

# ADDRESSING STRATEGIC PLANNING AROUND A BELOVED ASSET

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## INTRODUCTION

Camp Michigania, the University of Michigan's Alumni Family Camp in Northern Michigan, is embarking on a master/strategic planning process to forecast 10 years of future growth and development of programs and facilities. Our team - students in the Ford School of Public Policy's Applied Policy Seminar (APS) - was brought on for the semester in order to conduct research and benchmarking against other alumni and family camps in the country.

The following information provides an overview of our team's understanding of the problem, our strategies for collecting and assessing research regarding the problem, and research findings and possibilities for the strategic/master planning process going forward.

## BACKGROUND

Camp Michigania currently faces a waitlist every summer, and the three goals we identified as most important to the camp for their strategic planning process are:

- 1) Addressing the issue of a yearly waitlist
- 2) Increasing the number of campers participating in Michigania programming
- 3) Increasing connections with the University of Michigan community

Camp Michigania is currently evaluating four potential growth strategies as they address these concerns:

- 1) Grow on existing site through incremental increases in cabins
- 2) Grow on existing site through the construction of a new "village" (grouping of cabins)
- 3) Grow on existing site by duplicating camp facilities
- 4) Purchase a new site for the development of a new camp altogether

The strategic planning process is a multi-year project that includes collaboration with multiple parties. In addition to the Camp Michigania staff, our team connected with the following key players over the course of this project:

- Rick Parker - Consultant and Camps Planner
- Paul Fontaine - Program Manager of Michigan Engaging Community through the Classroom Initiative
- Taubman College of Urban Planning Students
- Current Campers (informally)

## METHOD OF APPROACH

Our team utilized a number of methods to provide the background that will hopefully form foundational possibilities for future planning processes:

		
<b>Research of Camp Michigania</b> including internet research, a site visit, informal conversations with Campers and staff, and a review of data/camp feedback.	<b>Benchmarking Against Other Camps</b> specifically family camps and alumni camps around the country.	<b>Interview of Internal UofM Parties</b> to better understand options for potential expansion and connection.

As this project is in the early stages, our team determined that interviewing others operating in the family camps field - as well as current or potential engaged members of the University - would be the most appropriate course of action. Our team first developed three semi-structured interview protocols - one for each of the intended audiences. We then conducted research and worked with Camp Michigania staff to identify the parties of key interest to interview. Once these interviews were set up, each interview followed the protocol and had at least two team members participating to more fully capture the interview. Finally, themes from the interviews were extracted and key points were also summarized in a separate benchmarking document, for ease in interpreting differences among the campsites interviewed.

## INTERVIEWEES

<b>ALUMNI CAMPS</b> -Camp Brosius (Indiana U) -Bruin Woods (UCLA) -Lair (UC Berkeley) -Sierra Camp (Stanford) -Aspen Grove Family Camp (BYU)	<b>FAMILY CAMPS</b> -Montecito Sequoia Lodge -Camp du Nord (YMCA of the Twin Cities) -Deer Valley (YMCA of Greater Pittsburgh) -Ohana Family Camp -Rockywold Deephaven Camps	<b>UNIVERSITY "SCU" S</b> (SCHOOLS, COLLEGES, AND UNITS) Student Life -Office of Enrollment Management -University of Dearborn Student Life -Biological Station -Michigan Medicine
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## FINDINGS

### FAMILY & ALUMNI CAMPS

Family and alumni camps spoken to were employing interesting models to increase usership of their camps. Key themes and ideas from other camps are highlighted below.

- **Increasing Year-Round Use of Camp**

- Many camps have different groups using the camp year-round, after family camp season ends. These groups vary and include:
  - “Book-your-own retreats” for individuals or groups
  - Young adult weeks/ weekends
  - Women’s groups
  - Veterans groups
  - Church groups
  - Conferences
  - Weddings
  - Holiday weekend programming
  - Young alumni weekends
  - Sports and recreation camps
  - Team-building getaways
  - Environmental education offerings for school-aged individuals
- Many camps continue family programming after the summer, offering themed weekends (i.e. Halloween) and partial-week programming during the fall, winter, and spring.
- Bruin Woods allows off-site families to utilize camp for 75% of the full rate.

- **Increasing Staff Support**

- Montecito Sequoia Lodge has created an internship program for high school students that acts as a feeder program for future counselors as well as offers structured leadership development and meaningful summer experiences for young people. The interns work for three to four weeks at a time, and actually pay to be at camp. Many of their “intern weeks” overlap with their families’ attendance at camp.
- Camp du Nord increases utilization of their staff by offering structured programming in the mornings, and then deploying all staff to the waterfront in the afternoons.
- Camp du Nord also has a program for “resource families,” where experienced campers volunteer to support programming and facilities during the last few weeks of camp, when many summer staff have to return to college. These “resource families” receive free lodging in return.
- Montecito Sequoia Lodge provides medical care for campers by recruiting one doctor per week to stay for free (with their family).
- Some camps use the same staff year-round (like Aspen Grove, which keeps their student staff on during the fall and winter conference season), while some camps change their staff seasonally (like Sierra Camp).
- Lair employs three separate groups of staff for each of its three camps.

- Many camps utilized students as staff. Bruin Woods intentionally houses all of their 54 student staffers - hired as program staff - in one lodge together, which is considered part of the 24/7 experience of working at camp.
  - Recruiting international staff was a popular theme for camps, as college students often have to be back to schools earlier in the season.
- **Increasing Inclusivity and Accessibility**
    - Ohana Family Camp encourages large families (20+) to hold their "reunion" on one particular week of the summer, allowing space for new families (with potentially fewer guests) during most other weeks.
    - Deer Valley attempted a separate "scholarship" cabin, but the idea was not well recommended. It became apparent which family was on scholarship and created tensions between the campers. A complementary recommendation was to offer a full week specifically for different communities of campers, - something like a "scholarship week." They do still continue to offer scholarships for families who need them.
    - Some camps host particular groups during certain weeks - for example, Ohana has a shorter week of programming specifically for Veterans and their families; and Aspen Grove hosts a mini-week of camp for single parents, supported by donors, where a single parent pays \$25 for the family. Sierra Camp hosts a charter school weekend at the end of the summer that is free for teachers and students.
    - Some camps are intentional about hiring diverse staff. At Sierra Camp, staff utilizes a DEI lens to examine their hiring processes and determine how to develop a diverse pool of staff.
    - Nearly every camp spoken to has discounted rates for the first and/or last few weeks, meant to drive registration and bring in new families. For example, Montecito Sequoia Lodge offers a shorter, less expensive version of their camp at the beginning and end of the summer.
    - While many camps utilize a lottery system to handle their waitlist, some are a "strict" lottery with no priority vs. others that have seniority or donor priority.
    - Many camps emphasized that providing scholarships doesn't necessarily mean increasing diversity.
  - **Physically Growing Camp**
    - Multiple Camps on Same Property
      - Rockywold Deephaven has two identical camps on opposite shores of the same lake (Rockywold is on the sunset side; Deephaven the sunrise side). Both camps have their own dining room, toddler rooms, and more.
    - "Lodge" Model
      - Montecito Sequoia Lodge recently opened up a "sister property" down the road from their main camp that operates as a lodge/bed and breakfast for families looking for a different experience. Some staff is shared between the two properties.

- Some camps utilize a “lodge” option on-site, which allows families to stay for less than a week in a hotel-like “lodge.” This increases the number of people utilizing the camp each week.
  - New Site
    - Camp du Nord recently purchased a new property to grow to, an hour closer to the Twin Cities. They recommended not looking at kids camps if buying a new property, because the outfitting is a lot of work to make the facilities appropriate for a family camp. Instead, look to resorts for sale.
    - As an expansion strategy, Lair built three camps on the same site that provide almost exactly the same experience. Additionally, they are constantly adding more beds or tents.
  - General Improvements/Renovations
    - Some camps face local regulations that prevent further growth. In response, some are just improving facilities (like Aspen Grove, which is building a new lodge and adding parking on-site), while others are considering building a new camp site altogether (like Sierra Camp).
    - Most camps we spoke to - although not all - are constantly thinking about renovation and growth, including configuration of furniture/beds, adding new rooms or cabins, and outfitting/building new facilities.

In general, camps had some helpful “must-dos” or “don't-forgets” when thinking about growth:

- Consider length of Camp: Camp du Nord conducted a market study before growth - the study found that 50% of campers preferred the 7-day model and the other 50% preferred a 3-4 day model. Many camps are already utilizing partial-week models, either off-season or during the summer.
- Involve the Camp community: Many camps talked about focus groups and “coffee with the Director” that they held during the summer, to help inform growth plans and involve the full camp community.
- Don't lose “the magic,” but be honest about changes: All camps talked about what made their camp special. They reiterated how important it is to be clear with existing campers that you can't replicate 100% - instead, try to focus on what is similar and also on the positive differences. As one interviewee said, many family camps are “built on tradition and history - and can be crushed on tradition and history.” Be sure to maintain a careful balance.

## UNIVERSITY OF MICHIGAN COMMUNITY

The students, staff, and faculty of The University of Michigan provided feedback on the usage of event spaces and their likelihood to use Camp Michigania. Following are some key takeaways:

- **Opportunities for Student Engagement**
  - Students serve as the largest potential area of growth for utilizing Michigania.
    - Students (particularly graduate students) would likely enjoy a weekend getaway, especially during mid-fall break and winter semesters.
    - This model is already employed by units on campus in the form of writing retreats.

- UM Dearborn students are more willing to travel longer distances than Ann Arbor students - this might also be true for UM Flint students.
  - As commuter campuses, the students find the opportunity to travel and be somewhere else for an extended period of time more exciting than using event spaces on campus.
- All students appear to be price-sensitive.
  - Student groups and administrative units that assist student program planning tend to be less funded than academic units so costs play a big role in determining which site is picked for retreats.
- **Opportunities for Staff and Faculty Engagement**
  - Staff and faculty on the whole are less likely to travel the four hours to Camp Michiganiana.
    - Faculty often prefer close and short retreats (this is especially true of Michigan Medicine professionals).
    - Many staff work strictly 9a-5p making travel a large hurdle.
  - While some faculty would see the time at Michiganiana as an opportunity to bring family, others would rather not disrupt family schedules.
- **Potential Partnerships**
  - The University of Michigan Biological Station (UMBS)
    - The UMBS operates only in the summer season and could therefore serve as a good collaborator in identifying potential students for Michiganiana's year-round programming.
    - UMBS's recruitment efforts are working to pull in more diverse students through removing financial barriers and providing more accessible (shorter-term) programming.
    - UMBS is expanding their image beyond just a "science camp" through other campus partnerships, such as in the English department.
    - These three factors appear to generate a great opportunity for a symbiotic relationship between Camp Michiganiana and UMBS. The outreach Camp Michiganiana engages in to create opportunities for students to participate in fall and winter semesters could come from pools of students who engage with the UMBS already and vice versa.
  - North Campus Research Complex (NCRC)
    - One possible "stretch" from traditional University groups utilizing Michiganiana could be the NCRC, which houses medical providers who are always looking for retreat spaces in a variety of locations around the state.
    - These are usually statewide retreats that incorporate doctors and staff and are major events (usually on the order of 300-400 individuals).

## POSSIBILITIES FOR THE FUTURE OF MICHIGANIA

The following section highlights some possible options for growing Michigania, based on key themes from our research.

1. Grow incrementally on-site: There are multiple options for physically growing Michigania on the existing site.

A **small growth in the number of cabins** could increase the number of people who access the camp, although not at scale. This would require little investment in additional infrastructure, but might eventually begin to put a strain on programming. Utilizing some of the staffing growth models from other camps might be a way to support this growth.

The creation of a **tent camping** area could mean new options for campers and greater affordability. This would also require little infrastructure investment, but again would be an additional element of programming and administration to consider.

Creating an entirely **new “village,”** or grouping of cabins is another option, although this option would require larger investments and restructuring in programming and infrastructure.

Creating an entirely new camp on Michigania's land does not seem feasible, according to the research done by the Masters in Urban Planning students this term. Their report mentions that building significant structures on existing land could be damaging to the ecosystem as well as the feel of Michigania. They do not recommend major construction.

All of these growth on site options mean the camp could maintain much of its “beloved,” “magic” feel. It also means that the camp could utilize its existing land and infrastructure to some extent.

2. Increase year-round programming: Michigania could expand their year-round program offerings to families and to the greater University community.

**Themed weekends** (like Halloween) are a very popular option among family and alumni camps around the country. Michigania already has great success in their Fall Colors and Winter Camp programming options. They could expand on these and offer more weekend programming for families, young alumni, and/or specific groups like women's groups.

Michigania could also expand year-round programming by **directly targeting the University community**. For example, there are several academic units on campus that already engage in weekend long programming directed at graduate student populations. The Rackham Graduate School rents hotel space in Ann Arbor for the weekend to allow students a space away to write their dissertations. Camp Michigania could serve as a natural extension of this type of programming by allowing Ann Arbor students a chance to get away from campus and be immersed in a different environment.

3. Employ a lodge model and/or offer partial week programming: Michigania could increase usership of camp and reduce price for families by employing a “lodge” model.

**Building a lodge** and allowing families to stay nightly would have implications for programming, which is already at capacity, and would necessitate further research into how and where programming points would need to expand.

Allowing families to **rent cabins by the half-week** would theoretically not impact programming, as the same number of people/families would be on-site on any given day -- it would certainly impact facilities and administrative staff, and would also have implications for the "Michigania ethos."

4. Build a new camp on a new site: Building a brand-new Camp Michigania on a separate site is an option worth exploring. The site could be a few hours closer to Ann Arbor, increasing the possibility of usership by the University community and potentially attracting new families who don't want to travel all the way Up North. A new site would also give Michigania the chance to employ new models of inclusivity and accessibility, like offering partial-week options and recruiting diverse communities of alumni. Building a brand-new camp allows Michigania to emphasize unique changes to the Michigania experience, without having to replicate 100% accurately. Further studies of the market - both for potential new campers and for sites available for purchase - are needed to inform this option more. It would be critical to maintain some of the key beloved aspects of Michigania, like the access to water and nature.

## CONCLUSION/NEXT STEPS

Michigania is employing the use of three student teams next semester to further inform their strategic planning process - groups from the Ross School of Business, the English Department, and the School of Public Health. We recommend the following courses of action - either with these teams or outside of them - to further inform growth options:

- Evaluate the costs/benefits of growth options that the Michigania staff wants to look more deeply into, and put together a business plan for their top option(s).
- Conduct a market study to see what the market of new/existing campers are interested in as well as to see what land is available for the potential purchase of a new camp (if this option is of interest).
- Conduct focus groups with campers to ensure they are informed and feel a part of the growth process.
- Dive more deeply into the University community to get a sense of just how much different groups would utilize the camp if able to. We recommend further outreach to the UM Dearborn/Flint communities to understand their faculty/staff willingness to engage in Camp Michigania fall and winter programming. For the Ann Arbor campus there should also be outreach to the New England Literature Program to assess possible future collaborations.

## APPENDIX

### ALUMNI/FAMILY CAMP INTERVIEW PROTOCOL

#### Introduction

I want to thank you for meeting today. My name is Anthony/Megan/Paola and I will be leading our discussion today. This is Anthony/Megan/Paola and they will be taking notes. We're both graduate students studying public policy here at the University of Michigan currently working on a project with the Alumni Association regarding Camp Michigania.

The main reason we wanted to talk with you is to understand your campground's background, how you serve your campers, and what how your camp has grown.

#### Camp Background

To start our conversation today it would be great to hear about your campsite. In the next few questions we want to get a sense for the housing and camp operations.

*(Perhaps answered online)*

1. Can you describe the housing campers stay in - cabins, hotel, tents?
2. Are they shared?
3. Are the housing options right sized for the campers (number of beds and size of the spaces)?
4. Have any of the facilities been repurposed for housing or housing to facilities?
5. What months are the camp operational?
6. If not full year, why? (Lack of space conditioning, lack of market interest? Difficult to access?)
7. Are there different groups utilizing the camp at different times of the year?
8. How does programming change over the year?
9. What does a camper pay to attend camp?

#### Camper Demographics

Since we covered the basics around the campground, it feels like a natural time to shift to understanding who your camp is serving. The following questions will provide insight in how your camp serves a specific audience.

1. *(Only ask if not online)* Can we get some data on your campers?
2. If unable to get, ask the following:
  - a. How many campers in total use the camp annually?
    - i. How many families come to camp annually?
  - b. Of the total annual campers (or families), how many have not come to the camp before? *(or how many are "returners", whatever is easiest)*
  - c. What is the ratio of staff to campers?

- d. What does the age breakdown of the total annual campers look like?
  - e. Of the total annual campers, what proportion identify as females?
  - f. Of the total annual campers, what proportion identify as non-white?
  - g. Where do your campers come from to the campsite? For example, from within the state, from out of the state, or from outside of the country.
3. How accessible is camp to people? (*may not be a direct question - answered by the two below*)
  4. Do you offer scholarships?
  5. Do you have any challenges and/or successes around building a diverse group of campers (i.e. age groups, ethnic/racial groups, etc.)? What (if anything) are you doing to address this?

### **Alumni Camp Specifics**

1. How do you define alumni?
2. Does alumni membership determine camp access?
3. What percentage of the total alumni body utilizes camp/facility?
4. How does the camp engage with the university community broadly, if at all?

### **Camp Programming and Capacity**

Understanding who your camp is serving, we now want to understand how your camp serves their needs and wants.

1. What are the programmatic highlights of the camp?
  - a. How many campers can participate in those activities?
  - b. Are they staff led or self-directed?
2. Is there age-specific programming?
  - a. Staff trainings (e.g. yoga instructors, kids first aid, etc.)?
3. Does the camp solicit or survey post attendance feedback?
4. Do you have a measure of “camper satisfaction”?
  - a. How do you use this data?
  - b. How has camper satisfaction changed over time?
5. What program offerings are most liked or attended?
6. What facility related comments are articulated often?
7. What are the camp’s most unique/appreciated (or used) programs? E.g. waterfront, horses, adventure course, drama, arts
8. What are favorite non-programmed activities?
9. What are the camp’s most unique/appreciated (or used) site places or buildings? E.g. lake, river, mountain, dining hall, fireplace, fire circle, green building
10. How many campers can the camp hold in total?
11. Are you operating at capacity?

- a. Do you have a waitlist?
    - i. How many individuals/families are on it on average?
  - b. What are you doing to address this, if anything?
12. Do you have plans for expansion?
- a. What will these plans involve?
13. Have you undergone any growth/expansion in the recent past?
- a. What went well/poor?

This has been a great conversation. Thank you for your contributions today. They will be extremely helpful in our project and building up knowledge around how alumni/family camps work. Best of luck with your events and programs this year!

## **Introduction**

I want to thank you for meeting today. My name is Anthony/Megan/Paola and I will be leading our discussion today. This is Anthony/Megan/Paola and they will be taking notes. We're both graduate students studying public policy here at the University of Michigan currently working on a project with the Alumni Association regarding Camp Michigania.

The main reason we wanted to talk with you is to understand your department's/unit's/group's current retreat and programming needs, how these needs are being met or not, and your thoughts on what a campground could provide.

## **Space and Programming Needs**

To start our conversation today it would be great to hear about what you feel are the needs to host your events and programs for staff, faculty, and students. In the next few questions we want to get a sense for the events you put on during the academic year and what you are doing at these events.

1. Define "retreat."
2. What are your major events each year?
  - a. Are any of these framed as "retreats"?
  - b. Are any events occurring over multiple days?
  - c. Do any events involve overnight stays?
3. What are your audiences for these events (staff, faculty, and/or students)?
4. How many people do you normally plan for at these events?
5. What programming are you planning at your event?
  - a. Do you plan all of the programs happening during a program?

## **Current Space Usage**

Since we covered what your needs are, it feels like a natural time to shift to what of these are being met by your current spaces. The following questions will provide insight on how your needs are being met or not met.

6. Where do you currently host events?
7. What are the benefits of hosting events at your current locations?
8. What are downsides of hosting events at your current locations (i.e. need for advance reservations, costs, space, etc.)?
9. What do you currently spend on facilities for your events?

## **Camp Michigania**

Understanding your needs and how they are being served, it would be helpful for the Alumni Association to understand where Camp Michigania could possibly assist in your current efforts. To provide some background, Camp Michigania is a 377-acre lakeshore site located a 4 hour

drive up north near Petoskey that has been Alumni-owned since the summer of 1963. It can serve approximately \_\_\_\_ residents in winterized cabins or \_\_\_\_ residents in the fall/springtime.

10. What are your initial impressions when you think of the alumni association?
11. Have you ever heard of or been to Camp Michigania? Are you aware of the offerings/services/amenities available?
12. Do you have any events you feel could benefit from this experience?
  - a. *If no, suggest an event they mentioned before.*
  - b. If so:
    - i. When would you use it?
    - ii. How many people would you bring?
    - iii. Do you have money in the budget for it? (If so, how much?)
13. What do you feel Camp Michigania can do to serve you and your department/unit/group?
14. Do you see any barriers to utilizing Camp Michigania for your event needs?
  - a. What are your hesitations (if any) about using the Camp?
15. What would make you more willing to utilize Camp Michigania in the future?

This has been a great conversation. Thank you for your contributions today. They were helpful as the Alumni Association tries to build more ties within the current Michigan community. Best of luck with your events and programs this year!

# BENCHMARKING DOCUMENT

		General					
		Camp Name	Website	Location	Year Opened	Waterfront	Distance from Closest Metro Area
Family Camps		Camp Michigania	<a href="https://alumni.umich.edu/camp-michigania">https://alumni.umich.edu/camp-michigania</a>	Boyne City, MI	1961	<input checked="" type="checkbox"/>	4 hours from Detroit
		Camp du Nord (YMCA Twin Cities)	<a href="https://www.ycamn.org/camps/camp_du_nord">https://www.ycamn.org/camps/camp_du_nord</a>	Ely, MN	1960	<input checked="" type="checkbox"/>	4.5 hours from Twin Cities; new location will be 3.75 hours
		Ohana Family Camp	<a href="https://alohafoundation.org/ohana">https://alohafoundation.org/ohana</a>	Fairlee, VT	2008	<input checked="" type="checkbox"/>	2.5 hours from Boston
		Rockywold Deephaven Camp	<a href="https://www.rdcsquam.com/">https://www.rdcsquam.com/</a>	Holderness, NH	1897	<input checked="" type="checkbox"/>	2 hours from Boston
		Montecito Sequoia Lodge	<a href="https://www.mslodge.com/family-camp">https://www.mslodge.com/family-camp</a>	Kings Canyon National Park, CA	1963	<input checked="" type="checkbox"/>	4.5 hours from San Francisco; 4.5 hours from LA; between two national parks
		Deer Valley (YMCA of Greater Pittsburgh)	<a href="http://www.deervalleyymca.org/">http://www.deervalleyymca.org/</a>	Elk Lick Township, PA	1957	<input checked="" type="checkbox"/>	2 hours from Pittsburgh
Alumni Camps		Camp Brosius (Indiana University)	<a href="https://campbrosius.iu.edu/about/index.html">https://campbrosius.iu.edu/about/index.html</a>	Elkhart Lake, Wisconsin	1974	<input checked="" type="checkbox"/>	1 hour from Milwaukee and Green Bay
		Bruin Woods (UCLA)	<a href="http://bruinwoods.ucla.edu/">http://bruinwoods.ucla.edu/</a>	Lake Arrowhead, CA	1985	<input checked="" type="checkbox"/>	1 hour from San Bernardino; 2 hours from Los Angeles
		Lair (UC Berkeley)	<a href="https://alumni.berkeley.edu/lair">https://alumni.berkeley.edu/lair</a>	Pinecrest, CA	1949	<input type="checkbox"/>	3 hours from San Francisco
		Sierra Camp (Stanford)	<a href="https://alumni.stanford.edu/get/page/sierra">https://alumni.stanford.edu/get/page/sierra</a>	South Lake Tahoe, CA	1968	<input checked="" type="checkbox"/>	3 hours from San Francisco; 2 hours from Sacramento
		Aspen Grove Family Camp (BYU)	<a href="https://aspengrove.byu.edu/">https://aspengrove.byu.edu/</a>	Provo, UT	1911	<input type="checkbox"/>	1 hour from Salt Lake City

		Activities																	Programming			
Camp Name	Arts & Crafts	Hiking	Biking	Sports	Archery	Rifley	Horseback Riding	Ropes Course	Rock Climbing	Fitness Classes	Fishing	Swimming	Water Activities (Boats)	Staff Skills/Improv	Talent Show	Campfires	Lectures	Other?	Age-Specific Programming?	Months Operational	Number of Family Camp Sessions	"Off-Season" (Non-Summer) Programming
	Camp Michigania	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		yes	Year-Round	11
Camp du Nord (YMCA Twin Cities)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Saunas	yes - mornings only	Year-Round	12	-Long Weekends - "mini" Family Camps around holidays/school breaks -Women's Retreats -Couples Weekend -"Book your own getaway" / Resort-Style
Ohana Family Camp	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Music-making	yes - requires parents to attend	May-October	9	-Facility rentals (weddings, reunions, events) -Memorial Day family weekend
Rockyworld Deephaven Camp	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Square Dancing	yes - 3-6 year olds mornings only	June-September	14	-Weddings, family reunions, book clubs, writer's workshops
Montecito Sequoia Lodge	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Fencing; Paintball; Stargazing; Massages; Music Lessons	yes	Year-Round	10	-Adventure Camp @ beginning and end of summer - shorter (4-night) offerings -Book by the night -Minimum night stays during holiday weekends									
Deer Valley (YMCA of Greater Pittsburgh)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	BB Guns; Mini Golf; Massages	yes - mornings only	Year-Round	11	-Church groups, school groups -Outdoor Environmental Ed Programming for 4th-7th graders -Themed family program weekends -Women's programming -"Camp no Counselor" - young adults only				
Camp Brosius (Indiana University)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		yes	Year-Round	8	-Weddings -Conferences
Bruin Woods (UCLA)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Authentic Conestoga Wagons; Wild West "Projects"; Horseshoes;	yes	Year-Round	10	-Conferences: corporate groups, churches, colleges, etc. -Holiday family camp programming				
Lair (UC Berkeley)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Disco Bingo; Ghost Stories; Sing-Alongs	yes	June-September	13	-College Prep Camp (high school juniors and seniors) -Women's Wellness Weekend (adults only) -Lair Sports and Recreation Camp (adults only) -Young Alumni Weekend (adults only)
Sierra Camp (Stanford)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Drama Class; Book Group; Cultural Dance Class; Local Geology;	yes	April-November	12	-Conferences -Weddings
Aspen Grove Family Camp (BYU)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		yes	Year-Round	15	-Wedding receptions -Family reunions -"Book your own getaway" / Resort-Style

		Housing										Capacity						\$\$			Alumni Specifics		
Camp Name	Platform Tents	Rustic Tent Sites	Auto Tent Sites	Yurts	Rustic Cabins	Full Facility Cabins	Shared Cabins	Lodge	Partial Week Rentals	Total Daily Capacity, People (Approx.)	Total Nightly Capacity, Families (Approx.)	Total Summer Capacity, People (Approx.)	Total Summer Capacity, Families (Approx.)	Currently Operating at Capacity?	Waitlist?	Current Expansion Plans?	Expansion within Past Two Decades?	Approx. Weekly Rate (two teens + two adults)	Discounted Weeks Available?	Additional Scholarship Program/Special Rates Available?	Does Alumni Membership Determine Camp Access?	What % of Alum Utilize Camp?	
	Family Camps	Camp Michigania	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	400	100	4,500	1,200	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$3,910	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Yes
	Camp du Nord (YMCA Twin Cities)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	288	48	3,500	600	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	\$1,415-\$3,250	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A	N/A	
	Ohana Family Camp	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	144	25	900	225	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	\$2,145-\$5,120	<input type="checkbox"/>	<input checked="" type="checkbox"/>	N/A	N/A	
	Rockyworld Deephaven Camp	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	400	90	5,600	1,200	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$3,612-\$5,940	<input checked="" type="checkbox"/>	<input type="checkbox"/>	N/A	N/A	
	Montecito Sequoia Lodge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	200	55	2,000	500	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	\$3,780-\$7,440	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	N/A	N/A	
	Deer Valley (YMCA of Greater Pittsburgh)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	300	80	3,300	880	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	\$2,716-\$3,124	<input type="checkbox"/>	<input checked="" type="checkbox"/>	N/A	N/A	
	Camp Brosius (Indiana University)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	160	40	1,280	320	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	\$2650 - \$2,975	<input checked="" type="checkbox"/>	<input type="checkbox"/>	No	Very small portion	
	Bruin Woods (UCLA)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	350	80	3,500	800	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	\$5,698 - \$6,160	<input type="checkbox"/>	<input type="checkbox"/>	Yes	Very small portion (1,500 /400,000)	
Alumni Camps	Lair (UC Berkeley)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	800	200	10,400	2,600	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	\$2,945 - \$3,076	<input type="checkbox"/>	<input type="checkbox"/>	No	Very small portion	
	Sierra Camp (Stanford)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	335	65	4,020	813	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	\$6,500	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Yes	Very small portion (750/total)	
	Aspen Grove Family Camp (BYU)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	500	125	7,500	1,875	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	\$3,070	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	No	Less than 20%	