

Kettunen Center 2020 – Strategies for Future Success



2020 Urban Planning Practicum
School of Planning, Design, and Construction
Michigan State University

Practicum Team

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EXECUTIVE SUMMARY

This study aims to provide recommendations to strengthen the Kettunen Center, a youth education and recreation center owned by the Michigan 4H Foundation. These recommendations outline an optimal use strategy for the center that is proposed in accordance with the Foundation's mission of youth development. The report provides guidance on steps that can be taken to transform the Kettunen Center into a premier youth development center where both educational and recreational activities will thrive year-round.

The research methodology of this report includes an assessment of the operations of the Kettunen Center, an evaluation of the market demand for youth recreation and education programming in the State of Michigan, and case study research on programming and practices of other youth oriented centers in the country. The Practicum Team's recommendations are based on research around Kettunen Center's options to expand its programming focus and broaden its partnerships with external institutions to realize a strong and successful future.

The analysis of Kettunen Center's previous financial statements and calendar of events indicates the importance of increased programming in the winter months. The socioeconomic profile of the region shows that the population in the surrounding area is older than the statewide average, signaling the need to attract youth from a greater area. With Census data showing only 13,843 school aged youth within a 25 mile radius and schools and nearby youth-oriented resources also providing programming it is important for Kettunen Center to offer a clear "brand" and a very unique experience that will set it apart as a destination for youth development.

While data specific to youth recreation is difficult to attain, we did find that outdoor recreation, in general, is a major industry and Michigan ranks high with greater than national participation averages. Perhaps, more relevant, were a set of factors holding youth back from participating in outdoor recreation, with the high upfront cost of outdoor recreation being the primary one.

The recommendations for the Kettunen Center are summarized in the following paragraphs and supported in this report by case study examples of noteworthy practices from across the county.

Expand Programming Opportunities

The Kettunen Center has the potential to reach a much larger audience through the implementation of a more diverse set of programming such as STEAM programs (Science, Technology, Engineering, Art and Math), creative expression programs, after school learning programs, as well as a wider selection of recreational activities, and environmental stewardship programs. The Kettunen Center could also expand its indoor programs, offering unique opportunities for youth groups and individuals to visit the center and experience learning and collaboration during the winter months when outdoor programs is more challenging.

Create Brand Recognition and Increase Promotional Marketing

Branding is an essential component of any successful enterprise and it has the power to expand the Kettunen Center's customer or visitor base. By developing a unique and consistent brand image, Kettunen will be communicating about what sets them apart from other youth centers and show potential visitors the value of being part of the Center's legacy. Branding will also enhance promotion and marketing in ways that better engage and captivate the youth. Expanding and increasing the frequency of communication, through social media, will also attract the interest of youth and their parents. Active promotion on social media and well-designed interactive websites are critical to attracting youth interest. Through better branding and promotion, the Center will be able to reach wider audiences and actively engage with them electronically.

Create Strong Funding Sources and Partnerships

Strong partnerships are critical to the success of any venture. Kettunen Center manages to stay financially viable in its current operations, however, if it aspires to become a premier youth center, it will need to forge strong partnerships. Partnerships not only provide financial resources but also leverage brand visibility and attract additional social capital. The Kettunen Center should establish viable partnerships, not only with area schools and educational institutions but also with reputed private sector companies and non-profit foundations.

Kettunen Center has many assets, among them are wonderful natural resources, ample physical space, a dedicated staff and a worthy mission to engage youth and instill in them 4-H values. We believe that with continued stewardship of these assets and focused implementation of the above recommendations, the Center will be stronger and can become a premier 4-H youth center.

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1. PROJECT OVERVIEW

About Practicum

The Urban and Regional Planning Program at Michigan State University was established in 1946 and its mission is to create a sustainable built and natural environment that enriches communities through leadership, entrepreneurial creativity, social responsibility and environmentally sustainable planning and policy. All graduates of the program are required to participate in the capstone practicum course, which allows students to gain real-world planning experience before they graduate and go on to enter the workforce. This report is the work of five undergraduate students.

Purpose of the Project

The Michigan 4-H Foundation has requested recommendations (based on research and analysis) to strengthen the Kettunen Center, a youth education and recreation center owned by the foundation. The team has developed a report with recommendations outlining an optimal use strategy for the center in accordance with the Foundation's mission of youth development. The report provides guidance on steps that can be taken to transform the Kettunen Center into a premier youth development center where both educational and recreational activities are able to thrive year-round.

Research Methods

The research for this report includes an assessment of the operations of the Kettunen Center, an evaluation of the market demand for youth recreation and education programming in the State of Michigan, and case study research on programming and practices of other youth oriented centers in the country. The Practicum Team makes recommendations, based on the assessments and research on how Kettunen Center can expand its programming focus and partner with external institutions to strengthen its mission and operations.

2. MICHIGAN 4-H

The Michigan 4-H Foundation is a 501(c)(3) non-profit organization that exists to serve youth throughout the state. 4-H is the youth development program of Michigan State University Extension and it serves as Michigan’s largest youth development organization (Michigan 4-H, 2020). Over 200,000 people participate in 4-H events each year where they engage young people in discovering their greatest potential (Michigan State University 4-H Extension, 2020). The 4 H’s that make up 4-H are Head, Heart, Hands, and Health and these hold true throughout the 4-H Foundation’s programming. (Neff, 2013). Michigan 4-H emphasizes a holistic approach to being one’s best self and they follow a set of guiding principles as they work to do so; youth develop positive relationships with adults and peers, youth are physically and emotionally safe, youth are actively engaged in their own development, youth are considered participants rather than recipients in the learning process, youth develop skills that help them succeed, youth recognize, understand and appreciate multiculturalism, and youth grow and contribute as active citizens through service and leadership (Michigan State University 4-H Extension, 2015). Figures 1 and 2 below show the 4-H Pledge and Participation Rates.



Figure: 1 The 4-H Pledge

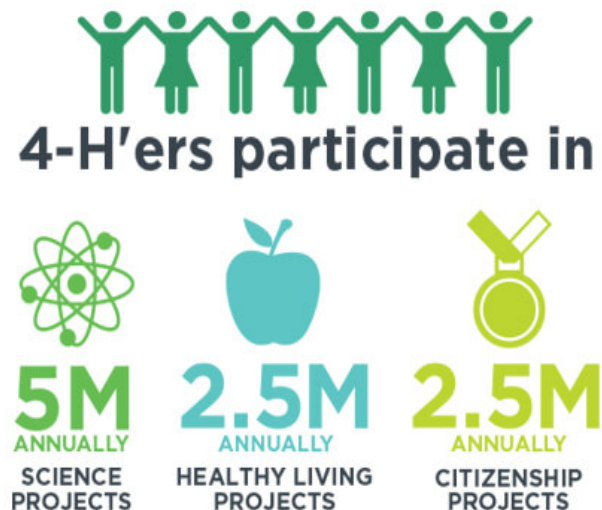


Figure: 2 National 4-H Participation Data

Originally associated with being an agricultural-focused organization, 4-H has grown and developed into a program that really does it all. They include many diverse programs that fall under the categories of STEM and agriculture, healthy living, as well as civic engagement. These different programs are available through local 4-H camps, clubs, as well as both in-school and after-school programs. They offer these programs to youth ranging in age from 8-18 years old with an additional program called “Cloverbuds” for children age 5-7 (4-H Foundation, 2020). Figure 2 below shows the quantity of participants within the different program categories of 4-H nationally. Five million youth are annually involved in science projects, 2.5 million are annually involved in healthy living projects, and 2.5 million are annually involved in citizenship projects. This speaks to the diversity of the programs offered by Michigan 4-H and the significant level of involvement by youth within them.

Figures 3, 4, 5 and 6 further show how 4-H is making an impact nationally. They reach the interests of both males and females from grades K-Post High School. They have an impressive number of volunteers, program areas, and grants received.

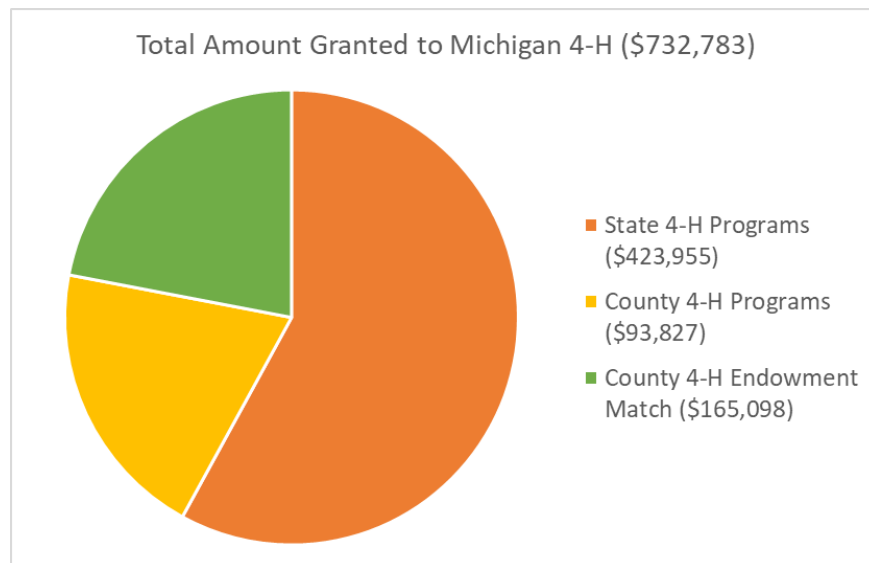


Figure: 3 Amount Granted to Michigan 4-H (Michigan 4-H Foundation, 2020)

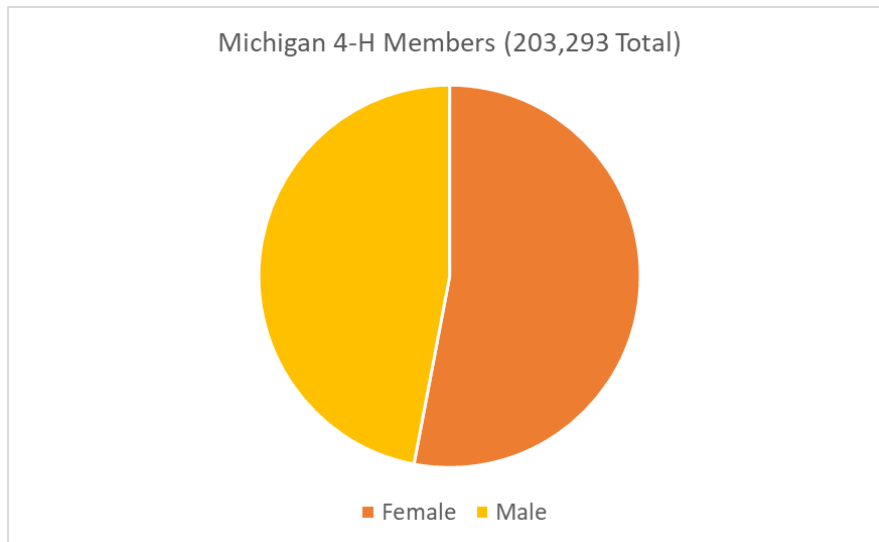


Figure: 4 Michigan 4-H Member Breakdown (Michigan 4-H Foundation, 2020)

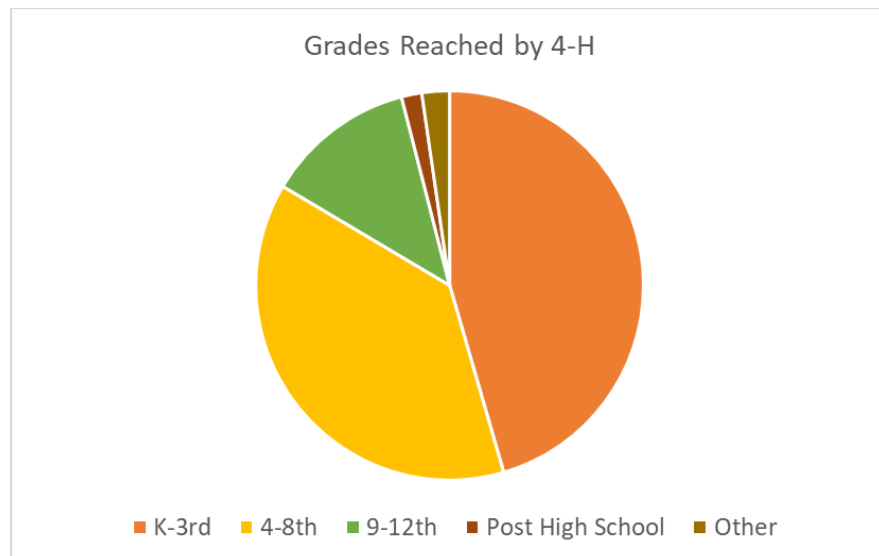


Figure: 5 Grade Levels Involved in 4-H (Michigan 4-H Foundation, 2020)

Facts and Figures	
4-H Volunteers	16,000
4-H Program Areas	60
Year 4-H was Founded	1952
Total Combined Amount Donated in 18-19 FY by 775 Donors (\$)	\$1.27 Million
Average Gift per Donor (\$)	\$1,640

Figure: 6 4-H Facts and Figures (Michigan 4-H Foundation, 2020)

3. THE KETTUNEN CENTER

In this section, a brief history of the Kettunen Center is provided to explain how and why it came to be. There is also a summary of the center’s strengths, weaknesses, opportunities, and threats as well as relevant information regarding the Kettunen Center’s location, physical attributes and current operations.

3.1 A Brief History of Kettunen Center

The Kettunen Center was established in 1961 in Tustin, Michigan in Osceola County and is owned and operated by the Michigan 4-H Foundation. At the time of its creation, it was the nation’s first 4-H volunteer and youth training center. A.G Kettunen served as a state 4-H leader from 1925-1956 and helped incorporate the Michigan 4-H Foundation in 1952. He envisioned the Kettunen Center as a site where the 4-H foundation would be able to grow and prosper through the training and of its members and volunteers (Kettunen Center, 2020). The center was originally named “Camp Kett” and was renamed the Kettunen Center in 1972.

The Kettunen Center’s mission statement is “Kettunen Center is a focal point for statewide 4-H leader training and development and serves as a learning center for many other groups. We offer programs and services which reflect the values of 4-H and the center’s natural resources,” (Kettunen Center, 2020). The Kettunen Center is managed by 4-H and is staffed by a managing director along with nine other full-time staff members.



Figure: 7 Kettunen Center Cornerstone

3.2 Location and Physical Attributes

Location

Located in Tustin, Michigan, the Kettunen Center is home to 153 acres of land filled with abundant natural resources. The Kettunen Center sits along Center Lake which is a 40-acre inland freshwater lake that is used by small boats, kayaks, and canoes (Lake-Link Michigan, 2020). The center is only twelve miles away from Cadillac, Michigan and can be reached from Lansing in two hours, Grand Rapids and Traverse City in one hour and fifteen minutes.

The Figure 8 map displays half-hour and one hour driving radii and shows the proximity of the Kettunen Center to cities such as Traverse City, Ludington, Grand Rapids, and Mt. Pleasant.

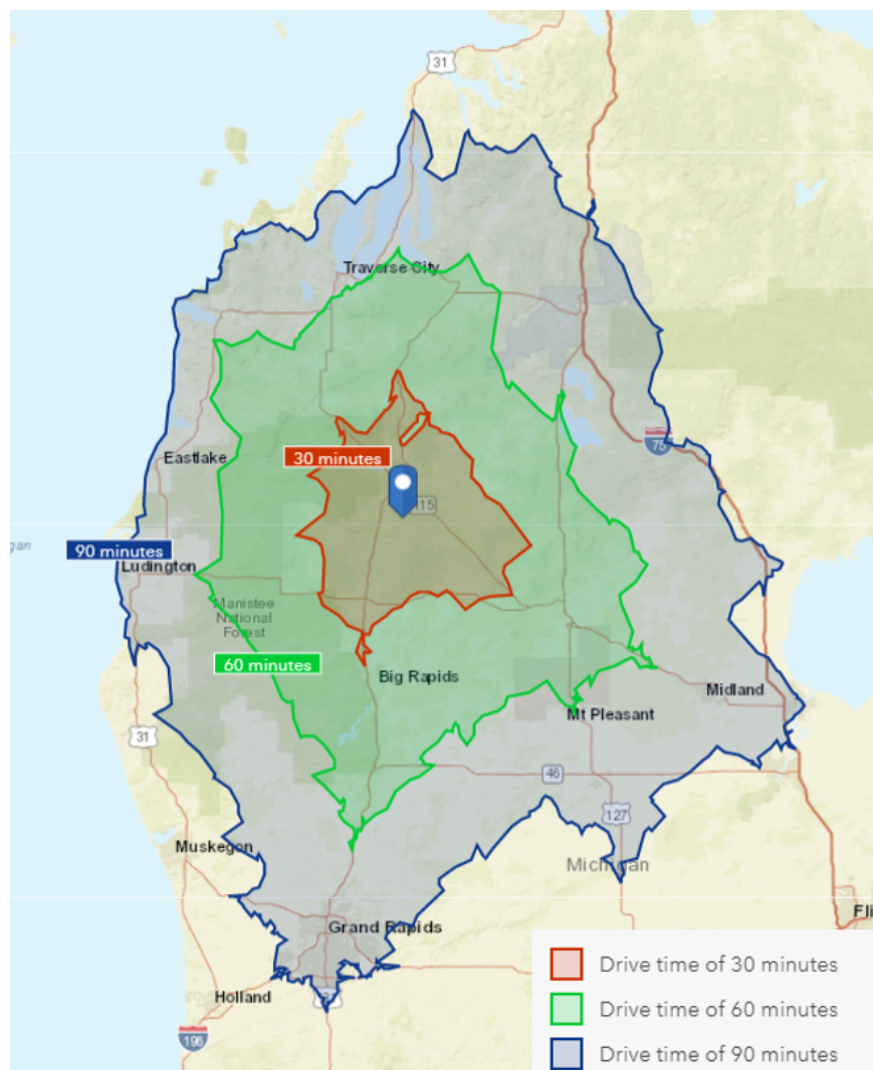


Figure: 8 Driving Distance from Kettunen Center (ESRI Business Analyst, 2020)

Land

The Kettunen Center has many physical attributes that set it apart from the typical design of other youth development centers; one of the most significant factors being its land. Its 153 acres of land is covered in beautiful forests and vast fields. Tustin is a “forest community” and the Center is representative. Guests at the center have access to Center Lake along the center’s private beach and fishing dock. There are fire pits on the land as well as a small shooting range, an archery range, and various outdoor games such as basketball, ga-ga ball, disc golf, and more.

Buildings

The Kettunen Center encompasses four different buildings; the Cedar Lodge, the Learning Center which also includes the Aspen and Birch Lodges, a Welcome Center which includes the White Pine Wing, Library, Dining Wing, and the Red Oak Wing, and finally the Chestnut Lodge. Within these buildings multiple amenities are offered. These amenities include 13 spacious meeting rooms that can be utilized in various ways, a 11,000 square foot cafeteria with a commercial kitchen and seating for 200 people. Most of the lodges have lounges, and the Kettunen Center has an open floor plan to focus on collaboration. The Kettunen Center currently has 72 overnight rooms with 235 beds. These rooms range in price as well as layouts. Some rooms include twin beds or full beds while others include bunk beds. There are 33 private bathrooms and 12 community bathrooms serving the overnight rooms and the facilities throughout the center.

Conditions

The Kettunen Center is well-maintained and is clean and comfortable, although the décor and furnishings throughout the facility are dated. Technological amenities are lacking in some respects and although WiFi is available, many amenities that are common in modern youth/lodging facilities such as televisions and computers are not present. The available equipment listed on the website includes old technology such as overhead projectors and video cassette players, and does not indicate a state-of-the-art conference facility. The center can benefit from finding a balance between keeping its rural and “unplugged” feel and providing enough technological amenities to attract the youth audience.

The following images of the Kettunen Center are depictive of the Center and its amenities.



Figure: 9 Center Lake at the Kettunen Center in Winter



Figure: 10 Outside gathering area at the Kettunen Center



Figure: 11 Upper Deck at the Kettunen Center



Figure: 12 Aerial view of Kettunen Center (Kettunen Center Facebook Page, 2020)

Figures 12 and 13 are maps showing the different lodges and meeting rooms that make up the Kettunen Center.



Figure: 13 Kettunen Center Lodging (MI Alliance for Environmental & Outdoor Education, 2019)



Figure: 14 Kettunen Center Meeting Rooms: (MI Alliance for Environmental & Outdoor Education, 2019)



Figure: 15 Main entrance of The Kettunen Center



Figure: 16 The Kettunen Center lobby



Figure: 17 The Kettunen Center dining room

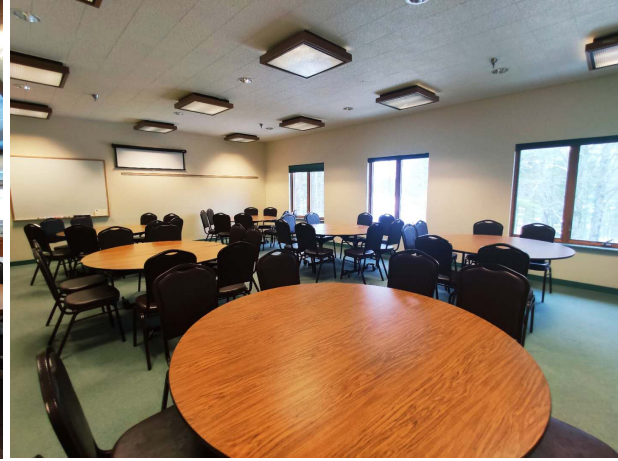


Figure: 18 The Kettunen Center meeting room



Figure: 19 Bunk room at the Kettunen Center

3.3 Kettunen Center Promotion and Marketing

Kettunen Center's primary forms of promotion are guest retention, some social media, and conference appearances. The business development manager at the center attends multiple conferences each year where they help create awareness of the center. Kettunen Center places a large amount of emphasis on providing guests with positive memorable experiences. Due to the value placed on visitor experience, the Center has multiple returning clients of twenty plus years including the Cadillac Chamber Leadership, Michigan Crisis Response Association and St. Johns High School Band. In total, there are 59 groups that have come to the Kettunen Center for over five straight years, and 14 of those groups have come for over 20 straight years. The Kettunen Center has a Facebook and Twitter page that both include many beautiful photos of the center with extremely positive reviews. However, these pages receive little traffic. There is a location tag on Instagram, where people can tag themselves as being there, but no Kettunen Center specific page exists yet. The website, <https://kettunecenter.org/>, while adequate, could be more exciting and motivating with added images, programming possibilities, and updated amenities.



Figure: 20 Kettunen Center Logo (MSU Extension, 2020)

3.4 Kettunen Center Programming

The Kettunen Center offers many different programs that work to advance its goal of becoming a premier youth development center. Since the mid-1980's to 2017 the center has offered a wide range of programs from outdoor education to community programs and many others like family reunions and weddings. Most programming offered at Kettunen Center is led by Kettunen Center and reflects 4-H values, but the center also hosts some 4-H led programming. The list below details each program that the Kettunen center offers.

Environmental and Outdoor Education (EOE)

The programs carried out by the Kettunen Center staff encompass and utilize the natural resources that surround the center such as wetlands, waterfront, and its surrounding forests. Some recreational options offered at the Kettunen Center are canoeing, disc golf, field games, winter sports and boat rides. These programs are mostly day programs and are designed to be a teaching tool for youth development.

Team Building (TB)

These programs are made up of lower ropes courses and cooperative games ran by the Kettunen Center staff and are mostly custom fit to the needs of each individual group. Needs that are focused on are the following, improving group cohesion, communication, problem solving, conflict management, building empathy, and lastly understanding group dynamics. The lower ropes course at the Kettunen Center is uniquely designed to help bring groups together, it builds communication skills and strategizes creative problem solving. Many adults will spend many hours if not days on team building activities, while youth groups will often incorporate in session and or field trips.

Road Scholars

The Kettunen Center hosts many different Road Scholars programs such as capturing Northern Michigan which includes watercolors, photography, tai chi and yoga, and has been held primarily in the month of October. The Kettunen Center also hosts "Explore Northern Michigan with your Grandchild" that offers biking, canoeing, hiking and much more. All of these programs are nature based and run by group leaders appointed by the Kettunen Center. While the

Kettunen Center offers these programs, they are only a host site and the programs themselves marketed by the Road Scholars.

Community Programs

The Kettunen Center offers a variety of annual community programs that are family based and have a recreational, educational and environmental emphasis. The events Kettunen Center offers each year include breakfast with Santa, winter sports, environmental and outdoor education and science, technology, engineering and math based themed events for family days.

4-H Events

Michigan State University Extension 4-H offers many 4-H events throughout the year, such as veterinary science (February 21-23), Beef, Sheep and Swine (February 22-23), State 4-H supervisors (March 4-5), 4-H dairy (March 13-14), Robotics Youth Challenge Workshop (March 13-15), and Shooting sports (April 23-26). All these workshops are supported with subsidies from the Michigan 4-H Foundation.

Conferences

By observing the number of conferences per month, one can note when the Kettunen Center's programming is the busiest. The total number of conferences in the fiscal years of 16-17 and 17-18 ranged from 185 to 190. As can be noted in Figure 20, the busiest months for conferences are May and October, while the least amount of conferences happen in the winter months. Kettunen Center counts total participation by the number of attendees and user days. The number of participants attending the Kettunen Center has dropped from 9,422 to 9,330 between the 16-17 and 17-18 fiscal year. Figure 20 shows the revenue generated from the conferences that are held at the Center.

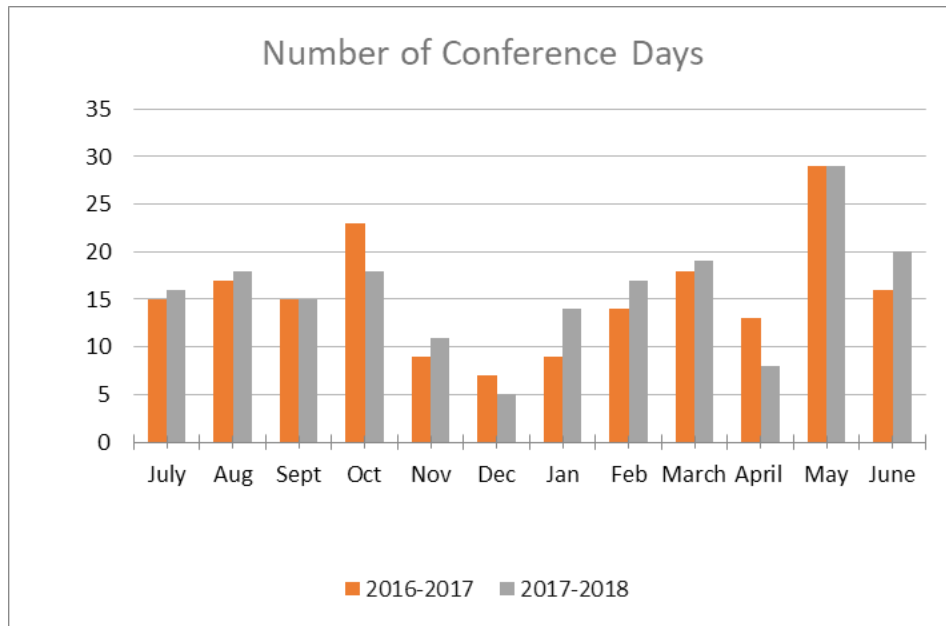


Figure: 21 Number of Conference Days: (Kettunen Center, 2019)

Figure 21 shows the yearly conference revenue made from conferences held at the Kettunen Center.

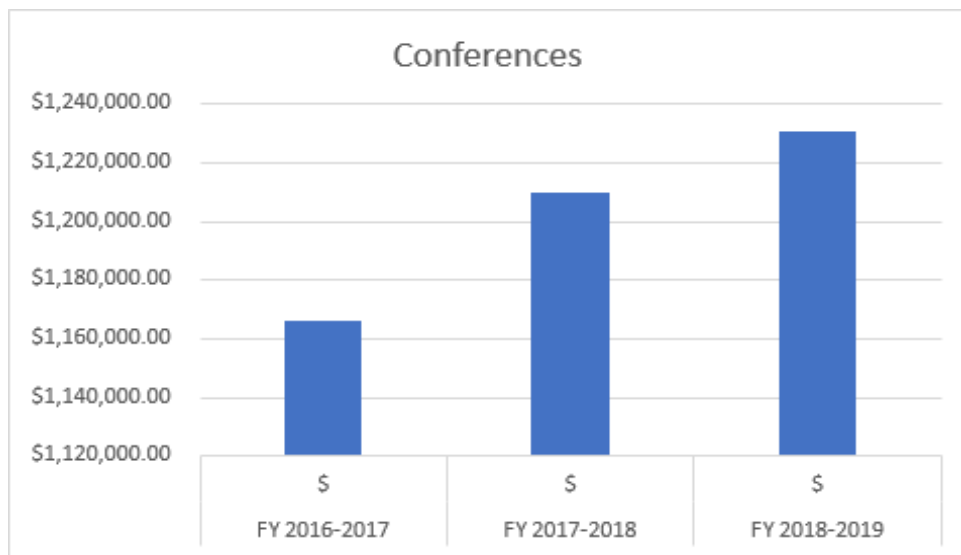


Figure: 22 Yearly Conference Revenue (Kettunen Center, 2019)

User Days

The Kettunen Center’s participation measure is User Days. User Days accurately depict how much time attendees are spending at the center. A full user day includes staying one night or getting three meals in that day. The Kettunen Center is interested in the absolute number of people that are visiting their facility, but they are ultimately more concerned with the people that are coming and how long they are staying for. In the last three years, the total number of user days at the Kettunen Center has fluctuated. As noted in Figure 22, there were 14,409 user days in the 16-17 fiscal year, 15,368 in the 17-18 fiscal year, and then 14,454 user days in the 18-19 fiscal year. It is important to compare the number of user days with how many people are coming to the conferences because it helps the Kettunen Center justify their retention and satisfaction of their customer base.

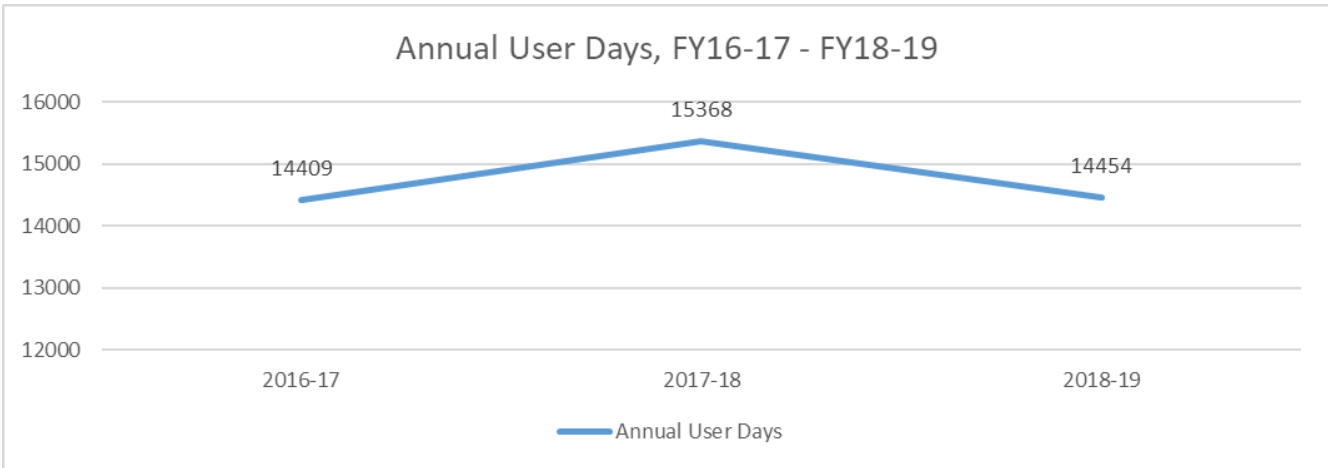


Figure: 23 Annual User Days (Kettunen Center, 2020)

The number of participants attending the Kettunen Center has dropped from 9,422 to 9,330 between the 16-17 and 17-18 fiscal year. Taking the number of user days and divide it by the number of participants, gives the average amount of time each Kettunen Center participant is staying. Figure 23 shows that in the 16-17 fiscal year, the average participant was staying 1.53 user days.

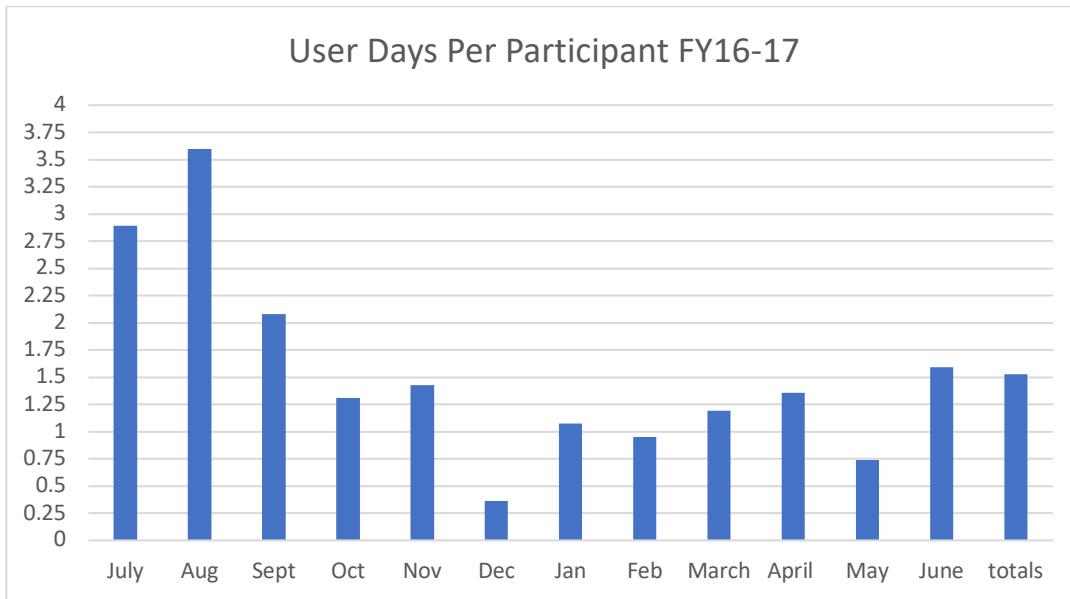


Figure: 24 User Days Per Participant Fiscal Year 2016-2017 (Kettunen Center, 2020)

Figure 24 shows that in the 17-18 fiscal year, the average participant was staying 1.65 user days. This signifies that there were less participants from one fiscal year to the next and the participants were staying longer.

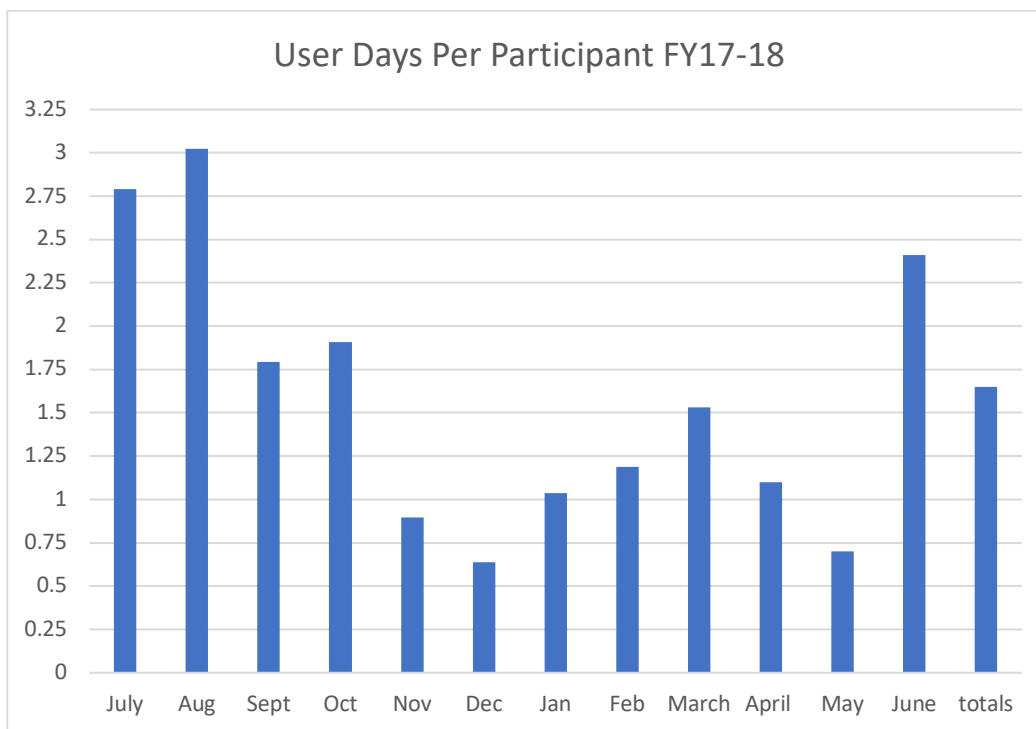


Figure: 25 User Days Per Participant Fiscal Year 2017-2018 (Kettunen Center, 2020)

3.5 Kettunen Center Operations and Finances

This section highlights the funding sources and operational budgets for the Center. The information was provided by the Kettunen Center managing director.

Staffing

There are nine full time staff members at the Kettunen Center including one director, one operations manager, one food service manager, one business and human relations manager, one housekeeping manager, one business development/marketing manager, two maintenance staff members, and one desk staff member. There are also twenty-one-part time staff members at the center including one kitchen team leader/cook, two shift leaders/cooks, ten kitchen helpers, one housekeeping team leader, five housekeeping staff members, and two desk staff members.

Funding Sources

Kettunen Center's earned income comes from conference fees, concessions, and other miscellaneous revenue that help pay for operating costs. The Center also occasionally has small grants that are oriented towards special projects or programs. Most of the Kettunen Center's operational funding comes from conference revenue. The main funding for capital projects has come from philanthropic efforts.

Expense Analysis

Figure 26 indicates the Kettunen Center's four major expense categories the past three years. Personnel costs, which are comprised of salaries and wages, worker's compensation, health insurance, payroll taxes, and pension make up approximately 60% of the expenses at Kettunen Center, followed by the cost of food, and then utilities. Miscellaneous operating costs include equipment, repairs, supplies, and insurance expenses amongst other costs in that category.

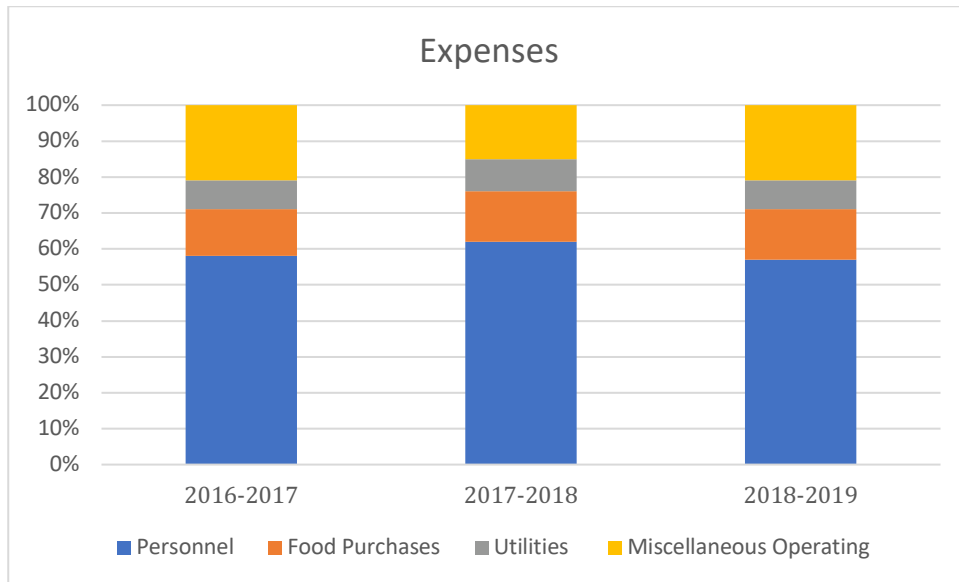


Figure: 26 Expense percentages by year

Revenue Analysis

Figure 27 shows the revenue analysis over for the past three years. Conference revenue accounts for the largest share of the Kettunen Center’s revenue base, which is 97%. The other 3% comprises of programming services, concessions and miscellaneous revenue.

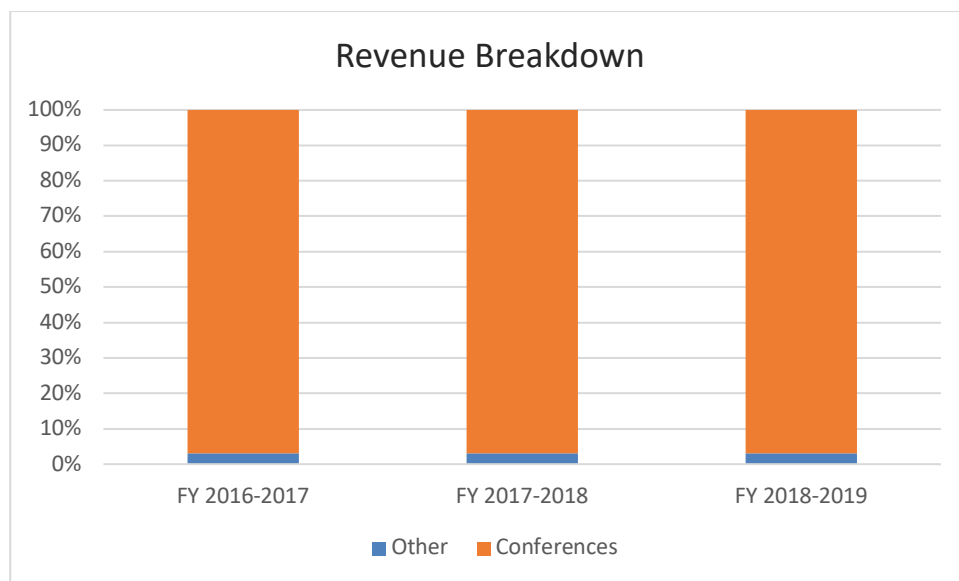


Figure: 27 Revenue by category

The next set of six graphs detail the income and expenditures on a monthly basis over a 3-year timeframe. A common trend over 3 years shows that most of the revenue is made outside of the

winter months. Expenses between November through January exceeded revenues. Expenses mostly range from around 77,000 to 120,000 each month, except for December.

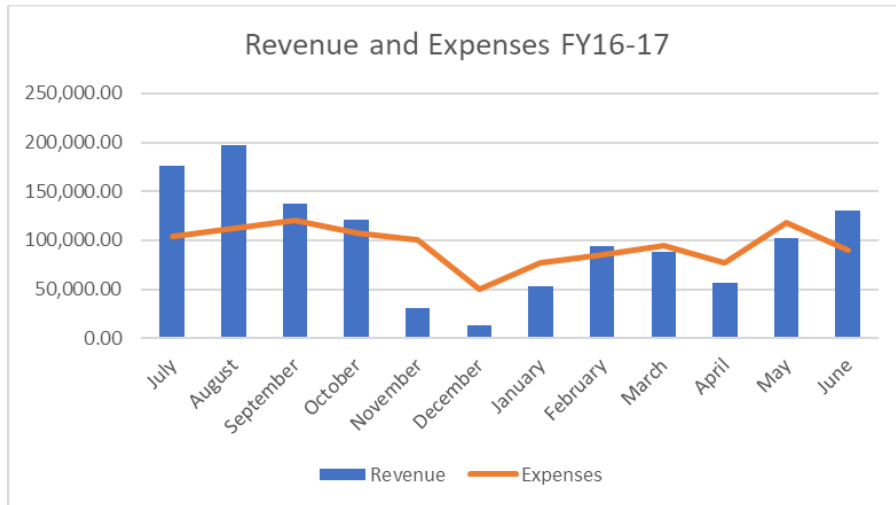


Figure: 28 Revenue and Expenses in Fiscal Year 2016-2017

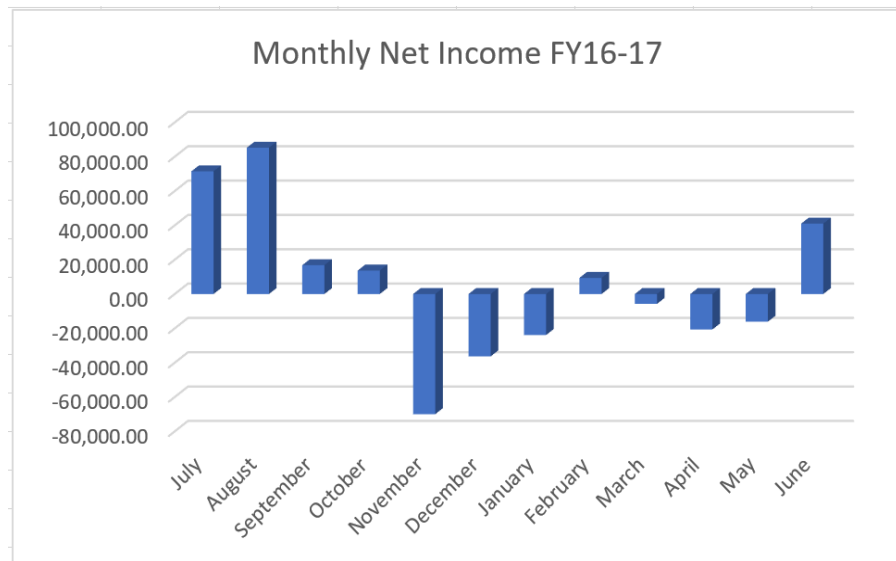


Figure: 29 Monthly Net Income in Fiscal Year 2016-2017

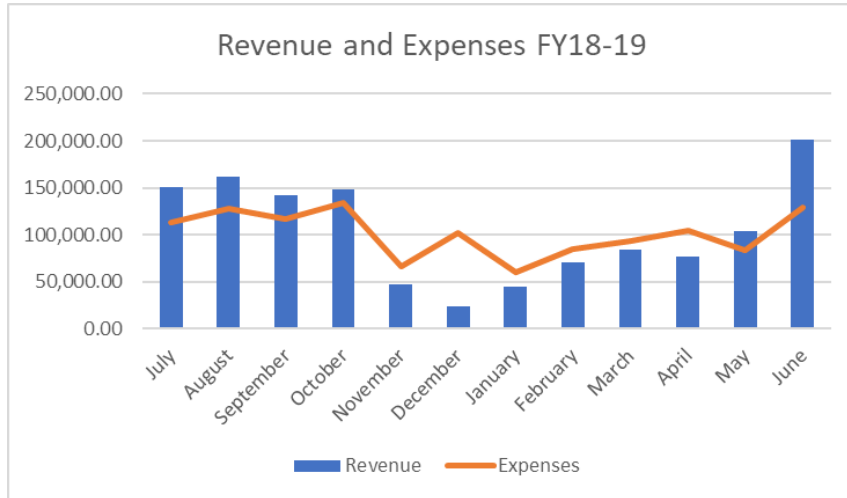


Figure: 30 Revenue and Expenses in Fiscal Year 2017-2018

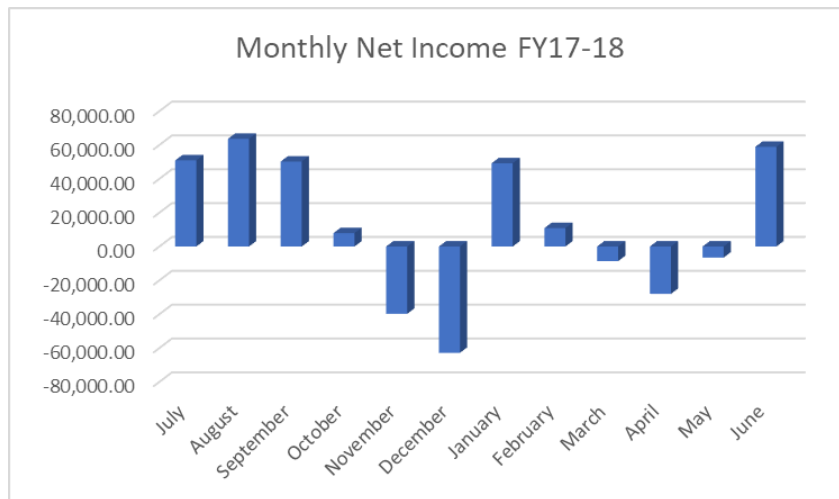


Figure: 31 Monthly Net Income in Fiscal Year 2017-2018

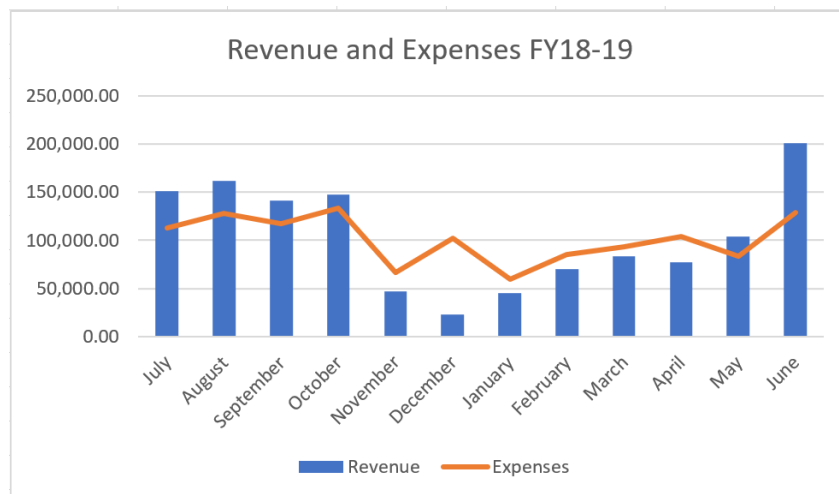


Figure: 32 Revenue and Expenses in Fiscal Year 2018-2019

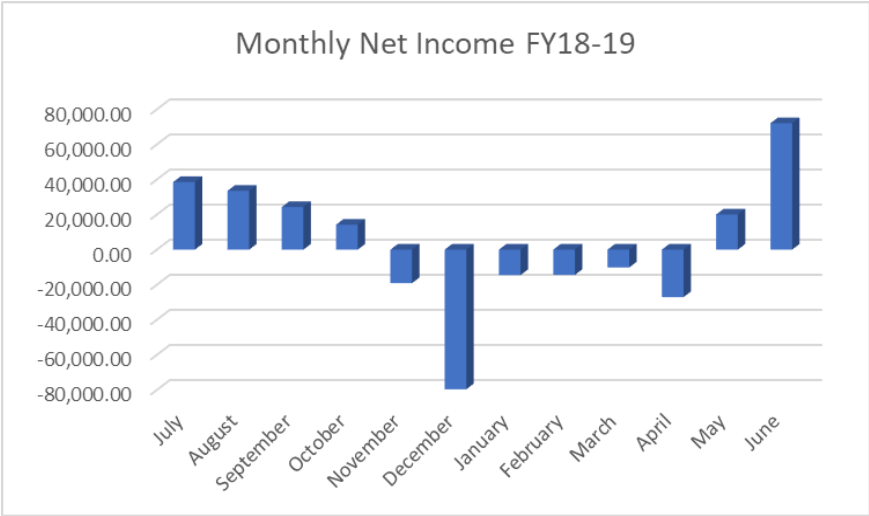


Figure: 33 Monthly Net Income in Fiscal Year 2018-2019

As can be seen in Figure 34, the Center made a significant profit only during the months of June through September. The months of November and December are a drain on the annual budget. For Kettunen Center to improve its financial profile, attention needs to be paid to the winter months, either by increasing program revenues or by cutting expenses.

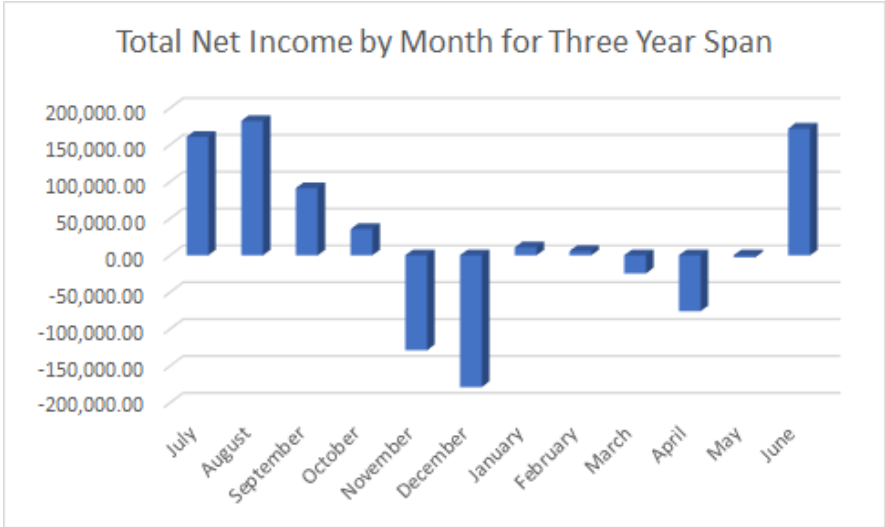


Figure: 34 Total Net Income by Month for Three Year Span at Kettunen Center

3.6 Strengths, Weaknesses, Opportunities, and Threats

To provide a more comprehensive understanding of the Kettunen Center, the practicum group members conducted a group assessment of the strengths, weakness, opportunities, and threats (SWOT) of the center. By conducting the SWOT analysis, one can get a quick impression of what the Kettunen center does well and areas that can be improved upon.

Strengths

- Striking natural beauty of the lakes and surrounding forest on the property
- Abundant land and indoor square footage
- Outdoor recreational activities provided such as archery, shooting ranges, 9 square, fishing docks, and beach access
- A recently updated Master Plan
- They have 153 acres of property to utilize
- The tradition and culture associated with the center by people who have been coming there for years is very strong; they hold an emotional attachment to the center
- A beneficial affiliation with 4-H
- Receives substantial support for 4-H training events through subsidies from the 4-H foundation as well as a history of generous donor support

Weaknesses

- Lack of partnerships with other organizations
- Some infrastructure is deteriorating, and money will be required for repairs and renovations in the near future
- Small community population base that will use the center on a local scale
- Narrow programming
- Lack of revenue during the winter months
- Current modest marketing efforts need to be expanded into a more comprehensive marketing strategy with clear branding
- Existing technology has not kept pace with the times

Opportunities

- Draw different group of visitors from the entire region with entertainment venues, educational training, and different recreational programs
- Maintain stewardship of lakes and natural environment to ensure the continuation of the land's value
- Plentiful space for expansion of facilities and programs on the land and in the center
- Beautiful surrounding natural resources to further utilize/enhance
- Acquire income from potential partnering groups
- Many potential target groups that could help bring new life to the center
- The center has the potential to become a premier youth center for 4-H

Threats

- Declining youth interest in traditional outdoor recreational activities
- Lack of financial viability
- Lack of funding for the center

Chapter 6, which focuses on the recommendations to strengthen the Center, addresses some of the weaknesses and challenges noted in this section. The chapter also provides noteworthy practices from other youth-oriented centers so that the Kettunen Center may benefit from these examples.

4. THE REGION

This chapter deals with the socioeconomic profile of the area immediately surrounding the Kettunen Center (within 1 mile), larger reference areas (10 and 25 miles around the Center and compares it to Statewide data. It also looks at youth-oriented data and other recreational opportunities that could either compete or complement the Center's program opportunities. Most of the data presented is collected from the ESRI Business Analyst database.

4.1 Socioeconomic Profile

Demographics

Figure 35 displays population, median age, and household size. The population in the area around the center is older than the statewide average. This may indicate that the center will need to attract youth from a greater area.

Demographics				
Distance	1 Mile	10 Miles	25 Miles	Statewide (MI)
Population (Persons)	108	16,438	79,517	10,097,897
Median Age (Years)	47.1	44.2	45.9	40.4
Average Household Size (Persons)	3.1	2.4	2.4	2.5

Figure: 35 Demographics within 5, 10, and 25 miles

Youth Data

There are a substantial number of youth ages 5-19 within a 25-mile radius of the Kettunen Center. In total, there are 16,705 youths that reside in this 25-mile radius who are in the age category that 4-H reaches. There are 1.8 million youths statewide that the center can reach as well. This provides the center with a significant potential target audience at a local and statewide scale.

Youth Data				
Distance	1 Mile	10 Miles	25 Miles	Statewide (MI)
Age Cohort (5-9)	5	977	4,681	585,796
Age Cohort (10-14)	6	959	4,748	618,343
Age Cohort (15-19)	6	909	4,414	649,197
Total in Age Range	17	2,845	13,843	1,853,336
Total Population	106	16,438	79,517	10,097,897

Figure: 36 Youth Data within 1,10, 25 miles, and statewide

Education

Figure 37 displays the education data that indicates college attainment throughout this area is significantly less than college attainment statewide.

Education				
Distance	1 Mile	10 Miles	25 Miles	Statewide (MI)
No Highschool Diploma	11%	9%	11%	9%
High School Graduate	38%	38%	41%	29%
Some College	35%	32%	33%	33%
Bachelor's/Grad/Prof. Degree	16%	20%	15%	30%

Figure: 37 Education percentages within 1, 10, and 25 miles

Economic Profile

Figure 38 displays the business data within 1 to 25 miles of the Kettunen Center. There are 3,477 businesses within 25 miles of the center that employ 34,233 people total. Most jobs within a 25-mile radius of the center are white collar. However, at the state level, there is a higher percentage of white-collar jobs. The unemployment rate within 1 to 25 miles of the center ranges from 2.9% to 3.6% which are relatively low values. Meanwhile, at the state level, the unemployment rate is slightly higher at 4.3%.

Economic Profile				
Distance	1 Mile	10 Miles	25 Miles	Statewide (MI)
Total Number of Businesses	5	660	2,812	342,696
Total Number of Employees	54	6,536	27,643	4,760,106
White Collar	42%	51%	48%	61%
Blue Collar	42%	36%	37%	24%
Services	18%	14%	15%	15%
Unemployment Rate	2.90%	3.30%	3.60%	4.30%

Figure: 38 Economic Profile within 1, 10, and 25 miles

Income

Figure 39 displays the income data within 1 to 25 miles of the Kettunen Center. Median household income within 1 to 25 miles of the center ranges from \$42,660 to \$52,758 with the highest median household income being within 1 mile of the center. The per capita income for each of the distance ranges is very similar ranging from \$22,478 to \$24,557. At the state level, the per capita income is higher at \$30,968. The area within a mile of the Kettunen Center has the greatest median net worth which is \$163,180. This is most likely due to the lakefront properties in the area located on Center Lake.

Income Profile				
Distance	1 Mile	10 Miles	25 Miles	Statewide (MI)
Per Capita Income	\$23,058	\$24,557	\$22,478	\$30,968
Median Household Income	\$52,758	\$47,311	\$42,660	\$55,885
Median Net Worth	\$163,180	\$106,190	\$103,984	\$126,611

Figure: 39 Income Profile within 1, 10, and 25 miles.

4.2 Demand and Resources for Youth Activities

The Kettunen Center provides a unique experience that brings youth and adults away from their normal day-to-day experiences and allows them to focus on the values of 4-H and collaboration. Currently, the demand for youth related activities in the region is relatively minimal but continuing to promote the center outside of the local area as an attractive option for youth looking for new experiences could prove beneficial. This section of the report will discuss the demands for youth-related activities in the state, the Kettunen Center's competition, and possible schools in the area that the center could partner with.

The Kettunen Center's Location

The Kettunen Center is located between three population centers, Cadillac, which is 12 miles to the north, Big Rapids, 30 miles to the south, and Mount Pleasant, 58 miles southeast. Cadillac and Big Rapids are in the same population range, and Mount Pleasant is the largest population center of the three.

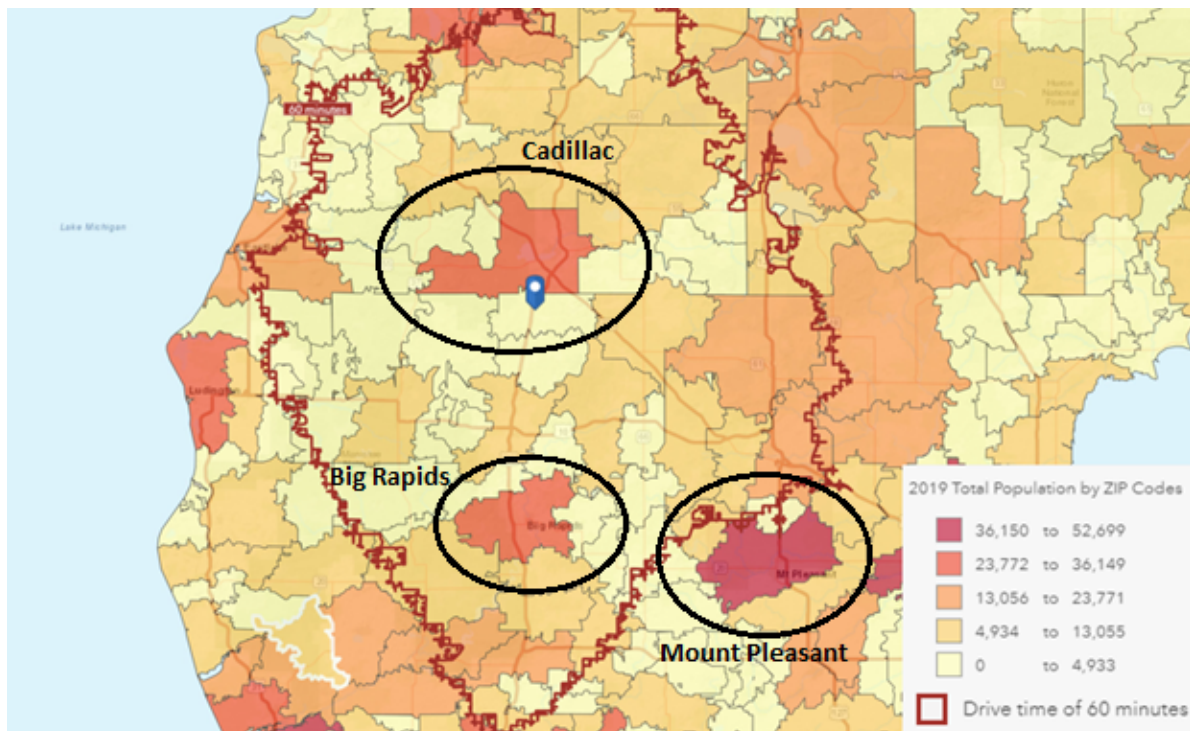


Figure: 40 Population centers within an hour drive of the Kettunen Center. (ESRI, 2020)

School District Distribution

Figure 41 shows the distribution of schools within a one-hour drive from the Kettunen Center. These schools are reasonably close and the Center could partner with them to offer summer, weekend, and after-school programming. On the map, there are approximately 120 schools within an hour from the Kettunen Center. There are four public school districts that serve Tustin, MI, where Kettunen Center is located. Those are Cadillac, Pine River, McBain and Marion. Pine River is the school district closest to Tustin. There are 16 total schools in these school districts, with half of them being in Cadillac. There are seven elementary schools within the school districts serving Tustin, and five middle school or junior highs. The total number of students served in these school districts is approximately 5,500 (Public School Review, 2020). Other school districts within a half-hour drive include Manton, Reed City, and Big Rapids. There is also a local intermediate school district, Wexford-Missaukee, that Kettunen Center could reach out to for collaboration with career-oriented or unique learning opportunities. This speaks to the possibility of partnering with regional school districts on programming for the youth population.

Michigan Schools and Districts

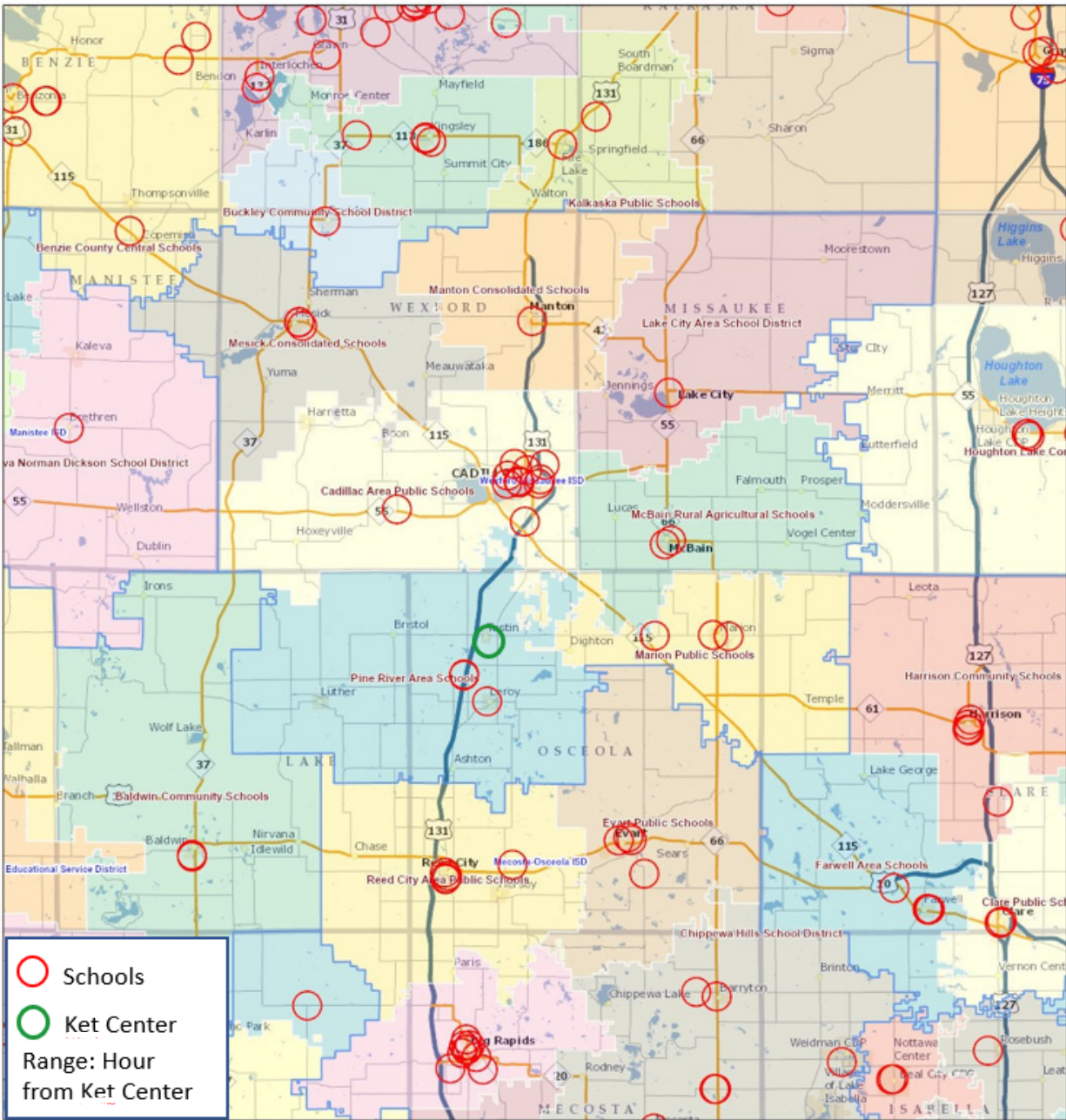


Figure: 41 Map of all surrounding schools within an hour of The Kettunen Center (DTMB, Michigan Schools and Districts Map, 2020)

Youth Centers in Michigan

The practicum group used a specific set of criteria while selecting major youth centers in Michigan which may be potential competition for the Kettunen Center. The criteria used to select the youth centers are that the center must have outdoor land resources and hold programs geared towards young people. Figure 42 shows the youth centers that meet the criteria described above. The two closest major youth centers to the Kettunen Center are Interlochen and Rose Lake Youth Camp. Those two youth centers are also located on a lake and hold similar programs to the Kettunen Center. There are also several youth centers which share similar characteristics with Kettunen Center. Figure 42 shows the youth centers that meet the criteria described above. By understanding what these nearby youth centers do, it will help Kettunen Center find its competitive niches. These centers included in the map are as follows:

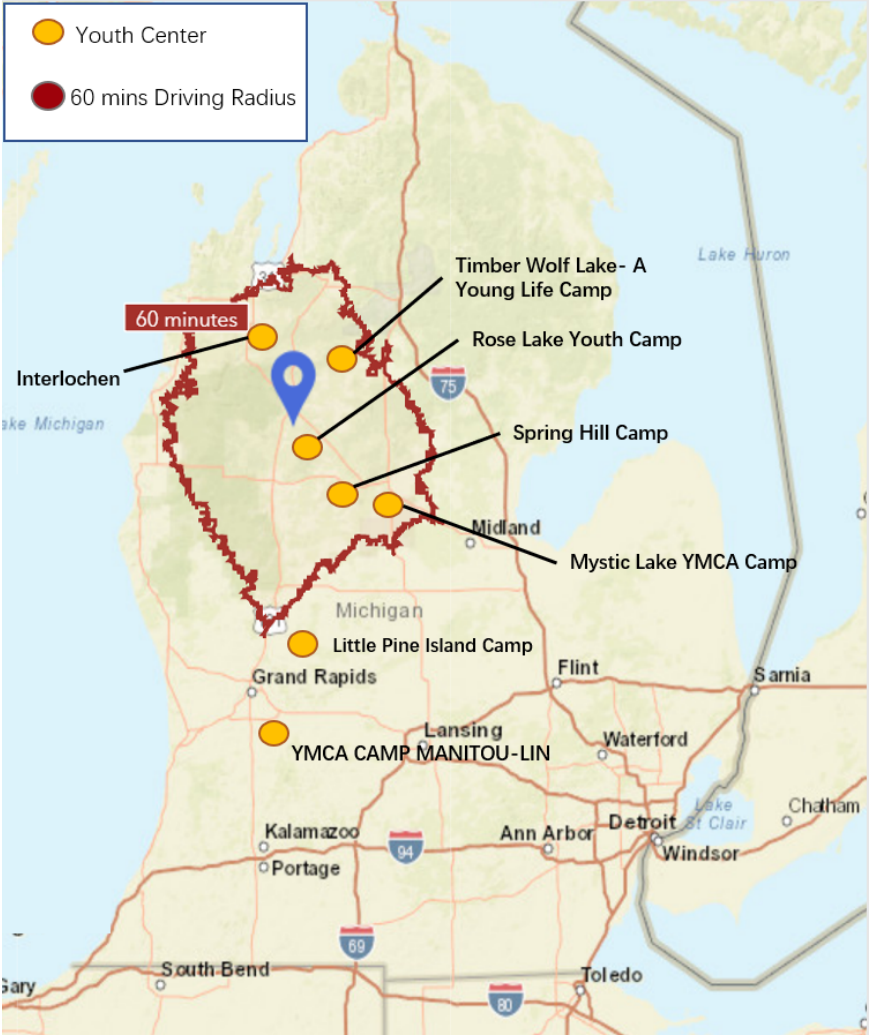


Figure: 42 Map of youth centers similar to the Kettunen Center.

1. Interlochen: Interlochen is an arts center located in northwestern Michigan that is focused on providing a place for people to experience “world-class educational and cultural opportunities.” There is more information on Interlochen offered both in the Recommendation and Noteworthy Practices and appendix.
<https://www.interlochen.org/about>
2. Rose Lake Youth Camp: Rose Lake Youth Camp is primarily a volunteer run camp focused on summer camp opportunities in Northern Michigan. Their mission is focused on delivering the beauty of Northern Michigan to children for five-day stretches. They limit each camp sessions to 48 people to ensure each camper gets undivided attention and the staff has opportunity to connect with them. They offer a variety of outdoor programming such as kayaking, cookouts, water slides, and more.
<https://www.roselakeyouthcamp.org>
3. Spring Hill Camp: Spring Hill Experiences is focused on serving its youth through the mission of creating life-impacting experiences that help youth enhance their relationship with God and Jesus Christ. They have four religiously focused values, and the SpringHill way, which is centered around helping youth grow spiritually and impact their lives. They offer day camps, overnight camps, and youth retreats that have activities such as rock climbing, prayer, tie-dye, and more.
<https://springhillexperiences.com>
4. Little Pine Island Camp: Partnered with the Salvation Army, Little Pine Island invites campers to have fun on the Earth God has given them. As an American Camping Association accredited organization, they emphasize life skills and needs that aren't necessarily learned for everyone through life and ensure that campers can carry what they've learned long after camp has finished. Little Pine Island encourages students to earn emblems from different activities such as physical fitness, ecology, nature, aquatics and safety skills classes.
<https://centralusa.salvationarmy.org/LPICamp/youth-summer-camp/>

5. YMCA Camp Manitou-Lin: YMCA Camp Manitou-Lin uses the surroundings of nature and engaged staff that uses the Y values of caring, honesty, respect, responsibility, and inclusion to bring campers a valuable summer camp experience. They focus on day, overnight, and specialty camps as well as offer horse programs.
<https://www.grymca.org/camps/ymca-camp-manitou-lin>

6. Timber Wolf Lake – Young Life Camp: Timber Wolf Lake provides a great amount of interesting outdoor activities such as Climbing Wall, Fat-Tire Bikes, Giant Swing, Timber Carts. The Young Life organization cares about the youths wants and needs, listen to their stories, joining their activities, and learn from them. They believe that by the power of presence, kids’ lives will be dramatically impacted. Every summer, Timber Wolf Lake attracts thousands of high school and middle school students for adventure, activities and fun. All of this takes place in the breathtaking landscape of northern Michigan’s rolling hills and dense forests.
<https://timberwolf.younglife.org/Pages/default.aspx>

7. Mystic Lake YMCA Camp: Mystic Lake offers high quality camping programs for children and teens. Their programs focus on helping campers develop the skills that are necessary for them to have great success in life. Their goal is to help children gain confidence, make great friends, teach lifelong skills and further their maturity. They provide different educational programs and activities to youth such as Outdoor Survival Skills, High Ropes, boating, canoeing and various other teambuilding and leadership activities. They also offer some winter activities such as snowshoeing, Cross Country Skiing and ice fishing.
<https://www.lansingymca.org/mystic>.

5. OUTDOOR RECREATION SECTOR

The Kettunen Center’s land provides a great resource for outdoor recreational activities for youth, but just how big is the outdoor recreation market in this day and age? Is this a market that youth are still interested in? The figures below expand on the relevance and point out some of the inconsistencies of outdoor recreation in modern youths' lives.

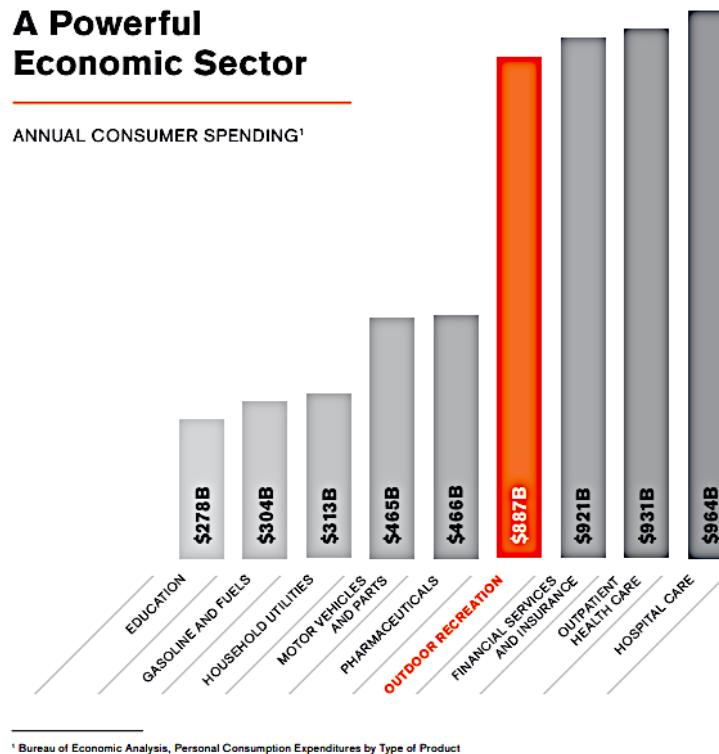


Figure: 43 Outdoor recreation economic sector annual consumer spending, (Bureau of Economic Analysis)

The outdoor industry in the United States is a very powerful industry. Outdoor recreation related purchases, on average, account for almost two times as much sales as both the pharmaceutical and auto industry. Michiganders are very active in this sector and around 63% of them are active in outdoor recreation, which directly employs around 232,000 people annually (Outdoor Industry Association, 2017). In this Michigan-based outdoor sector, Michiganders spend around 26.6 million dollars on outdoor goods and services.

Michigan houses a great wealth of natural resources which draw many tourists from other states. This industry has been expounded by the “Pure Michigan” campaign and growth has increased

greatly from 2014. From 2014-2018 visits from tourists have grown by 10.3%, Visitor spending has increased by 12.8% and tourism related employment has grown by 6.1%. Lodging, Food & Beverages, and Recreation in 2018 accounted for 15,194,800 billion dollars (59%) of the total market. The Lodging sector of this market has grown by 1 billion dollars from 2014, this market accounts for 2nd home purchases as well.

Visitor spending in Michigan

Nominal dollars, millions	2014	2015	2016	2017	2018	2018	2014-2018
						Growth	CAGR
Lodging*	\$5,054.5	\$5,310.1	\$5,537.1	\$5,844.7	\$6,059.0	3.7%	3.7%
Food & beverages	\$4,763.0	\$4,940.1	\$5,225.9	\$5,521.5	\$5,666.2	2.6%	3.5%
Retail	\$3,325.2	\$3,291.3	\$3,342.7	\$3,409.1	\$3,469.6	1.8%	0.9%
Recreation	\$3,295.3	\$3,338.8	\$3,457.0	\$3,518.5	\$3,756.0	6.8%	2.7%
Local Transportation	\$4,381.6	\$4,194.3	\$4,191.6	\$4,452.2	\$4,703.0	5.6%	1.4%
Air Transportation	\$1,964.3	\$1,973.2	\$1,982.2	\$1,991.2	\$2,052.2	3.1%	0.9%
Transportation**	\$6,345.9	\$6,167.5	\$6,173.8	\$6,443.3	\$6,755.2	4.8%	1.3%
Total	\$22,783.9	\$23,047.8	\$23,736.6	\$24,737.1	\$25,706.0	3.9%	2.4%

* Lodging includes 2nd home spending
 ** Transportation includes both ground and air transportation
 Source: Tourism Economics

Figure: 44 Visitor Spending in Michigan (Tourism Economics)

One can see that most overnight trips in the United States are marketable. Marketable trips are more easily classified as “vacations” and commonly require lodging and hospitality services. In 2016 the top activities for overnight trips to Michigan consisted of Shopping, Beach/Waterfront, Swimming, National/State Parks and, Casinos. Beach/Waterfront, Swimming and National/State Park visits are all activities commonly listed under outdoor recreation. The average stay of overnight trip participants was 2.6 nights, which is down from its previous average of 2.8 nights in 2015. Overnight trip participants on average, do not travel alone. They average a party size of 3.6 people per trip. (MEDC, 2016).

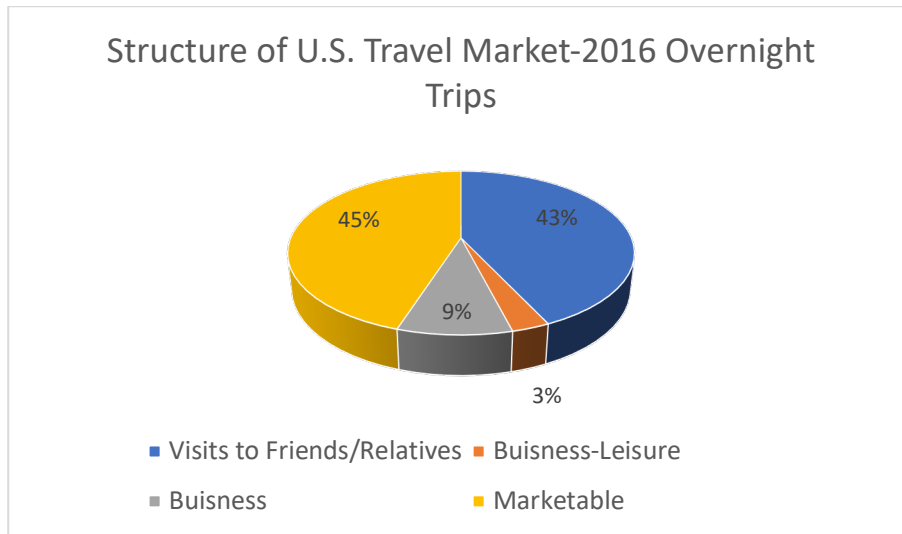


Figure: 45 Structure of the U.S. Travel Market-2016 Overnight Trips (MEDC 2016)

Of these marketable trips, 10% of the trips are outdoor. This means that of all recorded overnight trips in Michigan, 10% of these trips are marketable outdoor trips. Many of the other marketable overnight visits are also outdoor related, Special Events, Touring, Resorts, Ski/Snowboard and Golf Trips all intrinsically have outdoor components and could also be considered outdoor recreation. Including these categories in the outdoor recreation sector would mean that in 2016, 30% of overnight trips that Michiganders took were taken to pursue outdoor and outdoor related activities, making it a very powerful sector (MEDC, 2016).

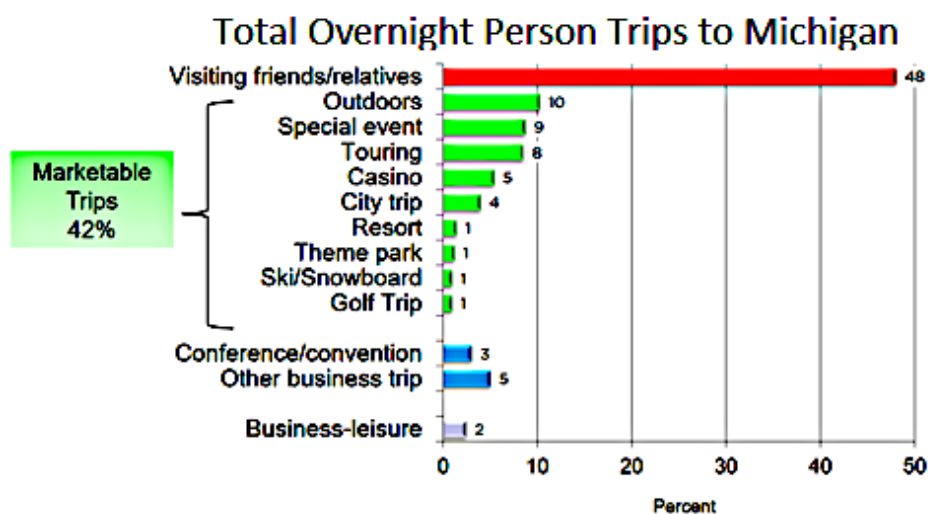


Figure: 46 Total Overnight Trips to Michigan (MEDC)

Michiganders seem to favor two main outdoor activities the most. These two categories, Boating/Fishing and RVing, account for 55% of sales generated revenue. Following Boating/Fishing and RVing were Motorcycling/ATVing, Hunting/Shooting/Trapping, and Equestrian and Snow Activities which range in generating 9.1 to 5.6 billion dollars in sales-driven revenue. RVing is an interesting category as it is not the most accessible of recreation activities due to high upfront costs. These high upfront costs paid by a small participant base could be exponentially increasing RVings rank in the table (MEDC, 2016).

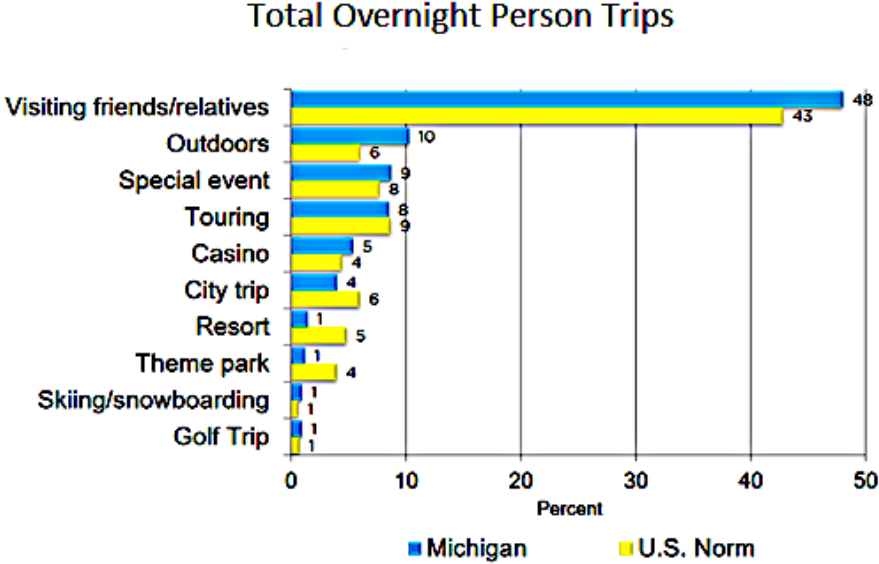


Figure: 47 Total Overnight Trips (MEDC)

Comparing the Michigan marketable trip sector spread to the national marketable overnight trip sector one can see that Michiganders are much more likely to participate in outdoor recreation overnight trips. The U.S. average outdoor overnight trip makes up 6% of marketable trips compared to the outdoor sector taking up 10% of Michigan trips. The U.S. average for outdoor and outdoor related activities is the same as Michigan’s average of 30%, this proves that Michiganders are much more actively involved in core outdoor recreation, rather than outdoor related activities compared to the U.S. average (MEDC, 2016).



Figure: 48 Specific outdoor recreation annual spending in Michigan, (MEDC)

Outdoor recreation is also altered by the presence of youth in the household. Recreation is key for early childhood development so many adults turn to outdoor recreation to get their children active. We can see that only 40% of adults who do not have kids participate in outdoor recreation while 54% of adults with kids participate in outdoor recreation. This 14% increase in participation is important because these adults not only participate themselves, but also bring their children along with them to participate in these activities (Outdoor Industry, 2017).

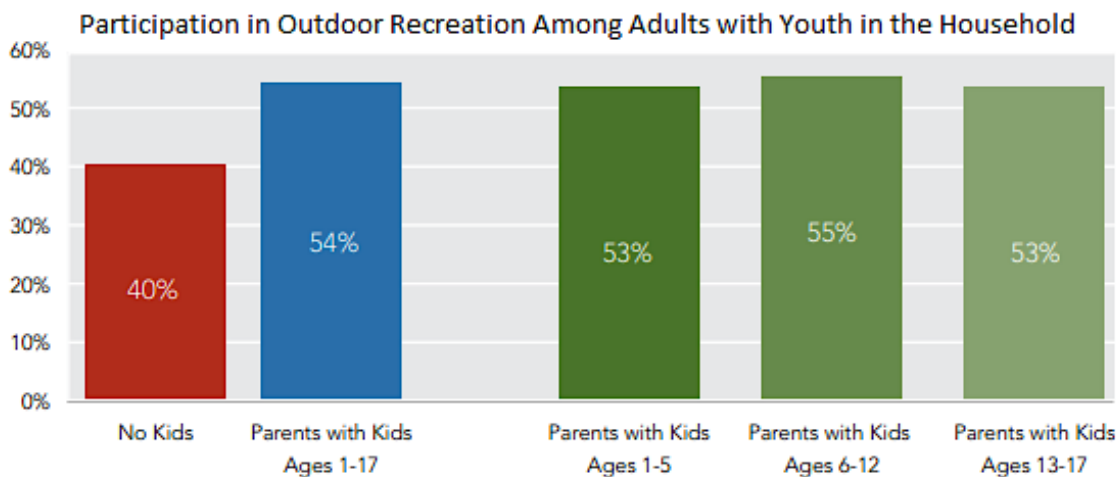


Figure: 49 Participation in Outdoor Recreation among Adults with Youth in the Household (Outdoor Industry, 2017)

Many people would like to participate in outdoor recreation, however, annually, many end up not participating for multiple reasons. The largest deterrent among 6 to 24-year olds was a lack of interest (Outdoor Industry, 2017). Lack of interest could either stem from not enjoying the outdoors or never taking part in outdoor recreation, therefore not having the skills to participate or simply being intimidated in outdoor recreation. Being deterred from outdoor recreation due to lack of skills is also listed as a deterrent and ranks the 4th highest reason why 6 to 24-year olds do not participate in outdoor recreation. The second most popular reason for not participating in outdoor recreation among 6 to 24-year old's is outdoor recreation being too expensive. Many outdoor recreation activities require multiple expensive equipment purchases in order to participate in said activity safely. The fact that younger demographics may not have the funds to purchase this equipment deters many 6 to 17-year olds, however, it is still a prominent percentage in the model (Outdoor Industry, 2017).

Why Youth Do Not Participate in Outdoor Recreation

	Ages 6-12	Ages 13-17	Ages 18-24
<i>It is too expensive</i>	29%	35%	23%
<i>I am not interested</i>	25%	38%	40%
<i>I do not have the of time</i>	18%	19%	20%
<i>Too busy with family responsibilities</i>	14%	5%	10%
<i>I don't have the skills or abilities</i>	13%	14%	17%
<i>Too busy with other recreation activities</i>	11%	14%	7%
<i>I do not have anyone to participate with</i>	10%	12%	20%
<i>Places for outdoor recreation cost too much</i>	10%	15%	6%
<i>I do not have enough information</i>	7%	8%	12%
<i>I have no way to get to outdoor recreation venues</i>	6%	8%	5%
<i>I am afraid of getting hurt by other people</i>	5%	2%	5%
<i>I have a physical-limiting disability</i>	4%	3%	5%
<i>Places for outdoor recreation are too far away</i>	4%	10%	8%
<i>My health is poor</i>	3%	6%	2%
<i>Places for outdoor recreation are too crowded</i>	3%	2%	6%
<i>I am afraid of getting hurt by animals</i>	2%	4%	1%
<i>Places for outdoor recreation are poorly maintained</i>	1%	2%	1%
<i>I have household members with a physical disability</i>	1%	2%	1%
<i>Venues for outdoor recreation are too polluted</i>	1%	0%	1%
<i>Places for outdoor recreation are over-developed</i>	0%	0%	1%
<i>Other</i>	17%	12%	11%

Figure: 50 Why Youth Do Not Participate in Outdoor Recreation, (Outdoor Industry, 2017)

As the Kettunen Center is mostly geared toward experiential outdoor learning, outdoor recreation data is very important for the Kettunen Center. For the Kettunen Center to maximize use of its programming, an appropriate interest in outdoor recreation must be prevalent in the area that Kettunen Center aims to serve. From the research above, it can be extrapolated that there is a large market in both the United States and in Michigan for outdoor recreation.

Further strengthening the Kettunen Centers viability through using the outdoor activity market is the strength that lodging also exists as a part of the center's built infrastructure. As learned from the Michigan Economic Development Corporation's report on overnight trips taken in Michigan, 10% of Michiganders overnight trips taken in state are to pursue outdoor recreation. Although the Kettunen Center mostly serves only 4-H members, it is promising that the Kettunen Center could be a place for these members to participate in outdoor activities while also being able to stay overnight to fully experience these activities.

6. RECOMMENDATIONS

Previous assessments in this report suggest three major challenges for the Kettunen Center. These include a narrow programming focus and the lack of activities during the winter month; insufficient branding and marketing to promote Center activities; and a need for additional funding and external partnerships. As such we recommend three focus areas to strengthen the Center. 1. Expanding programming opportunities; 2. Creating a more robust branding and marketing strategy; and 3. Fostering new partnerships with external institutions and entities. In order to validate our recommendations, we explored case-study research to find noteworthy practices from across the country at different youth-oriented centers. We present these case studies with the intent of showing how similar initiatives could strengthen the Kettunen Center.

6.1 Expand Programming Opportunities

The Kettunen Center has the potential to reach a wider and much larger audience through the implementation of a greater and more diverse set of programming. There are various topical areas that are of interest to today's youth, which the center could incorporate into their programming. These include STEAM programs (Science, Technology, Engineering, Art and Math), creative expression programs, after school learning programs, specialized behavioral and emotional therapy programs, as well as a wider selection of recreational activities, and environmental stewardship programs. The Kettunen Center could also expand indoor programs, catered to youth, during the winter months when outdoor programs become challenging.

Some of the expanded programming may require space and technology upgrades. While the Center has ample physical space, the current configuration may not be suited to the needs of tech oriented programming. Perhaps, more relevant is the need to upgrade technology, services and amenities that would be needed, specifically for STEM oriented programming. The Center currently has a facilities master plan. We would recommend that the plan be revisited and infrastructure for possible new programming opportunities be considered and addressed.

The following section outlines different youth centers (both 4-H and other) with noteworthy programming practices that could offer insights for the Kettunen Center.

Noteworthy Practices for Curriculum Enhancement

The Kettunen center would benefit from implementing programs that involves science, technology, engineering, art and mathematics. Partnering with Michigan State University and other community colleges and universities in Michigan, these programs could offer college credit or be classified as Advanced Placement, (AP) programs for high school students. Furthermore, they could be available in the winter months, expanding winter programming options for the Center.

The following four examples highlight programs related to credit and non-credit curriculum enhancement. These offerings could focus on vocational training as well as college prep with STEAM oriented courses and offerings. These are mostly indoor programs that could be offered year-round. Youth in larger cities and metro areas usually have access to programs such as the ones mentioned below. In suburban and more rural areas, they are harder to find. The Kettunen Center could play a significant role in offering such programs to the youth population in the area.

West Virginia 4-H STEMCARE

<https://extension.wvu.edu/youth-family/youth-education/stemcare>

The West Virginia Extension Service has a program titled STEMCARE which was designed around “fostering growth mindset in the youths of West Virginia”. STEMCARE works to develop programming geared towards science, technology, engineering, and math. STEMCARE has reached nearly 503 youths at 40 West Virginia 4-H camps.

University of Massachusetts 4-H SET

<https://ag.umass.edu/mass4h/programs/science-engineering-technology>

The 4-H Youth Development Program at UMASS is positioned to strengthen US global competitiveness and leadership in science, engineering and technology through its 4-H Science Engineering and Technology (SET) initiative. The SET curriculum offers multi-media courses in Green Genes: DNA, robotics, and filmmaking.

Urban STEAM Labs

<https://www.urbansteamlab.org/>

Urban STEAM labs offers a wide range of educational programs that are mainly focused around

incorporating science, technology, engineering, art and mathematics. Some of these programs include super scientists, mini engineers, robotics, and code breakers. By offering these programs it creates a fun way for the youth to engage in hands on classes while also developing problem-solving skills, life skills, and leadership skills.



Figure: 51 Demonstration of a Robotics Lab

Wilson Talent Center

<https://inghamisd.org/wtc/>

Wilson Talent Center, located in Ingham County, Michigan, specializes in career and technical education programming allowing high school juniors and seniors to earn credits that can go towards high school or college credits as well as state or national certifications. Their main goal is to “prepare students for their life beyond high school,” and they are having extreme success with 80% of their participants continuing their education after high school. The Wilson Talent Center works alongside multiple business leaders who are able to provide work-based learning experiences for the students. Their programming includes automotive technology, bioscience careers, business and risk management, career start, construction technology, cosmetology, criminal justice, culinary arts and hospitality, cybersecurity and digital forensics, engineering technologies, healthcare, manicuring, new media, precision machining technology, programming and mobile applications, and welding technology. The center participates in organized visits to the schools in the Ingham Intermediate School District where they introduce the center to the eighth-grade students.

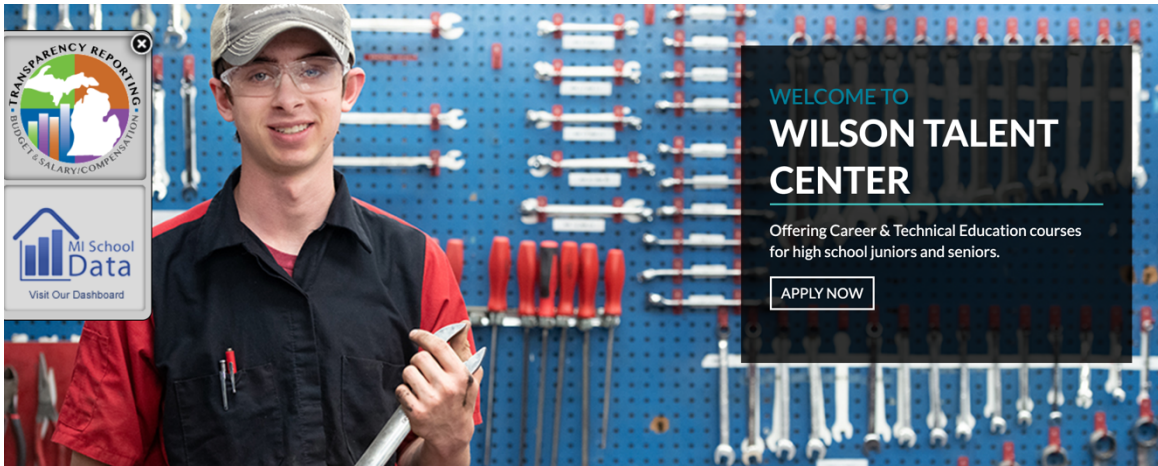


Figure 52 Wilson Talent Center

The Kettunen Center can reach the high school youth population through implementation of career and technical education programming such as that offered at the Wilson Talent Center. Students are excited by the opportunity to earn credits which will potentially help them reduce college tuition. Having exposure to other technical training is also attractive to youth as it gives them an advantage when they enter technical or craft schools. The Kettunen Center already has the facilities for a program such as this to be successful, but they would have to bring in more specialized teachers and the equipment needed for certain technical training. The Kettunen Center could reach out to local and statewide business leaders who may be able to work with the center to place students in real-world work internships. There are many schools in the area that the Center can partner with to build strong relationships which could attract more youth interested in career and technical education programs that provide credits and learning experiences in the future.

Noteworthy Practices for After School Programs

After school programs are beneficial for youth of all ages. The following set of examples highlight after school programming across ages and skill sets. Most of these programs enhance the 4-H and Kettunen Center mission.

Kiwanis's Kids After School Programs

https://www.kiwaniskids.org/en/Kiwanis_Kids/Programs/Where_programs_happen/After_school_programs.aspx

The Kiwanis's Kids After School Programs can be held in either a library or a community center. There are three different Kiwanis's Kids After School Programs that “assist youth in attaining important developmental assets, or life skills, which prepare them to deal with life's challenges”. The first program offered is called K-Kids. The program is focused on service work where kids identify needs of a community, plan service and fundraising projects, and grow their leadership skills in the process. The second is called Terrific Kids. In Terrific Kids children work to build their character by focusing on the Terrific Kids Traits. The kids who participate in the program are constantly setting goals to achieve. Finally, there is the Bring Up Grades program. This is an academic-achievement program where students focus on a specific subject that they are struggling with. Tutors pay great attention to understanding the best ways in which a student will learn and academic assistance. Figure 54 is a quote from a K-Kids club leader in Alabama. K-Kids has the power to engage youth in ways that also benefit the local community. Kids really do have the power to change the world through positive mentorship and guidance!

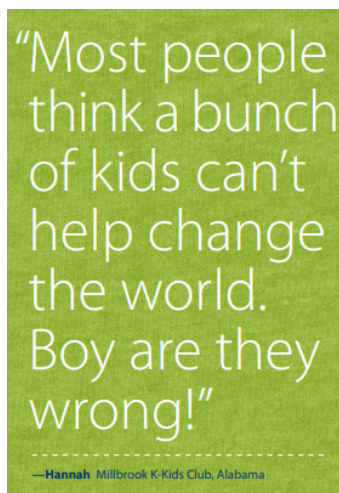


Figure: 53 Quote from K-Kids Club Alabama leader, Hannah Millbrook. (Kiwanis Kids, 2020)

The Kettunen Center could serve as a space for these kinds of after school programs to take place in partnership with the local schools. The center has the meeting rooms and indoor/outdoor space for such programs, which are aligned with the 4-H mission. Service learning, character building, and academic achievement are critical components of positive youth development and the Kettunen Center has the potential to play a major role in the development for the children in and around Tustin, Michigan.

Creative Plains Foundation

<https://www.creativeplains.org/>

Located in Fargo, North Dakota, the Creative Plains Foundation is “dedicated to providing art education opportunities that nurture, support, and inspire youth in their community.” They offer unique and creative programs including Art Activity Books, Art Classes, Art Club, Art Club in a Box, Community Art Events, Culinary Program, Intro to Visual Arts, Performing Arts Program, Supply Donations, and a Textile Program.

The Kettunen Center has the potential to reach a greater number of youths through implementing some of these more art-focused programs. Expression through art is extremely important at a young age and activities such as visual arts can provide children with a new skill set. Diversity of programming will draw more people into the Center, in this case, those who are interested in art.



Figure: 54 Community Art Events at the Creative Plains Foundation (Creative Plains Foundation, 2020)

Figure 56 shows the foundation’s advertising for their Introduction to Visual Arts program that covers Drawing, Watercolor, Acrylic Painting, Clay and Mixed Media art.



Figure: 55 Intro to Visual Arts advertising (Creative Plains Foundation, 2020)

Upham Woods Outdoor Learning Center

<https://fyi.extension.wisc.edu/uphamwoods/>

The Upham Woods Outdoor Learning Center is managed by the University of Wisconsin-Madison, Division of Extension. The center holds multiple 4-H events throughout the year, including the Operation: Military Kids summer camps, Arts Camp, and the Youth As Partners in Civic Leadership Conference. Winter programs include snowshoeing, broomball, and Nordic skiing.

The three winter activities listed above could easily be offered at the Kettunen Center during the winter months when participation and programming is low. The center has the outdoor space for snowshoeing and cross-country skiing trails. An outdoor ice-skating rink could be created at the Center where kids could figure skate, play broomball, hockey, and even curling.

Noteworthy Practices for Programs that Promote Environmental Stewardship

The following examples are particularly relevant given Kettunen Center's impressive the natural resources and assets. Given the increased need for environmental stewardship, programming can be geared towards all ages and seasons. The Kettunen Center is ideally suited to becoming the premier environmental education resource center in Michigan. With a focus on hands-on, experiential learning, such programming also has the potential for college credit and can attract youth from across the state and the country.

Rock Eagle 4-H:

<https://georgia4h.org/4-h-centers/rock-eagle-4-h-centers/>

The Rock Eagle 4-H Center's programming is focused on Environmental Education. This focus on Environmental Education is very well developed and manifests itself in all 4 of the of the center's programs. These programs serve both the Community and 4-H members. The focus of Rock Eagle's programming, which is heavily reliant on the natural resources on its property, uses every possible interesting feature of its property ranging from classes on dragonflies, to classes exploring the history of Native Americans in Georgia. During the winter months in Georgia when days are cooler, Rock Eagle 4-H continues outdoor environmental learning, however, uses this change in temperature to focus on more specific aspects of their programming. Campfires are identified as being used as communal areas where groups can warm up while also serving as informal learning areas.

A particular program of interest is the spring-break Camp EcoAdventure that includes animal encounters, hands-on learning, and lessons from eco-expert counselors. <https://georgia4h.org/wp-content/uploads/ecoadventure-website-info-1.pdf>

GEORGIA
4-H


Camp EcoAdventure

Is your child an adventure seeking, fun-loving nature explorer? If so, join us for EcoAdventure!

EcoAdventure is a Spring break camp dedicated to getting kids outdoors and instilling a love for nature.

What to expect at EcoAdventure:

- New friends
- Awesome snacks
- Animal encounters
- Hands-on learning
- Eco-expert counselors
- A new eco-theme each day!



Check the “registration” tab under Camp EcoAdventure to see this year’s themes!




Figure: 56 Georgia 4-H Camp EcoAdventure Flyer (Georgia 4-H, 2020)

Another noteworthy environmental stewardship program at Rock Eagle 4-H is the Environmental Education Field Study Program. The program includes many different activities such as herpetology, lake ecology, lake assessment, watershed studies, ornithology, horticulture, team building, challenge courses, Native American Skills, pioneer life, Rock Eagle hike, canoeing, nature journal, dragons and dragonflies, river of words, fish dissection, museum tour, historical campfire session, and various recreational activities.

Alabama 4-H Center, Alabama 4-H Club Foundation

<http://alabama4hcenter.org/index.php>

Alabama 4-H Center is similar to the Kettunen Center in terms of its land holdings and programming options which include youth programming, conferences, weddings and receptions

etc. The Center also provides hands-on environmental education through it's Summer School that serves approximately 23,500 youth a year.

Youth Retreats
Dormitory Package

\$60 per person
Rate includes 1 night's lodging (triple or quad occupancy in dorms and multiple occupancy in cottages), 3 camp meals and a meeting space.

Cottage

Day Programs

Half Day Up to 4 Hours	Full Day 4-8 Hours
\$25.00	\$29.00

Rates are per person and includes a camp lunch (Minimum of 15 participants required.)

Team Building
Leading the way...

Our team-building activities are designed to help youth develop effective communication, problem-solving and leadership skills.

Facilitated activities are \$40 per hour per instructor

Exciting Activities

- Amazing Race
- Archery
- Canoing
- Climbing Wall
- Giant Swing
- Low Ropes
- Team Initiatives

Summer Camps

- Basketball
- Clover Hop
- Environmental Education
- Fishing
- Pool
- Putt Putt Golf
- Herp Journey
- Raptor Trek
- Sand Volley Ball

Figure: 57 Alabama 4-H Center Youth Brochure (Alabama 4-H Center Website, 2016)

Hitchcock Center:

www.hitchcockcenter.org

The Hitchcock Center provides an education for a healthy planet through environmental stewardship programs and greatly works with youth as they believe that “multiple touches at every developmental stage of a child’s life foster ecological stewardship that is sound to the core.” They strongly believe in the importance of getting kids outside. The programming offered for the youth at the center includes multiple afterschool programs, homeschool programs, Nature Discovery Preschool, Nature Summer Camp, Vacation Camps, and family programs.

The Hitchcock Center organized a *Building for the Future* campaign, which concluded its Phase One in 2016, raising \$5.8 million for an architecturally significant and inspirational, 9,000sf “living” environmental education center. This impressive net zero energy building harvests and recycles its own water, uses composting toilets, and was constructed with responsibly sourced,

nontoxic materials. It serves as a powerful teaching tool that supports a new approach to achieving environmental literacy in the 21st century.



Figure : 58 The Hitchcock Center for the Environment is home to the 23rd Certified Living Building in the world

The Hitchcock Center also has a noteworthy website and promotional material which would make this an interesting case study for the branding, promotion and marketing recommendation as well. In addition to a host of educational offerings, website includes numerous resources, links to the newsletter, and their Vision 2020 and Strategic Plan.

6.2 Create Brand Recognition and Increase Promotional Marketing

Branding is an essential component of any successful business and it has the power to attract a large customer base. By developing a unique consistent brand image for the Kettunen Center, the center can begin to enhance promotion and marketing strategies in ways that better engage and captivate their target audience. Expanding and increasing the frequency of communication through social media will attract the interest of youth and their parents. Active promotion on social media and well designed, interactive websites are critical to attracting youth interest. The Kettunen Center can enhance their branding through consistent design, such as an increased use of their excellent existing logo, increased presence on all social media platforms, such as Instagram, Facebook, and Twitter, as well as by creating a more interactive and impactful website. Through better branding and promotion, the Kettunen Center would be able to reach wider audiences and actively engage with them electronically. Customers who consistently return to the Kettunen Center could further promote the center on their social media. Ultimately, branding and promotion is about connecting with customers. Parents and youth have many options when selecting youth activities and camps. The Kettunen Center brand should set it apart from the competition and convey the value that comes with being part of the Kettunen Center legacy. If the Kettunen Center is to rebrand itself, it may want to start with a clear and concise mission statement, such as “4H values for future leaders” rather than the current mission statement, “Kettunen Center is a focal point for statewide 4-H leader training and development and serves as a learning center for many other groups. We offer programs and services which reflect the values of 4-H and the center’s natural resources.” Another bold step that could be considered would be to change the name of the center back to its original name, “Camp Kett”, which sounds less formal and more fresh and fun. Below are examples of effective branding strategies that may be of interest to the Kettunen Center.

Interlochen

<https://www.interlochen.org/about>


Interlochen has a focused mission statement of “Interlochen Center for the Arts engages and inspires people worldwide through excellence in educational, artistic, and cultural programs, enhancing the quality of life through the universal language of the arts”. This mission statement is very captivating and outlines the quality of the center. Even though Interlochen is in

northwestern Michigan, they have a far-reaching brand because they are emphatic in their quality of their programming, marketing, and facilities. They know the artistic experience being offered at their campus is essentially unmatched, and their methods of capturing the essence and beauty of Interlochen help exhibit that. Interlochen produces many promotional videos and do a great job of captivating their audience and showing what a memorable experience can be had at the camp. Interlochen also promotes giving opportunities for the camp through the use of top-notch photography that captures the joy that the camp brings to its students. Interlochen employs 11 different staff in its Marketing and Communications division. The staff include a Marketing Director, Graphic Designers and Video Producers. These marketing staff members are crucial in keeping up to date imagery on their website, while also producing new videos and brochures to market and spread the word of their camp.



Figure: 59 Interlochen programming opportunities (Interlochen, 2020)

Giving Opportunities



Make a gift online

With your gift to Interlochen, you inspire the next generation of artists, performers, audiences and creative leaders.

Figure: 60 Giving Opportunities at Interlochen (Interlochen, 2020)

Clemson University Cooperative Extension 4-H Youth Development; South Carolina 4-H:

<https://www.clemson.edu/extension/4h/>

The Clemson 4-H Extension in South Carolina does a great job of promoting themselves through social media in the forms of Instagram, Facebook, and Twitter. They use very aesthetically pleasing graphics and pictures and they post frequently. They actively engage their audience by taking interest polls and posting events. Their mission statement is exciting and engaging: “Clemson University Cooperative Extension 4-H Youth Development uses a learn-by-doing approach to help youth gain the knowledge and skills to be responsible, productive and contributing members of society. This mission is accomplished by creating safe and inclusive learning environments, the involvement of caring adults, and utilizing the expertise and resources of Clemson University and the nationwide land-grant university system”. Figures 62 and 63 are examples of their activity on various forms of social media.



Figure: 61 South Carolina 4-H Engineering Challenge Facebook post (SC 4-H Facebook, 2020)

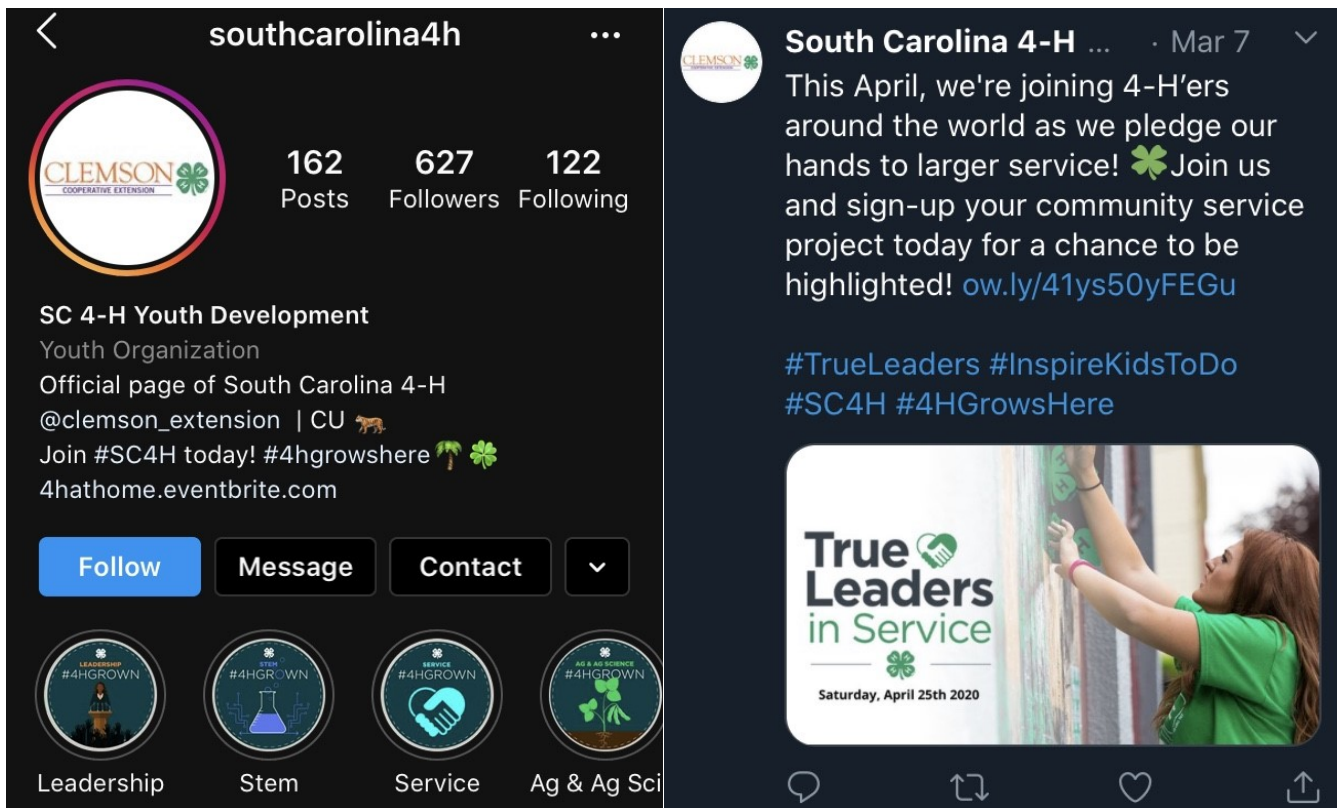


Figure: 62 South Carolina 4-H Instagram and Twitter Pages

P.S. Arts

<https://www.psarts.org/>

P.S Arts of Central and Southern California is “dedicated to improving the lives of children by providing arts education to underserved public schools and communities” and they do a great job of portraying this image through their branding and social media. They have a set of colors and guiding values that they consistently use and a guiding slogan of “Make Art Possible” which they utilize often throughout their branding. They have a blog, Instagram, Facebook, Twitter, LinkedIn, and a YouTube channel. The non-profit is extremely active on social media platforms and have a following of 3,276 people on Instagram, 3,917 people on Facebook, 4,946 people on Twitter, and 1,294 people on LinkedIn. Figure 66 displays the home page of P.S. Arts’ website. It is exciting and visually appealing. Seeing the happy faces of the children portrays the center as a fun and exciting place; parents looking at the website become eager to see those same smiles on the faces of their own children.



Figure: 63 Home Screen on the P.S. Arts Website

The “A” graphic in figure 65 is a major component of their branding and can be seen on all forms of promotional material.



Figure: 64 P.S. Arts' A logo. (P.S. Arts, 2020)

Kettunen Center could sponsor a Logo competition and use the winning entry to promote and market programs and activity on the website and social media.



Figure: 65 Conceptual “K” logo for the Kettunen Center (created by the practicum team)

Rutgers University

<http://urban4hscience.rutgers.edu/practices/staffing/marketing.html#casestudies>

Rutgers Cooperative Extension Service has created a resource titled Science in Urban Communities Promising Practices Guide that has an entire section on Marketing and Branding. According to them, the main objective in marketing and branding is to have the target audience see what’s being offered by 4-H as the only solution to their problem. They create four promising practices to market and brand 4-H in urban communities, which are 1) General, 2) Partnerships, 3) Program Planning, and 4) Promotion. Each promising practice section details

strategies that are effective in marketing 4-H, such as crafting a personal 4-H message for their specific group and choosing program topics that are currently effective in attracting youth. In addition, the following resources are available as links on their website.

4-H National Youth Science Day – Site includes a three-month planning timeline, customizable flyers, newspaper and web banner ads, and even an NYSD graphic for your Facebook page. Get started with the 4-H National Youth Science Day event planning timeline, and a brief overview of how to make the most of the materials in the kit. It contains information regarding the Game Changers 4-H challenge and how people can stay engaged with 4-H from their home. Can be retrieved from: <http://www.4-h.org/4-h-national-youth-science-day/nysdhome.aspx>.

4-H Promotional Toolkit – An online set of resources including the 4-H Science PSA Campaign. This site helps facilitate marketing resources for 4-H professionals and volunteers, including ads, photos, logos, and more. Can be retrieved from: <http://www.4-h.org/resource-library/promotional-toolkits/>.

4-H Science YEAK and Implementation Study Brochures – This includes youth development studies and reports from Tufts University regarding the strength of 4-H’s programs. Can be retrieved from: <http://www.4-h.org/about/youth-development-research/science-program-research/>.



Figure 66 2018 National Youth Science Day - Code Your World Challenge

6.3 Create Strong Funding Sources and Partnerships

Strong partnerships are critical to the success of any venture. Social programs serve a societal need and are not always financially independent. Youth centers often fall into this category. Kettunen Center manages to stay financially viable in its current operations, however, if it aspires to become a premier youth center, it will need to forge strong partnerships. Partnerships not only provide financial resources but also leverage brand visibility and attract additional social capital. Research found several institutional partners for youth-oriented centers and activities. The Kettunen Center should seek out institutions with similar values and missions and establish viable partnerships, not only with area schools and educational institutions but also with reputed private sector companies and non-profit foundations. The following examples highlight some significant partnerships.

4-H and Google

<https://edu.google.com/computer-science/organizations-we-support/>

The National 4-H Council announced a new \$6 million collaboration with Google to bring computer science education to underserved youth across the country with a new Computer Science Pathway. Several Universities have partnered with Google to support their 4-H programming efforts.

- Utah State University Extension's 4-H program has been a key partner in co-creating the computer science curriculum and developing tools for educators to implement the program. USU Extension 4-H supports the 4-H Computer Science Pathway by providing training for 15 4-H programs at a variety of land-grant universities. The training teaches youth and adults how they can develop and implement computer science education programs that align with local interests, needs and resources.
- University of Massachusetts 4-H Center received a grant from Google that enabled the center to purchase 30 Chromebooks, 2 virtual reality kits, as well as Arduinos, and National Youth Science Day Kits. Has received their second grant with Google, the Google CS Partnership. A second grant allowed an adult team and 3 teen computer science leaders to travel to Utah to receive National 4-H Computer Science Launcher Training. From the success of this training the Massachusetts 4-H Center has created a new computer science IMPACT program.

- The University of West Virginia Extension Service partnered with Google to develop a program called “game changers” featured at the National Youth Science Day. “Game Changers” teaches youth computer science activities through gaming. Figure 67 shows the Game Changer’s Kit which comes with different tools to encourage STEM learning through puzzles and games.



Figure: 67 National Youth Science day Game Changers Kit (4-H Foundation, 2020).

4-H Military Partnerships

<https://4-hmilitarypartnerships.org/>

4-H Military Partnerships is composed of Land Grant University and military partners who partner with 4-H educators to “provide them the training and resources they need to succeed in equipping the next generation of leaders.” The military partners include the Air Force, the Air Force Reserves, the Air National Guard, the Army, the Army National Guard, the Army Reserves, the DoD-USDA, the National Guard Bureau, the Navy, and the Navy Reserves. Some of the events that the Military Partnership offers at 4-H centers across the country are the Military Youth Maker Camp, 4-H Air Force Family STEM Camp, AgTastic Adventures, Communications – From Then to Now, Air Force Residential Camp, Air Force Day Camp, Adventures in Leadership Camp, High Adventure 4-H Military Youth Camp, Mission Adventure, 4-H Take Flight Camp, 4-H Smorgasbord Day Camp, Expedition Sewee, and Coastal

Georgia Adventure Camp. Kendra Moyses of Michigan State University would be the liaison for Kettunen Center begin a 4-H Military Partnership.



Figure: 68 Image Promoting 4H Military Partnerships

4H and Disney

<https://4-h.org/ways-to-give/corporate-foundation-support/disney/>

Disney and the National 4-H Council came together in 2014 to work to connect youth to the environment. With the help of the Disney Conservation Fund's grant, 4-H has been able dive deeper into why kids are losing a connection with nature and ways in which to combat that. Since 2014, 4-H "has brought 4-H CYN programs to thousands of kids across eight states, providing a pathway to nature and cultivating a deeper appreciation and respect for the environment" with the help provided by the Disney Conservation Fund partnership program.

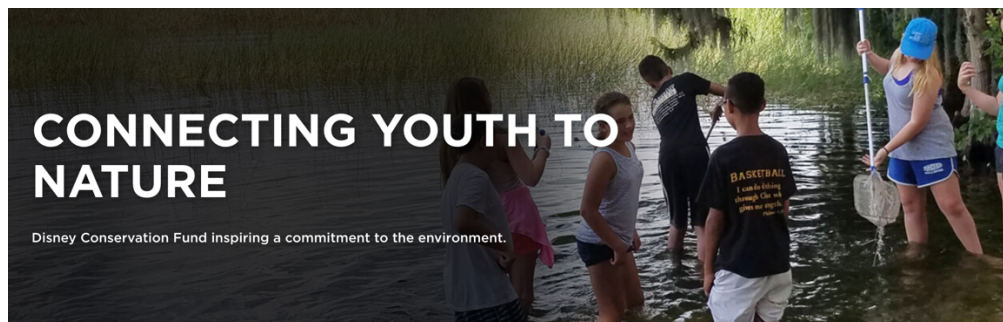


Figure: 69 Disney Conservation Fund invests in 4-H

4H and Foundations

<https://www.wkkf.org/what-we-do/overview>

<https://www.mott.org/>

The Michigan 4-H Proud Equestrians Program was introduced in 1974 in partnership the Cheff Center for the Handicapped, and with support from a three-year grant from the W.K. Kellogg and C.S. Mott Foundations. Today, this equestrian program reaches out to individuals with disabilities both young and old throughout Michigan, providing opportunities to learn to ride a horse and develop horsemanship skills. The C.S. Mott Foundation offers grants in civil society, education, and environment. Currently, their education team focuses on reaching youth through engagement and entrepreneurship. Their grants are primarily centered around volunteer and service-based organizations that prioritize youth engagement. The Kellogg Foundation provides grants under their *Thriving Children* initiative to ensure all students receive a best-in-class education by supporting partnerships of education, labor, business and philanthropic organizations committed to establishing a shared education agenda.

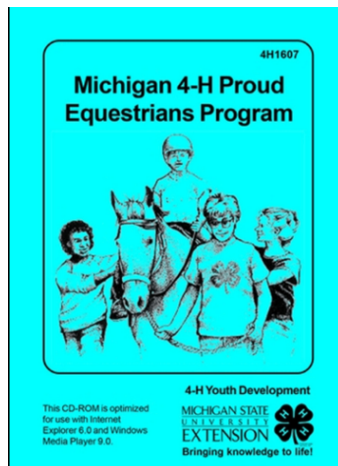


Figure: 70 Flyer for the MI 4-H Proud Equestrians Program

6.4 Conclusions

Kettunen Center has many assets, among them are wonderful natural resources, ample physical space, a dedicated staff and a worthy mission to engage youth and instill in them 4-H values. We believe that with continued stewardship of these assets and focused new initiatives and support, the Center will be a premier 4H youth center.

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APPENDIX

International Case Study: Zhongshan Quanlin Center in China

Description

Zhongshan Quanlin Center is located in Quanlin mountain villa, Sanxiang town, Zhongshan city. Quanlin Center covers an area of over 600 acres with an investment of over 60 million yuan. (1 dollar equals approximately 7 yuan) It is a large tourist resort integrating entertainment, leisure, conference, and primarily focusing on providing out-door and academic training for youth. Quanlin Center not only provides outdoor training for teenagers, but also provides meals, meetings, and leisure services for the company and individuals. The mission of the Quanlin center is "one step one scenic" dedicated to providing the center's visitors with a very relaxing and enjoyable experience.

Physical Attributes:

The Quanlin Center is equipped with multi-functional classrooms, outdoor activities field and other activities facilities, as well as military tents, youth hostels and standard resort hotels for students and customer. Specific physical attributes are listed below.

- The Quanlin center covers approximately 600 acres land.
- 500 acres land can be divided into:
 1. Outdoor training area: provided with outdoor training facilities
 2. Academic area: 3 multi-functional classrooms, the largest one can hold more than 300 people at the same time
 3. Military training field
 4. Living area: The center has 228 beds for dormitory and one Quanlin Luxury hotel. In addition, rain tents can be arranged according to customer requirements. The living area also include Dining hall which can hold more than 500 people to eat at the same time.
 5. Combat Paintball Field

In general, the Quanlin Center divides their residential area into two-part, affordable student housing and the luxurious high standard hotel. In the student housing area, the Quanlin Center offers students eight different standard rooms. Single rooms, double rooms, four-people rooms, eight-people rooms, and higher standard dormitory with individual study table and chair. Such a room layout can not only meet the housing demand of students who come to Quanlin center for short-term training at a lower price. Meanwhile, for students who need to study in Quanlin center for a longer period, the individual desk and chair can also provide a better learning environment for them. In the living area of the students, Quanlin center also has multi-functional meeting rooms and group meeting study rooms.

Different groups of customers always have different demand when they come to a center, especially for the accommodation demand. For example, student may be more price sensitive. As a result, dormitories for two to six people or affordable single rooms may be more attractive to student groups. In contrast, adult and corporate customers may prefer luxurious and comfortable living room and be less price sensitive.



Accommodations at the Quanlin Center



Zhongshan Quanlin Center

Outdoor fitness equipment



Introduction board and guidance sign

NOTE: THIS SECTION WILL NOT BE IN THE FINAL REPORT. IT IS HERE FOR INFORMATION PURPOSES ONLY

US Case Study Research

The Practicum Team started the second half of the semester with the intent of conducting indepth research on three to five case studies of comparable youth centers. As we begun this research, the University was impacted by the impending threat of the Coronavirus. Within days, the University went to remote instruction, instituted a travel ban and urged students to go home. Soon after, similar situations impacted other institutions and businesses. The team was unable to conduct any primary research, and could not get assistance with regard to interviews, data requests or other resources. As such the team was limited to readily available web/internet research.

4-H Center Case Studies:

1. Rock Springs 4-H Center, Kansas 4-H Foundation

Information from their website: <https://rocksprings.net/>

Description/Mission: As is the Kettunen Center, Rock Springs Ranch is also a camp, conference, and retreat center. It is Kansas' home for 4-H activities. They provide opportunities to participate in traditional summer camps as well as what they refer to as "learning-by-doing" activities that fall under the categories of Conservation Education, Leadership, Development, Shooting Sports, Equine, and more! The center provides "a wonderful experience, where you can let nature be your teacher".

Physical Attributes: The center owns an impressive 735 acres of land and is located in the Flint Hills of Kansas. It includes various forms of lodging, indoor facilities, and outdoor facilities.

Lodging: The center has 3 different kinds of lodging that assist it in being an all-season facility. They have lodges, cottages, and cabins.

- **Lodges:** There are four different lodges available. The Leadership Lodge can hold 82 people. It has 14 bi-level suites that all include a private bathroom as well as one queen bed, one bunk bed, and two twin beds. The Banker's Lodge is able to hold 24 people. It has two large sleeping rooms with two bathrooms in each room and one handicap bathroom as well as bunk and twin beds. The KCW Lodge can hold 18 people. It has two levels with two sleeping rooms on each level with one private bathroom per room. Finally, the Jellison Lodge can hold 6 people and has 3 sleeping rooms each including 2 twin beds and a private bathroom.
- **Cottages:** There are also four different cottages. They are able to hold about 80 people
- **Cabins:** There are two different cabins and they are the largest lodging options available at the center. The Earl W. Parsons Hilltop Housing Area is able to hold 100 people. It includes 5 cabins and a screened in porch as well as a bath house. The Stoneybrook Cabins includes 15 cabins and can hold 150 people. There are 10 bunks per cabin and a bath house.

Indoor Facilities: The center's indoor facilities include:

- Heritage Hall: Includes an auditorium, conference hall, and two seminar rooms.
- Riley-Wallace Education Building: Includes six meeting rooms ranging in size from 20-120 people per room.
- Merle L. Eyestone Conference Building: Includes one multi-purpose meeting room that can hold 40 people.
- Meditation Chapel: A small group gathering center for reflection and worship.
- Indoor Activity Center: A multi-purpose space that can be rented out for events, includes a rock-climbing wall.
- Weidemann and Williams Dining Halls
- Johnson Administration Building: Includes multiple modern meeting spaces that have up-to-date audio and visual technology.

Outdoor Facilities:

- Scenic: Includes the Simons Family Spring Plaza, the Coffmann Council Circle which has a bonfire, the Vesper Lookout over the hills, the, Dorothy Griffin Akin Wildflower Walk, the Sunflower Walking Trail, the Wa Shun Ga Open Air Chapel, the Wa Shun Ga Creekside, and an Amphitheater.
- Shelters: Includes four pavilions and a craft center.
- Recreational: Includes a swimming pool, a sports activity field, basketball courts, sand volleyball courts, and a craft center.

Focus/Programming: Rock Springs offers many different programs and activities that are focused on both history and nature. Education is their top priority and they work to achieve this through hands-on activities that bring youth closer to their natural surroundings in a very engaging way. There are self-directed activities as well as premium programs offered at the center.

Self-Directed Activities:

- Gaga Ball
- 9 Square in the Air
- Disc Golf
- Hiking
- Basketball
- Horseshoes
- Sand Volleyball
- Trout Viewing and Feeding

Premium Programs: These activities are led by instructors at Rock Springs and must be scheduled before one arrives at the center.

Challenge Programs:

- Leadership Adventure Course
- Climbing Wall
- Mountain Bikes

Conservation Education Programs:

- Bird is the Word
- Creatures of the Night
- Prairie Life
- Stream Study
- Wildlife CSI

Shooting Sports Programs:

- Standard Archery
- 3D Archery
- Aerial Archery
- Rifles
- Trap Shooting

Equine Programs:

- Horseback Riding/Trail Rides

Aquatics Programs:

- Swimming
- Corcis
- Canoes

STEM Programs:

- Air Rockets
- GPS
- Pioneer Crossings
- Ozobots

A key component of the success of Rock Springs 4-H Center is that they pay a great deal of attention to being a four-seasons center where people are welcomed all year and provided with activities and spaces that allow them to enjoy their time at the center regardless of the season.

2. Alabama 4-H Center, Alabama 4-H Club Foundation

Information from their website: <http://alabama4hcenter.org/index.php>

Description/Mission:

A full-service conference facility nestled within 264 acres of beautiful forest land on Lay Lake in Columbiana. We offer a variety of lodging and meeting facility options as well as onsite catering designed to meet the needs of your group. The Alabama 4-H Foundation's Mission is, "The Alabama 4-H Club Foundation exists to support statewide 4-H youth education programs delivered by the Alabama Cooperative Extension System."

Physical Attributes:

- Accommodations for individuals or groups of up to 386 people
- Meeting facilities to suit your specific needs
- Full-service catering and refreshments for breaks
- Audio visual capabilities such as LCD projectors and sound systems
- Woodlands overlooking Lay Lake in Shelby County
- 51 guest rooms with two queen beds, wi-fi, and private bathrooms
- 30 dorms, equipped with private bathroom and two bunk beds

- Five cottages, restocked bathrooms, 6 bunk beds and 1 single bed in each

Focus/Programming:

They offer a variety of programming through 4-H that the Kettunen Center currently does not provide. This includes 4-H Summer Camp, which is offered to 9-14-year olds, and the 4-H Science School. The 4-H Science School is centered at the Alabama 4-H Center but has outreach and travels that connects with many youths. They also have a lot of recreational activities available such as hiking, canoeing, basketball, and more.

On their website, they have options both for day and overnight stays, depending on the type of party being accommodated. For group packages, which includes companies, meetings, retreats, trainings, and more, it is as follows. The pricing is dependent on what room is purchased, either guest rooms, dorms, or cottages. All the information below comes directly from the Alabama 4-H Center's website.

The Alabama 4-H Center offers day programs as well. For youth groups with over 15 participants, one can go for a half day (up to four hours) for \$25. If one wanted to go for a full day (4-8 hours), it would cost \$29. Both options include a camp lunch.

Audience Served by the Center:

Alabama 4-H Center reaches out to the same audience as them, 5-17-year-old youth looking for unique skills and leadership opportunities.

The Alabama 4-H Center is in Columbiana, AL, which is home to under 5,000 people. However, the county is Shelby County, Alabama, which is home to 195,085 people, according to the 2010 Census. This gives the Alabama 4-H Center a rural, secluded feel, but also a large local population base. Shelby County is also near Birmingham, one of the largest cities in Alabama. They are the only 4-H center in Alabama, so they serve the entire state.

Participation Rates:

The Alabama 4-H Foundation serves about 100,000-200,000 youth per year. In addition, they have the Alabama 4-H Science School, which reaches approximately 23,500 youth a year, 5,000 of those take place at Kettunen Center. Yet, there are still additional uncounted youth (and adults) reached that does not include the 5,000. The science school also has outreach that reaches nearly 17,000 people yearly. Their summer camp option reaches 65 Alabama counties and about 1,500 youth per year.

Promotion/Marketing:

Alabama 4-H Center's marketing is not flashy, but it is concise, and their information is all readily available on their website. The web design is similar to that of Kettunen Center, so they may have access to the same web resources as Kettunen.

Finances:

The organizational and funding structure of the Alabama 4-H Center is similar to that of the Kettunen Center.

3. Rock Eagle 4-H Center, Georgia 4-H Foundation

Information from their website: <https://georgia4h.org/4-h-centers/rock-eagle-4-h-centers/>

Description/Mission: (Georgia 4-H) To assist youth in acquiring knowledge, developing life skills and forming attitudes that will enable them to become self-directing, productive and contributing citizens.

Physical Attributes:

The Rock Eagle 4-H Center is 1500-acre property with a 110-acre lake located on site.

Focus/Programming:

The Rock Eagle 4-H center is focus is mostly geared towards outdoor education and enrichment. The camp itself is made up of five experiential programs, Discovery Programs, Community programs, Overnight programs, Day programs and Classes.

Discovery Programs: Discovery programs are geared for K-2nd grade and consists of nine different classes. Classes are an hour long in length and cost \$10.00 per camper.

- Animal Kingdom: Awesome Aquatics, Creepy Crawlies, Feathered Friends, Scaley Slimey
- Georgia History: Pioneer Life, Native History
- Exploration: Habitats, Plants and Trees, Sensory Awareness

Community Programs:

Community programs focus on creating a community atmosphere and are open for all ages. These events range from weekend lunches on site to full spring break long experiential camps for youth. In these community programs, activities for home schooled children are also provided every type of student with outdoor education.

Overnight Programs:

Overnight Programs seem to be the most detailed programming that the Rock Eagle camp puts on. Overnight programs are either 3 days and 2 nights or 2 days and 1 night long and are priced by the table below.

Package #1: 3 Day/ 2 Night Program

Lunch to Lunch Program=\$142.00 per person *Traditional Cabins*

\$146.00 per person *New Cabins*

- Includes 2 nights lodging, 7 meals, & 10 educational programs:
- 6 day programs @ 2 hrs each (5 taught by Rock Eagle staff, 1 taught by visiting school)
- 4 evening programs @ 1 hr each (2 taught by Rock Eagle staff, 2 taught by visiting school)

Package #2: 2 Day/ 1 Night Program

Lunch to Lunch Program=\$81.00 per person *Traditional Cabins*

\$83.00 per person *New Cabins*

- Includes 1 nights lodging, 4 meals, & 5 educational programs:
- 3 day programs @ 2 hrs each (all taught by Rock Eagle staff)
- 2 evening programs @ 1 hr each (1 taught by Rock Eagle staff, 1 taught by visiting school)

Figure : Rock Eagle Overnight Packages

In a 3 day and 2-night stay, a camper can expect to have 10 educational programs 6-day programs and 4 evening programs, costing them a total of \$142-\$146 for the whole camp.

Day Programs:

Day programs are composed of daytime classes and nighttime classes, taught either by Rock Eagle staff or group leaders. Day programs are geared to be longer classes centered in nature education.

Audience Served by the Center:

The Rock Eagle 4-H centers serves 4-H youth across Georgia, they do this through their Summer camps, which include pre high school age 4-H campers in the Cloverleaf and Junior Camp, and serve High school 4-H campers in their Senior and Senior Extreme Camp. The camp also serves a wider audience through its Community activities which are open to an audience of non 4-H members, its Overnight, Day and Discovery programs are also open to non 4-H groups. The Facility also offers facilities rentals for conferences and retreats.

Promotion/Marketing:

The Rock Eagle center is mostly marketed from 4-H's website, however, also has active social media pages.

4. Interlochen

Information from their website: <https://www.interlochen.org/about>

Description/Mission:

Interlochen is a center for the arts located in northwest lower Michigan. The center's main goal is to provide a place to experience "world-class educational and cultural opportunities". Their mission is, "Interlochen Center for the Arts engages and inspires people worldwide through excellence in educational, artistic, and cultural programs, enhancing the quality of life through the universal language of the arts".

Focus/Programming:

Summer Arts Camp: Programs offered for kids in grades 3rd-12th. Nearly 2,500 children from all over the world attend the programs offered during the summer.

- Creative Writing
- Dance
- Film and News Media
- General Arts
- Music
- Theatre Arts
- Visual Arts

Arts Boarding School: Offered to grades 9-12.

- Same programs as the Summer Arts Camp (more advanced level)
- Academics: College preparatory classes running from 8:30am-6pm every weekday

5. Spruce Lake Retreat Center

Information from their website: <https://www.sprucelake.org/>

Description/Mission:

Spruce Lake Retreat is dedicated to Christian service in the Anabaptist tradition. The foundational belief of Spruce Lake is that the life and teachings of Jesus are central to our lives. We believe that Jesus is the complete revelation of who God is, and he becomes the Holy Light that guides our thoughts and actions. We believe that Jesus is the Creator, Savior, Lord, and Sustainer of our lives, declared to be the Son of God by his resurrection from the dead.

Physical Attributes:

The center includes 888 acres of woods, fields, and waterfalls, 8 miles of walking trails, meeting rooms with space for up to 600 people which can be adapted for concerts, overnight lodging for up to 500 people, and buffet style meal service with seating for up to 320 people.

Focus/Programming:

Each year Spruce Lake helps over 550 churches, organizations and groups come together for retreats, conferences, camps, and special events.

Youth camps

- Overnight
- Day
- Off-site expeditions
- Parent child events
- Ignite events

Outdoor Education

- Bible-based outdoor education
- Christian school groups
- Adventure Program
 - High and low ropes courses, zip line, rock climbing, and bouldering
- Animal Life
 - Ecology, exploring animal habitats, and signs of animals in the winter
- Outdoor Skills
 - Fire building, orienteering, and outdoor cooking
- Forest & Aquatic Communities
 - Detailed studies into specific ecosystems
- Evening Activities
 - Tubing, wagon ride, pool, and outdoor night games

Audience Served by the Center:

Through the history of religious traditions, Spruce Lake has been able to encourage people to become deeper in their faith in god through Jesus Christ. Spruce Lake provides Christian and corporate groups with lodging, meeting rooms, and food. As well as hosting summer camps, programmatic retreats, concerts, and outdoor education programs throughout the year for ages seven to eighteen years old.