s Metro have in common?” The Hill (June 2016). Accessed online at: http://thehill.com/blogs/pundits-blog/energy-environment/284568-what-do-national-parks-and-washingtons-metro-have-in. [↑](#endnote-ref-7)
8. Bilmes, Linda J. and Shafroth, Will. “A Centennial -- And Uncertain Future -- For America’s National Parks” (August 2016). Accessed online at: http://www.wbur.org/cognoscenti/2016/08/11/funding-the-future-of-americas-national-parks-linda-j-bilmes-and-will-shafroth. [↑](#endnote-ref-8)
9. Reichert, Joshua. “What do national parks and Washington’s Metro have in common?” The Hill (June 2016). Accessed online at: http://thehill.com/blogs/pundits-blog/energy-environment/284568-what-do-national-parks-and-washingtons-metro-have-in. [↑](#endnote-ref-9)
10. U.S. Department of the Interior. “Budget Justifications and Performance Information, Fiscal Year 2015: Bureau of Land Management” (December 2015). Accessed online at: [↑](#endnote-ref-10)
11. Government Accountability Office. GAO-13-618: “Long- and Short-Term Improvements Could Reduce Maintenance Backlog and Enhance System Sustainability” (June 2013). [↑](#endnote-ref-11)
12. U.S. Department of Agriculture. “Fiscal Year 2017 Budget Justification: Forest Service” (February 2016). Accessed online at: http://www.fs.fed.us/sites/default/files/fy-2017-fs-budget-justification.pdf. [↑](#endnote-ref-12)
13. Anderson, Terry L. "Happy 100th Birthday, National Parks" (August 2016), The Wall Street Journal). Accessed online at: http://www.wsj.com/articles/happy-100th-birthday-national-parks-1472076265. [↑](#endnote-ref-13)
14. Federal Highway Administration, U.S. Department of Transportation. Fixing America’s Surface Transportation Act or “FAST Act.” Accessed online at: https://www.fhwa.dot.gov/fastact/. [↑](#endnote-ref-14)
15. National Parks Conservation Association. “Victory: Reauthorize Funding for National Park Transportation” (December 2015). Accessed online at: https://www.npca.org/advocacy/10-reauthorize-funding-for-national-park-transportation. [↑](#endnote-ref-15)
16. National Parks Conservation Association. “Background: National Park Transportation Needs” (October 2015). Accessed online at: https://www.npca.org/articles/830-background-national-park-transportation-needs. [↑](#endnote-ref-16)
17. Government Accountability Office. “National Park Service: Revenues from Fees and Donations Increased, but Some Enhancements Are Needed to Continue This Trend” (December 2015). Available online at: http://www.gao.gov/assets/680/674187.pdf. [↑](#endnote-ref-17)
18. *Ibid.* [↑](#endnote-ref-18)