



**URJ CAMP GEORGE:
A ROADMAP FOR THE FUTURE
2011-2016 Strategic Plan**

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1. PURPOSE OF REPORT

The purpose of this report is to present proposed strategic directions for URJ Camp George.

2. ORGANIZATION OF REPORT

Section 3 highlights the strategic planning approach.

Section 4 sets out the role of summer camping.

Section 5 proposes a revised mission statement for Camp George.

Sections 6-19 sets out the current situation and proposes actions with respect to the key functions of Camp George including, programming, staffing, facilities, operations, inclusion and fund development.

Section 20 outlines the next steps regarding implementing the strategic plan.

3. APPROACH

3.1 Goals of Strategic Planning Process

In the summer of 2010, URJ Camp George, with consulting support of the the Grinspoon Institute for Jewish Philanthropy, embarked upon a one year journey to develop its first comprehensive strategic plan in its 13 year history.

This strategic planning process was driven by the recognition that URJ Camp George required a road map to plan and align URJ Camp George directions for its next phase of post-bar mitzvah life.

Of note, the camp had just purchased an additional 60 acres of the adjoining property and a transition in lay leadership had just taken place. Although enrolment had increased in the past few years, partially due to the Federation's Top Bunk Program, there was a desire to further strengthen enrolment and strengthen fund development in order to better support annual programs and needed capital improvements. An opportunity also was seen to strengthen the relationship between Camp George and various organizations within the North American Reform Movement, local Toronto Reform Community and broader Jewish Community.

A strategic plan also will be a critical tool for making the case for financial support to camper and alumni families, and Reform movement and community philanthropists.

3.2 Process

In consultation with the Camp director, the Chair and the Vice Chair of the Steering Committee appointed a Chair of the Strategic Planning Committee, Sandi Smith, and members as listed in Appendix 1

The Strategic Planning Committee is comprised of the Camp Director and Camp Associate Director, and selective lay leaders, and camp faculty including Rabbis and Jewish educators from the Reform community.

A number of Strategic Planning sub committees were established (Appendix 2) which undertook work, with the support of staff, in a number of areas. These included reviews of the Camp's mission, programs, capital requirements, facilities, staffing, marketing, fund development, enrolment, governance, alumni and other key camp functions.

In conducting this review, a variety of information sources were used and analyses undertaken. These included: review of third party research on the impact of Jewish camping; consultation with Camp George staff, faculty, alumni as well as staff focus groups; identification of innovations and approaches

by other camps in selective areas: and analysis of Camp George's enrolment profile and retention rates from the past two years. Committee members and staff contributed their experience, expertise and perspectives. Michael Miloff from the Grinspoon Institute for Jewish Philanthropy, provided support to all aspects of the strategic planning process.

4. BACKGROUND on CAMP GEORGE AND OVERNIGHT CAMPING

Camp George is located 2 hours northeast of Toronto on over 270 acres of beautiful and rugged landscape on Maple Lake. This summer, 298 campers attended first session and 279 campers attended second session. Approximately 65% of campers are from the Toronto area.

4.1 Member Of Union for Reform Judaism

URJ Camp George is a relatively young camp – and the only Canadian one in the thirteen-camp Union for Reform Judaism (URJ).

Since 1951 the URJ has been providing an outdoor, overnight camp experience with a vibrant Reform Jewish living and learning experience to tens of thousands of children. Summer camping is integral to the mission of the URJ and provides significant benefits to camper families, staff and the broader Jewish community.

Approximately 67% of Camp George's campers, historically, have been members of Reform synagogues.

4.2 Impact of Summer Camping

4.2.1 Benefits to Campers

Through summer camping, Camp George enriches the lives, bodies and spirits of campers and counsellors through a beautiful, outdoors environment rich with Jewish values and contemporary experiences.

Research from the 1950's onwards validates the importance and uniqueness of the camp experience as a builder of community and life-long relationships.

Camp is separate from home. It is intense. It is a community. It is a society with its own culture. Camp is fun. As camp professionals say "Camp is magic".¹

Campers that attend Camp George experience a safe, nurturing and inclusive environment - a home away from home, where parents can be assured that their children will leave with a new set of skills and greater self confidence. Campers learn life-long skills such as decision-making and cooperation, develop independence and self-esteem, and learn to appreciate the values of sharing and collaboration. They learn sporting skills such as how to canoe or sail and crafts such as pottery or Israeli dance. Campers develop social connections that are year round and result in life long friendships. Camp is an antidote to the intense pressures that teens and, increasingly, children, face in their everyday lives, providing the opportunities for friendship, outdoor experience, and personal growth

Research has shown that residential Jewish camping has steadily become accepted as an essential part of building strong Jewish identity in youth and creating a vigorous Jewish community. The

¹ Sales, Amy L. and Saxe, Leonard, "Limud by the Lake: Fulfilling the Educational Potential of Jewish Summer Camps." Center for Modern Jewish Studies, Brandeis University and AVI CHAI Foundation, 2002.

Foundation for Jewish Camp (FJC) recent study CAMP WORKS², indicates the positive long term effect of Jewish camp on its alumni. Adults who have attended Jewish camp as a child choose and are more engaged with Judaism than those who have not attended camps.

Being a camper at Camp George strengthens campers' Jewish identity through cultural programs, informal discussions and interactions with staff, Rabbis, and Educators. Blessings are said before and after each meal, while Shabbat services and Havdalah are also an integral part of the camp routine. Through its programming, values and financial aid program Camp George furthers the values of Jewish pluralism and inclusion.

4.2.2 Benefits to Summer Staff

The young adults who comprise the bulk of Camp George's staff are the greatest influence on the quality of campers' summer experiences. They are the "gatekeepers" and potential future leaders of our Jewish community.

Camp is a powerful transformational journey for the many Jewish young adults employed by Camp George each summer. Camp is a central source of community and social networks, Jewish identity, skill building and leadership development that will help staff in their future careers and volunteer roles. Camp George's investment in the competencies and personal growth of its summer camp staff provides a direct return to both the camp's bottom line and to the long-term vitality of our Jewish community.

4.2.3 Benefits to the North American Reform Movement and Broader Jewish Community

Camp George also directly fulfills the URJ's mandate to strengthen the Reform Jewish movement in Canada. Camp George enables Canadian Jewish youth to participate in Reform Jewish camping while enjoying the beauty and serenity of the Central Ontario camping experience. The youth participate in a unique camping experience that blends the best of Reform camping with the historic traditions of Ontario camping.

Campers that attend Camp George return to their congregations with a greater connection to their Judaism and as a result feel more comfortable in synagogue and become more involved in synagogue life. As they return to camp each summer their connection to their Judaism, community and Israel increases, resulting in a greater awareness and connection to broader Jewish values and causes.

Many Camp Alumni become active and engaged members of the Reform and broader Jewish community, being involved in causes that support Jewish interests, Israel and tikkun olam (the mending of the world).

² Stephen Cohen, Ron Miller, Ira M. Sheskin, Berna Torr, "CAMP WORKS: The Long-Term Impact of Jewish Overnight Camp." The Foundation for Jewish Camp, Spring 2011

5. MISSION of URJ CAMP GEORGE

5.1 Current Situation

Camp George has not reviewed or articulated its own mission statement³ in many years and currently utilizes the mission statement prepared by the URJ camping system as indicated in Appendix 3. Reflecting this opportune time of the strategic planning process, a sub-committee developed and incorporated a range of input in proposing the following mission statement.

In developing the mission statement the sub-committee considered the following:

- Camp George combines the best experiences of Reform Jewish camping with the beauty of Ontario's countryside. Situated on the shores of Maple Lake, Camp George offers a residential camp experience that remains indelible in the memories of everyone who passes through its gates.
- With the goal of excellence in informal Jewish education, Camp George strives to make a difference in the lives of its campers and staff. Camp George is a safe and nurturing community that values fun, connection, innovative and enriching programming, and living Jewishly in the great outdoors.
- Camp George provides campers with an unforgettable summer experience while developing their independence and self-confidence, and strengthening their Jewish identities. Camp George is committed to providing a setting where campers and staff can engage in a meaningful Jewish experience expanding their knowledge of Judaism in an experiential way. There are daily opportunities for campers and staff to develop the foundation for a lifetime of loyalty, integrity, and respect for self and others. Jewish traditions and values are seamlessly woven into daily camp life and inform and enrich the community experience.
- Camp George is committed to helping its young adult staff leverage their camp experience so they can develop the skills and relationships to succeed in their careers, as volunteers, and as young leaders in the Jewish and broader community. Camp George is committed to bringing the Jewish camping experience to parents of campers, to alumni, and to other members of the Jewish community.

5.2 Proposed Action

Short term and Ongoing

It is proposed that Camp George adopt the following companion mission statement³ to that of URJ, for Camp George

“URJ Camp George is a Reform Jewish camp that nurtures Jewish identity, knowledge and values through a fun and immersive summer camp experience that transforms lives, building community within and beyond its borders.”

6. PROGRAMMING

6.1 Current Situation

³ A **mission statement** is a formal, short, written statement of the purpose of a company or organization. The mission statement should guide the actions of the organization, spell out its overall goal, provide a sense of direction, and guide decision-making. It provides "the framework or context within which the company's strategies are formulated."

Camp George offers its campers, ranging in age from 7-16, opportunities to learn new skills, meet new friends, become more confident and independent, and develop their own Jewish identity. To these ends, the camp offers a well-rounded programme in athletics, creative arts- pottery, drama, crafts, waterfront and adventure and various Jewish programming. A magnificent waterfront, state of the art ropes challenge course, and various athletic facilities serve as backdrops for teaching, creating, growing and exploring.

The programming at Camp George is tailored to each age group.

The youngest unit, Nitzotzot, campers who have completed grades 2 and 3, for the first time, get a taste of all the activities while experiencing new programmes and becoming comfortable being away from home.

The Lehavot unit, for campers who have completed grades 4 and 5, provides both first time campers and camp veterans an all-round camp experience. These campers participate in all camp activities. Their cabin group moves together to the various activities which have been selected by their staff.

The Kochavim “middle” camper unit – those who have completed grades 6 and 7 - have fun participating in all that camp has to offer and begin to develop leadership skills that can be used both at camp and beyond. In Kochavim, campers start to experience the Chugim program (a personalized option period each day).

In the oldest unit, Barak, campers who have completed grades 8 and 9, participate in activities that involve both the cabin group and the camper unit (a group of several cabins). Typically, campers attend activities with their cabin or unit and develop a sense of community within their cabin as part of a larger unit. In Barak unit, campers are given more opportunities to choose their given activities and given more scheduled “hang out” time.

The goal for the speciality areas is to provide a fun, recreational skill based experience through which campers will acquire new skills and strengthened self confidence. Currently, the camp does not have a comprehensive curricula or a consistent skills development program for its speciality areas. The yearly turnover in staff has further made it difficult to maintain a consistent curriculum for the speciality areas. There are program achievement levels in some of the speciality areas but they do not exist for every age group or unit.

The scheduling of campers into the wide range of activities is sometimes hectic and confusing. The camp should adjust the daily schedule so that the campers’ days have more rhythm and regularity, with time to develop and hone their individual skills through specific programs.

Camp George is currently providing Jewish education as a separate programme activity. Programming more seamlessly integrated into specialty areas would enhance campers’ overall and Jewish experience.

The highlight of the senior camper program – campers entering Grade 11 - is the Counselor in Training (CIT) program, which offers a specialized leadership training program specifically crafted to train the future staff. Campers apply for this position during their last year in Barak. During their CIT year, the selected campers develop leadership and hands on skills for working with children. CITs who apply and are accepted, will return as first year staff the following year. Even after CIT training, staff is often without the maturity or the leadership skills to be sufficiently competent and skilled to become exemplar camp staff.

6.2 Proposed Actions

Short term and Ongoing

1. **Develop clear objectives with tightly related programs and curricula for 4 major speciality areas – Arts, Athletics, Waterfront and Adventure.** For each of these areas, clear program objectives will be formulated from which standards will be set for what a camper at each stage should accomplish. This will provide the basis for establishing curriculum and programming. Camper progress will be tracked to provide a basis for celebrating results and discussions with campers and parents. At the end of each summer, the goals, standards, curriculum and programming and tracking and communication approaches will be reviewed in order to identify improvements for the following year.
2. **Develop a program that will enrich the camp-day program for older campers by providing them with the opportunity to participate in activities based on choice/social connections rather than cabin groupings.** This would provide the older campers 'rite of passage' privileges and, likely would increase retention rates amongst the older campers.

A change in the schedule would either/ both include two chug choices per session in lieu of the four choices offered currently, or provide one free choice period per day. A change in the schedule offers two opportunities. One opportunity is to have activity majors that run for more consecutive days, working out to roughly 3 or 4 choices per session. Campers would focus on an area and learn a skill in greater depth; they also would make connections beyond their cabin group, gender, and school year. The second opportunity is to offer one programming period a day that gives older campers the chance to participate in selected specialty areas when no other campers can. This increases their opportunity for specialties, and gives them some direction over their own camp day.

3. **Improve the flow of the camp-day for the older units - Barak and Kochavim** – by offering chugim (activity “majors”) that run for consecutive days rather than having more chugim choices for fewer days. Time blocks will be structured to reflect varying camper age groups, to provide down time for older campers and provide program-planning time for staff.
4. **Integrate Jewish content into all aspects of programming** by creating a hybrid model somewhere between separate learning sessions and full integration of Jewish learning into specialty areas. The goal is to create more teachable Jewish moments throughout the day.
5. **Introduce fresh programming every summer** to offer something new for returning campers and to better compete in the marketplace for new campers. This annual introduction of new programmes is expected to drive higher recruitment and retention rates. New programming ideas could include those related to Jewish living, social action, outdoor living, multi-media. Introduction of new and changing speciality areas could be “tested” out as a chugim or through market research such as parent surveys.

Long-Term

6. **Introduce a “transition” year between oldest camper and CIT (Mahon)** to provide a new programme of work, study and adventure for campers entering grade 11. This transitional program will strengthen the personal and skills development of the participating campers, and increase the age (and quality) of those who enter into the CIT program, therefore, enabling higher quality staff. Over the next year or so, research and consultation will be conducted in order to design this program. (see Appendix 4)

7. INCLUSION

7.1 Current Situation

Camp George has been perceived by many as an inclusion camp that accepts campers with significant physical or emotional needs. The reality is that Camp George has an Inclusion Program that accepts a broad range of campers which may need some special attention rather than an in-depth Special Needs program

The process for accepting campers Camp George is as follows. Prior to acceptance, campers whose parents have indicated their children may require individual attention or whom are known by the camp to require individual attention are screened to determine the nature and extent of their needs. Only campers that can be supported and will thrive in our general environment are accepted. The camp will monitor how many such campers in each age group are accepted in order to ensure the needs of all individuals within the cabins can be met.

Camp George strives to ensure that all campers with identified special needs are supported and that the staff is prepared to support their campers. The camper care team is comprised of professionals in special education, speech and social skills. The camper care team meets regularly as a group, and, as necessary, with the medical staff.

Camp George tries to ensure that all campers are supported and that the staff is oriented and trained to do so. Despite orientation and training of counselors, many feel stretched beyond their limits when coping with individuals needing special attention and the resulting cabin dynamics. A camper care team regularly reviews the situation of campers needing special attention.

The Inclusion Program at Camp George would benefit with an older cabin staff and higher quality staff trained in this related field. (See Programming – Transition Year)

7.2 Proposed Actions

Short term and ongoing:

1. **Enhance camper care and the care team by recruiting more trained staff.** The camp would like to recruit these staff members from social work schools, institutions with special needs populations, etc. – in order to find individuals with specific experience dealing with children that require unique attention.

8. STAFFING

8.1 Current Situation

The key factor in influencing a camper's experience – and, therefore, retention and related word of mouth and recruitment - is the quality of the child's social experience at camp. Camper family surveys reflect this: also the reasons that campers typically do not return to camp is a negative social experience. Friendship is at the core of the camp experience, and counsellors are in a preferential position to influence the positive social interactions upon which friendships can develop.

The central factor determining the quality of camper social experience is the quality of counselling staff. The talent of the counselling staff and the quality of the interaction between campers and staff influences every sphere of camp life, including, programming, health and safety, and perpetuation of camp values. Staff members need to balance their role as leaders with their ability to work on a team, access guidance from senior staff when needed, maintain and restore their energy, and bring a fresh

and innovative approach to their job each day. Fostering a culture of support, continual learning, and immediate access to assistance is essential to effective staffing and a strong camp.

Camp George, like most camps, could improve its staffing. The assumption that retaining more senior, experienced and inspired staff at camp will lead to quality programming and better social experiences for campers has guided the work of the staffing committee.

Camp George staffing has a solid basis from which to grow. Continuing to generate staff from campers who have loved their Camp George camper experience will maintain this foundation.

Indeed, Camp George enjoys a high retention rate for camp counsellors following their camper and counsellor-in-training years – it falls off as counsellors age. Staff surveys have not adequately documented the reasons for this trend, however experience indicates that the need for staff to earn more money combined with building a resume of varied experience are key. Most camps experience a similar trend.

The proposed actions below are intended to foster staff retention, communication and a culture of innovation and learning, while protecting the safety and well being of campers and staff.

Recommendations are made with respect to both the in-season program, as well as those that can be implemented throughout the year.

8.2 Proposed Actions

Short term and Ongoing

- 1. Maintain and strengthen recently adopted staff development practices** including the Mahon program for first year staff, fostering of social and learning experiences during university vacation times, and the use of social media to stay “in touch” throughout the academic year.
- 2. Identify, strengthen and implement learning activities for camp staff** that boosts their career development during and after their camp experience. Such activities could include program design, supervision and time management.

Mid term

- 3. Establish a four month leadership internship program for the top performing staff** to build their resume and career experience and develop their skills for use at camp and elsewhere. The internship program, paid or volunteer would be offered during the year. New funds and community volunteers are required for this.
- 4. Enable senior staff to focus on mentoring staff by hiring an administrative coordinator** to take on some of their responsibilities. The coordinator could assume responsibility for the website, faculty and guest housing, supervising office staff, petty cash, and managing documentation, e.g., camper applications etc.. These administrative tasks are currently divided between the Director and Associate Director, adversely impacting on their ability to mentor staff in a timely fashion. This approach will enable senior staff leaders to be more available to mentor middle management and counsellors.
- 5. Incent staff to return for their third or more summers through providing additional privileges and compensation.** This may include additional evenings off, later curfews and a “returning staff bonus”.

9. OPERATIONS: FOOD and HEALTH

9.1 Current Situation - Food

The menu at Camp George is reviewed and refined yearly by a committee of volunteers, kitchen staff and camp directors based on camper and parent feedback and their own perspectives. The camp offers a wide choice of kosher food options to accommodate food allergies, picky eaters and healthy snack alternatives. This wide choice of food options is mainly reliant on ready made products and could be improved but the ability to improve is highly limited by the facilities, space, equipment etc.

The cramped kitchen space also makes clean up, food preparation and cleaning difficult, indeed, limiting the menu options the kitchen staff are able to offer.

Mealtime in the dining hall is one of the main community times at camp. The campers sit in their cabin groups in the chadar and kitchen, which have now reached the maximum capacity. The noise and cramped space makes it more likely that campers who are picky or slow eaters might not eat a nutritious meal.

There is significant food wastage arising from those not able to finish their normal sized meals, and those who take unrealistically large portions which they do not finish.

A food audit has never been undertaken by the camp but is required to better understand the food cost/per day/per camper for alternative menu items and portions and more specifically to food wastage at mealtimes.

9.2 Proposed Actions - Food

Short term and Ongoing

- 1. Improve camper and staff nutrition by increasing the diversity and healthfulness of camp food and information about food options.**
- 2. Reduce food wastage by composting and recycling and communication with campers.** Food wastage also will be reduced by picky eaters eating more and discouragement of unrealistic, large portions.
- 3. Conduct an audit of food operations** in order to identify opportunities for improving camp food and reducing waste and costs.

Long term

- 4. Improve mealtime capacity and experience by constructing a new Dining Hall (Chadar) and Kitchen.** A new chadar would support increased enrolment and eliminate cramped eating space. A new kitchen would provide the opportunity to improve menus and expand food variety. The new kitchen also will improve the efficiency of food production and reduce costs.

9.3 Current Situation - Health

The medical team is organized into a dedicated group of Physicians and Nurses, most of whom have been associated with Camp George for many years. Our medical director has been a part of the health team of Camp George for 12 of the 13 years and 3 of our current 6 physicians have a combined tenure of over 35 years.

The medical team of doctors and nurses are usually parents of campers looking to enjoy the benefits of camp for them and their families. Typically, their children attend for free while they are at camp. Doctors

are compensated through OHIP procedures so there are no salaried expenses. Nurses are compensated. Historically, it has been more difficult to recruit nurses.

The health facilities are currently housed in the Lodge, utilizing 7 of the ground floor rooms; 3 rooms are used for the Mirpa'ah (Health Centre), 2 rooms for the nurses' living quarters, and 2 rooms across from the Mirpa'ah are used as male and female sickrooms. Circulation through the Lodge is through the center of the Mirpa'ah. This existing layout and location does not afford privacy or a quiet restful environment for it's patients and staff.

9.4 Proposed Actions - Health

Short term and Ongoing

1. **Improve the stability and ease of recruiting health staff by generating a pool of interested practitioners.** The Camp director should continue to look among camper families for parents who are doctors or nurses and who might wish to become a member of the Camp George medical team. A priority is to identify parents of younger children so as to increase health staff tenure. An additional option is to tap into Reform synagogue membership lists to identify health professionals who might be interested in the medical life of Camp George.

Long term

2. **Improve the quality of medical support by building a new Health center (Mirpa'ah).** The proposed new facility will provide a centralized comprehensive and self-contained facility. The Mirpa'ah would include a spacious waiting area, full accessibility, an open-concept reception, triage and office area, two physician examination and treatment rooms, separate sickrooms for male and female patients, two separate living quarters for nurses, as well as a back porch for medical staff downtime/relaxation. The facility also would include enough space for laundry facilities, supply storage, and point of care testing.

10. ENVIRONMENT

10.1 Current Situation

Throughout the years, many environmental initiatives have been implemented by passionate staff and faculty who are committed to the teachings of Tikkun Olam and the connection between Judaism and the natural world. This includes, for example, program areas such as Teva and Gan Matan and lowering our energy usage through the reduction of incandescent lighting, camp population education and awareness, and Yom Yarak and Chukim Yarak (green laws and days devoted to environmental awareness).

However, the success of such initiatives has always varied according to the level of interest and knowledge of staff and faculty at the time. There is thus limited continuity in all areas related to ecology and the environment.

In conjunction with the Religious Action Center, the URJ has developed a Camp Greening Initiative to build environmental awareness and inspire local action and global contribution. A shining example in our movement is the Greene Family Camp's institution of a recycling program and creation of a Sustainability Coordinator position.

A consistent and stronger environmental program will help the Camp to better implement and communicate these important values to its campers, staff and community, as well as save money in the long-run.

10.2 Proposed Actions

Short term and Ongoing

1. **Create a permanent Eco Committee**, comprised of staff, faculty, parents, and campers, to advise on Eco –Enviro initiatives in such areas as camp operations, food, programming, staff training and facility development. Effective Autumn 2011, this committee would also seek funding from private and governmental sources. The committee will propose and set achievable targets that align with URJ policy. The committee will report regularly on the Camp's progress towards targets, celebrate successes, and address areas that are non-compliant with URJ policy.
2. **Create an annual Eco-Enviro Day to promote camper and staff awareness of environmental issues.** Programming opportunities could include reducing, reusing and recycling (3 R's), and acquisition-usage-waste cycles (AUW) for both the camp and the larger community.
3. **Conduct an energy audit** to identify opportunities to reduce energy and save costs.

Long term

4. **Incorporate principles of environmental sustainability in the retrofit of current facilities and the building of new facilities**
5. **Hire a Sustainability Coordinator** to support the Eco – Enviro committee and the implementation of environmental initiatives. The Sustainability Coordinator: will recommend guidelines for managing the usage and waste in all areas of camp; implement guidelines; apply for funding and grants; coordinate the strategic key initiative “facilities” (e.g., retrofit existing facilities and design new facilities); create unit and camp-wide programs; promote the camp’s environmental awareness and action activities; and attend conferences/workshops/conventions (URJ, COEJL, Hazon) for networking and skill development. See Appendix 5

11. EVENTS

11.1 Current Situation

Camp George has an Event sub-committee with the goal to organize year round events, engage new and existing families and create a feeling of community during the offseason and outside the camp. Such events also have been intended to raise the camp’s profile and increase enrolment through enhancing both retention and recruitment. To these ends, the camp has organized numerous events, e.g reunions, George’s Bar Mitzvah celebration and a new family barbecue. Camp George also has sponsored a number of cultural fund development community events, e.g. Josh Nelson concert and a Cantorial concert, to bring the community together and use the proceeds to support Camp George.

Camp George has marked milestone years with celebrations extending invitations to current and past campers and families. The celebrations have been successful for those in attendance but the numbers have sometimes been disappointing. Camp George is a young camp with minimal culture of celebrations outside of camp. The camp would like to strengthen this culture and continue to hold a successful annual event for both campers and families.

11.2 Proposed Action

Short term and Ongoing

1. **Organize annual Shabbat event(s)** to connect with new and existing and alumni camper families, maintain a vibrant sense of community outside of the camp, promote retention and camper recruitment and provide opportunities for additional fund development

12. FACILITIES

12.1 Current Situation

Camp George is 20 km south east of Parry Sound in the Township of Seguin. The property comprises more than a total of 270 acres on Maple Lake with a spectacular waterfront. The main camp has been established to the north of the property near the water, with expansion primarily along the water and moving south.

The camp has numerous camper cabins, a Main Lodge and Medical Center, a Mini Lodge, a Chadar, Drama, Pottery and Arts and Crafts specialty buildings, 2 Dorms with adjoining apartments, and various skiing, swimming, canoeing and sail docks. The camp also has an exceptional ropes course. Some of the existing facilities (e.g., Chadar, Drama, Pottery and Arts and Crafts) are approximately 50 – 60 years old and some cabins have been built in the last 5-6 years. The older buildings look tired and aged.

The Ministry of the Environment has capped the peak numbers allowed at the camp at any point at 700. This includes campers, staff and visitors. This restriction is linked to the camp's allowable sewage capacity. The Site Plan Agreement with the Township of Seguin outlines the camp's allowable gross floor area for buildings. The proposed development for both existing and proposed buildings is 12,272 sm, the Township of Seguin allows for 14,000 sm total and the current is 5,676 sm. It would be very difficult to revise either one of these restrictions.

The camp has been unable to construct any new buildings due to financial constraints.

Every year, the camp director along with the seasoned grounds staff, examine the existing conditions of the buildings. Repairs are completed in an ad hoc fashion. There is not a systematic, preventative facility maintenance plan in place.

In 2010, an existing facilities audit was undertaken (Appendix 6). A number of the older buildings, although in adequate condition, are showing their age. The Chadar had structural problems and was repaired in the Fall of 2010 with new interior bracing and a new-shingled roof.

The existing size of the Chadar and Kitchen limits the growth of camper enrolment. Both the Chadar and Kitchen are already too small to properly meet our current needs; a top priority for Camp George is to build a new Chadar and Kitchen to accommodate enrolment and related staff growth.

Currently, the camp has no large indoor space except for the existing Chadar – which has already reached its capacity. Programming for rainy day and other indoor, camp wide activities is thus constrained. Larger and improved programming facilities will enhance the camper and support growth in off-season business. (See Section 19, Conference Retreat Centre)

Faculty, medical staff and visitor housing are presently accommodated in the main lodge, which needs a major interior upgrade.

New or significantly upgraded facilities can only be built once funds are secured from donors, and upon the approval of the URJ.

At present there is not a functioning facilities committee to recommend direction and provide support to the facilities manager.

12.1 Proposed Actions

Short term and Ongoing

1. **Develop an ongoing Preventative Maintenance Plan by the Fall of 2011.** This plan would be based on the projection of future maintenance needs including the remedy of building conditions that pose a health or safety hazard and fixes or improvements that will reduce long-run maintenance or operational/utility cost or enhance the performance of camp activities and services. The URJ has a Facilities Management and Plant Operations Manual template, which Camp George will modify and adopt to suit the camp.
2. **Reinstate a fully operational Facilities Committee reporting to the Steering Committee by the Fall 2011.** This committee will oversee the establishment and monitoring of the preventative maintenance plan. It also will conduct analyses and recommend upgrades, renovations and new facilities that will support and be consistent with the camp’s strategy and priorities, capital campaign, local and provincial regulations and agreements with URJ. The Committee will liase with other Committees, most particularly, those related to programming and fund development. Skills which should be represented on the Committee include: architectural, plumbing, electrical, building and construction.

Long Term:

3. **Build the following new facilites and upgrade the existing facilities,** subject to sufficient funding

Capital Improvement	Target Date	Capital expenditure
6 New cabins of Junior Village	June 2012	\$600,000
2 CIT cabins	June 2012	\$160,000
Health Center (Mirpa’ah in Dorm)	June 2012	\$200,000
Refurbishment of Lodge	June 2013	\$200,000
New Staff Lounge	June 2013	\$ 50,000
New programatic areas	June 2015	\$308,000
New Dining Hall (Chadar)	June 2015	\$4,000,000

These new facilities are intended to support programs that enhance the quality of camper experience and attract new campers while also providing for increased capacity to support targeted enrolment growth.

13. TARGET CAMPER POPULATION AND ENROLMENT

13.1 Current Situation

13.1.2 Camper Profile

This past summer Camp George had 508 campers; 298 in Session 1 and 279 campers in Session 2 (a number of campers attended both sessions.). This represents a modest growth since 2010. Of the 508 campers, 44% were boys and 56% were girls. See Appendix 7 for the enrolment chart.

The retention rate over the past two years has averaged approximately 78%. An increase in the retention rate would increase enrolment plus contribute positive word of mouth for attracting new campers.

The majority of campers come from Greater Toronto Area including Hamilton and Oakville. Approximately 60 campers come across the border from Detroit, Cleveland, Buffalo and Rochester⁴ with 15 campers from Israel and elsewhere.

Reflecting overall URJ strategy, the primary recruitment strategy is through our synagogues throughout Central Ontario. Approximately, 67% of campers from families affiliated with the Reform movement. Approximately, 17% of the families receive financial aid and another 21% receive an incentive grant from UJA Federation Toronto Top Bunk program or elsewhere. Approximately 25% of campers receive assistance from their synagogue.

The marginal net income per camper is on the order of \$1,100 that means, 50 new campers per session would contribute approximately \$134,200 to the camp's bottom line. See Appendix 8 for incremental analysis.

13.1.3 Market Niche

Among the Jewish camps in Toronto and, indeed Canada, Camp George occupies a distinctive niche. Though there are many Jewish overnight camps in the area, Camp George is the only one associated with the Reform Movement.

As a Reform Camp, Camp George has a unique opportunity to reach families of Reform congregations. Most children of Reform families attend other Jewish non-profit camps or other overnight camps. The majority likely participate in other summer activities, e.g., day camps, school, work, travel with families, cottaging etc.. Thus, there should be significant potential for growing the camper population among the Reform and other Jewish communities.

13.2 Proposed Actions

Short term and Ongoing

1. **Increase the target number of campers per session to 450.** This is likely the maximum number of campers that can be served given the legal constraints on the total population that can be present on the site at any point in time.
2. **Prioritize marketing to Ontario and Canadian Reform member families** while being open and welcoming to US Reform member families and other Jewish families from Toronto and elsewhere.
3. **In partnership with The Leo Baeck Day School, start up a day camp by summer 2012.** This will offer a valuable in-the-city Jewish camp experience and entry point to the Reform community and the broader Jewish community, and will be a feeder camp to the Leo Baeck Day School and URJ Camp George. Initial planning is underway.
4. **Implement programming staffing, events, health and food, facilities and other recommendations of the strategic plan** in order to better meet camper needs and, therefore, increase camper retention and positive word of mouth recruitment and enrolment.
5. **Further strengthen the synagogue parent ambassador program and communications** with synagogue educators, Rabbis, staff and congregants. The potential of camper incentives should be further explored.

⁴ Camp George is a part of the Central district of the URJ and campers can be recruited from a larger geographic area, while being cognizant of the other northern URJ camps

6. **Strengthen outreach to alumni parents of campers and staff** and to alumni staff and campers who increasingly will be having camper-age children (See Alumni Outreach)
7. **Continue to strengthen market research** in order to understand target market perceptions of the camp (see Planning, Research and Evaluation)
8. **Develop over the next year a more refined brand positioning and marketing strategy**, including improvements to the web site and use of social media tools

14. ALUMNI OUTREACH

14.1 Current Situation

Many camps tap into their alumni networks in order to better recruit campers and staff, raise funds, attract participants to family camping initiatives, and obtain volunteer participants and professional expertise. Despite its only being thirteen years old, Camp George, through an Alumni Committee, has established an alumni community and organized an annual summer reunion at Camp George. By logging onto the camp website previous campers, staff and faculty can register as an alumni. Most of the participants at these events and contacts in the alumni database are relatively recent alumni; indeed, there are only a few registered alumni from the first three years of camp.

In order to better capitalize on its alumni base, Camp George needs to update its existing alumni contact information, gather contact information for historical alumni on which it doesn't presently possess records, and strengthen its communication with and programming for its alumni through such vehicles as e_newsletters and reunion events. This will be most successful if undertaken in concert with an active Alumni Committee thus, a priority is to identify some potential alumni leaders to drive these alumni outreach initiatives.

14.2 Proposed Actions

Short term and ongoing

1. **Strengthen and expand the alumni outreach program** through enhanced communication with alumni (e.g., through an e_newsletter, social media, web site) and sponsorship of alumni reunion and other events.
2. **Recruit alumni ambassadors who will engage targeted populations of alumni to participate in alumni activities.**
3. **Update alumni contact information on a regular basis.** This will include through enabling and promoting self-managed web-based update.
4. **Incorporate into alumni communications and events the promotion of the camp's enrolment and fund development goals.**

15. FUND DEVELOPMENT

15.1 Current Situation

In the last few years the establishment of a camper scholarship program has been very successful, achieving pre-set goals each year.

Camp George also has raised modest amounts of capital funds over the last 13 years – approximately \$1.5 million. Significant amounts have come from a few donors. In recent years, Grinspoon Matching

grants have helped to diversify the donor base, develop fund development materials, and obtain good potential donor contact information.

Significant additional funds are required to build out the camp according to the facility plan set out in Fund Development Targets – Appendix 9. A fully operating Development committee has been active only for the past 2 – 3 years. The Camp has had difficulty engaging major donors, and has not been especially successful in gaining buy in from the Greater Canadian Reform Community. As well, the Camp has only moderate success among its own Steering Committee members, both in terms of direct donations or their cultivation of donors.

With a functioning Development committee and clear strategic directions, the camp is now ready to develop and implement a focussed plan for raising capital, endowment and annual funds and, to this end, undertake the necessary donor engagement and stewardship activities.

15.2 Proposed Actions

Short term and Ongoing

1. **Implement a regular, campaign with the goal of raising \$60,000 annual scholarship funds to ensure that no child misses out on the Camp George experience.** Reflecting the economy, requests for financial assistance from our camp families have increased noticeably, and are expected to remain at high levels for the foreseeable future. These requests are funded by the annual scholarship campaign.
2. **Ensure Steering Committee members play an active role in donor cultivation and solicitations.** Steering Committee members should personally participate in fund development activities through their own donation efforts and through utilizing their own personal and business contacts to expand, cultivate and solicit potential donors. Ongoing donor stewardship, engagement and camp visits much take a higher priority. The criteria for selecting Steering Committee members should include those who are prepared and able to undertake these activities.
3. **Engage Alumni and their families as active financial supporters for camp.** Alumni camper and staff families have an appreciation of the impact of the camp and should be a donor engagement priority. As the camp ages, its own staff and camper alumni will become more important to fund development

Long Term:

4. **Implement a Capital Campaign to raise \$6 million over 5 years** with the initial priority being the completion of the Junior Camper Village. The Junior Camper Village will have 6 new cabins. An organized fund development effort will be necessary to raise the funds to build the capital projects.
 - a. Naming opportunities and donor recognition should be put in place.
 - b. Community leaders should be engaged to help reach out to others. Community leaders should include the Reform movement's board members, rabbinic staff as well as prominent business leaders with an affinity for Jewish camping and other youth activities.
 - c. As part of the development of the campaign, a more detailed costing of fund development activities will be undertaken.
 - d. The Camp has developed facility priorities and preferred sequencing as part of the campaign but to some extent the priorities will be shaped by funds raised and donor preferences. See Appendix 9

16. RELATIONS WITH PARTNERS

16.1 Current Situation

Camp George partners with a number of outside organizations – and this should be strengthened in order to further enhance the benefits received and contributions made.

Reform Movement

Camp George is an integral part of the Reform Jewish experience in North America. There are many opportunities for synergy between Camp George and other organizations in the Reform community. These partnerships are very important to the success and future of Camp George. By maintaining and strengthening these partnerships we can all mutually support and grow together. Through such partnerships, Camp George could increase the number of campers attending camp and, in return, nurture and raise campers to become engaged members of the Reform Community.

Camp George maintains close relations with the synagogues. Collaboration does or could include:

- Promotion of summer camping. The partner congregations have Camp George Parent Ambassadors who liaise with Rabbis, educators, administrators and congregants to promote the synagogue. Such activities could be further deepened and enhanced.
- Participation by Rabbis and synagogue educators as part of Camp George's summer faculty. The potential for exposing interested Camp George staff to year round education should be explored.
- Use of subsidies provided by Camp George, or in combination with the synagogues, to incent congregants to send their children to camp
- Use of Camp George staff to participate in synagogue educational and social programs during the year
- Cross appointment of Board members

Camp George and Leo Baeck Day School recently have strategically aligned themselves to provide benefits to both partners and their campers and students. This does or could include:

- Cross-marketing
- Hosting grade retreats and LBDS events at Camp George
- Operating joint activities such as a shared Day Camp
- Obtaining educational synergies. For example, the Dean of Jewish Living provides an educational link between camp and the day school.
- Cross-appointment of Board members
- Use of the same staff as educators in both institutions
- Locate the camp office at one of the LBDS campuses

UJA Federation

UJA Federation has been highly supportive of camp by providing programmatic and outreach grants (e.g., to Russian community) and through its Top Bunk Camp Incentive Program which allows more campers to experience overnight camp for the first time.

Additional shared goals are to create greater Jewish engagement of young people, enhance collaboration across Jewish institutions and strengthen local institutions' fund development. Over the past several months, two meetings have been held with senior UJA Federation officials in order to learn more about each other and explore means of collaboration.

ARZA Canada (Association of Reform Zionists of America)

ARZA Canada and Camp George are working together to increase Israeli awareness and programming

for campers and staff. We will continue to look for ways to send the campers and staff to Israel, strengthening their ties and commitment to Israel and Jewish values.

Grinspoon Institute for Philanthropy and Foundation for Jewish Camp (FJC)

The Camp has materially gained from its participation in Grinspoon and FJC programs.

16.2 Proposed Actions:

Short term and Ongoing

1. **Strengthen Camp George's relationships with the southern Ontario Reform synagogues** by enhancing the Parent Ambassador Program, giving presentations to boards and executives to increase their awareness about URJ Camp George, and jointly exploring means of strengthening camp subsidies to synagogue children. Enhancing the use of synagogue educators at the camp during the summer and the use of camp educators by the synagogues during the rest of the year will be explored.
2. **Continue to build the relationship between URJ Camp George and The Leo Baeck Day School** by cross-appointing members to each other's Boards, undertaking cross-promotion and exploring the joint development of a day camp. The potential for strengthening shared marketing and the use of educational programming and personnel also should be explored.
3. **Work together with ARZA Canada** in order to create a comprehensive Israel program for campers and staff in partnership with the URJ and NFTY, and increase the number of Israeli staff attending camp.
4. **Participate in the Executive Leadership Institute and the Cornerstone programs** of the the Foundation for Jewish Camp
5. **Continue to participate in the activities of the Harold Grinspoon Institute for Jewish Philanthropy camping initiative** including attendance at its annual conference by lay leaders
6. **Continue to develop closer relations with UJA Federation of Toronto.**

17. GOVERNANCE

17.1 Current Situation

Since its inception, the Camp has benefitted from the leadership of an active volunteer group - the Steering Committee - working closely with the Camp Director and his staff.

The Steering Committee is composed of an Executive Committee of eight members, and a larger group of up to thirty -six people. The broader Steering committee typically includes congregational lay leaders, Educators, and Rabbis drawn from as wide a geographic area as possible.

The Executive includes a chairperson plus persons typically having a financial and/or legal background, and in many years an Educator and a Rabbi. The Executive group has always included those who are keen supporters of the Camp and URJ camping.

While the Steering Committee has no formal, fiduciary responsibility as the Camp is owned by the URJ, the Steering Committee does advise on and influence all aspects of the camp. This includes matters of program, physical plant, maintenance, fund development, donor relations, food, camper family relationships, marketing, and to some extent, staffing. The role has evolved over the years from a very hands on Committee to one which is more delineated between the Director and the volunteers. For the

last several years the North American Camping Committee (NAC), a committee of the URJ, has authority for camp governance; the local Steering Committee reports, along with the Director, to this New York based committee.

There is a Board of Directors which is the legal governing body of Union for Reform Judaism Camp George (the corporation that owns the Camp George property together with Union for Reform Judaism Maple Lake Centre, which owns the new acquired “Newby” lands). Camp George has a board of five Directors and Maple Lake Centre has a board of three Directors. The Directors of each perform the normal legal and fiduciary responsibilities of Directors including approving the financial statements, major items such as rezoning applications, major contracts.

A working paper outlining the rules of governance was last reviewed by the Executive Committee in October 2007 and has not since been reviewed or updated. This strategic process has been an opportune time to review and enhance local governance at Camp George with the result that an updated set of local Governance Guidelines was prepared.

17.2 Proposed Actions

Short term and Ongoing

1. **Formally adopt Governance Guidelines that articulate the responsibilities of Steering Committee members**, clarify the role and composition of the Steering Committee’s various sub committees, and ensure appropriate communal representation, and provide administrative guidelines for such issues as term limits of office, frequency of meetings and the nomination process. Appendix 10

18. PLANNING, RESEARCH AND EVALUATION

18.1 Current Situation

In most cases, parents are key decision-makers on whether or not to send their child to camp. Their view of the camp and of their children’s experience are critical to recruitment and retention.

Camp George has been using online surveys since 2006 to learn about the perceptions of parents and campers. In 2010, the Camp switched to a 7 question open-ended **Camp Family** survey. At the request of the URJ, the Foundation for Jewish Camp (FJC) also surveyed the families of URJ camps including Camp George. In response to the decreased response rate for both surveys, Camp George in 2011 has decided to use only the FJC survey which has been modified to include questions pertaining to Camp George.

Understanding the experiences of non returning families is also critical. Currently, Camp George calls families who do not send in applications for the following year.

Staff feedback also is important to enhancing their supervision and support. Camp George has been using online surveys to survey staff since 2006. The response rate is typically low. The survey is often distributed right after summer, when staff’s experience is fresh but when they are often very tired.

Camp George would benefit from ongoing, data-oriented research and evaluation tools to help the camp better track achievement of its goals, and obtain perceptions and suggestions of camper families, staff, families whose child attends the “Taste of George”, alumni, customers of the the Conference Retreat center and first time families who attend the Taste of George.

18.2 Proposed Actions

Short term and Ongoing

1. **Establish an ongoing, data-oriented research process to better understand stakeholder perceptions.** This includes gauging current parent and camper satisfaction, surveying parents showing an interest in the camp but who never applied, conducting of exit interviews, and better understanding the views of prospective parents

Data Research Methodology:

- **Establish one annual survey for Camp Families** so that the camp can establish a baseline to enable assessing the impact of various initiatives and improvements. The survey of Camp Families would be conducted by FJC with Camp George submitting 4-5 individualized questions.
 - **Conduct an annual survey/focus groups of the perceptions of non- returning families, families who showed an interest but did not apply to camp and prospective customers.** The surveys with these families and customers are outlined by a series of questions.
 - **Survey the perceptions and suggestions of camp staff regarding their experience, orientation and training, supervision and supports.** This will also enable staff to feel they are being heard. There are two surveys conducted during the course of the summer. First survey is at the end of staff week assessing only the staff training and a second survey at the end of the summer. Additional interviews or focus groups can be used at other times.
 - **Survey alumni families, campers and staff regarding their perceptions of the camp**
 - **Conduct an annual Customer Satisfaction survey for the Year Round conference center**
 - **Conduct an annual survey of Taste of Camp George participants**
2. **Conduct a review of the camp's progress with respect to the strategic plan,** and update the Camp's strategic achievements and directions on an annual basis.

19. CONFERENCE RETREAT CENTRE

19.1 Current Situation

Camp George operates a conference/retreat centre program during the months when the summer sessions are not in progress. The Conference Retreat Centre can accommodate groups between 50 – 200 people. Overall, the conference retreat centre has been successful. Almost all of the available weekends are booked by returning school groups, but reservations during the week are minimal.

In the spring and fall months, the participants have access to the ropes course, tennis courts and a supervised waterfront. In the winter months activities such as snow-shoeing and cross country are available.

The Conference and Retreat Centre offers a variety of both winterized and non-winterized accommodations. The aged buildings – Main Lodge and Dormitories are used to accommodate overnight stays. Facilities improvements would attract more participants and better service to the existing users.

The Camp does little to market the retreat centre; inquiries mainly come from repeat business, word of mouth and the web. The Conference centre does not service our Reform Congregations well, in part due to the amount charged per family for use of the facility

The Conference/ Retreat Center could be a great marketing tool for camp in its off months and also offer a retreat for the Reform Community. This last year, prime weekends in June and September were reserved and then cancelled by Toronto Reform congregations. who were not successful at generating enough attendees to make the weekends viable. This is both an economic loss for the camp and a loss of potential in terms of outreach to new Reform Jewish families.

The kosher kitchen, supervised by the Kashruth Council of Canada, enables reaching the niche market of clients who require COR kosher certification for their retreats. There are very limited retreat options for such groups.

The rates for each group are calculated based on their previous history (many pre-dating Camp George), and for that reason there is considerable variation in the rates. The rates for each group are raised by 3% each year. New groups that inquire are quoted a rate of \$75 per person/per night, which includes 3 meals and 1 snack per day, all accommodations and use of facilities. In past years the conference retreat center has generated a small profit.

The camp employees a full time conference coordinator who manages the “business” of the Conference retreat centre. The business arrangements such as fees, contracts and surveying vary between the clients.

Strengthening the conference center and its marketing strategy could provide a profitable off -season business for the camp that also contributes to enrolment and the Reform and broader Jewish community.

19.2 Proposed Actions

Short term and Ongoing

1. **Work with Toronto and other synagogues to create a range of inter-congregational retreats** to increase the use of the year round facility by our synagogues and other parts of the Jewish community while boosting the camp’s profile with target camper families. This could be a series of themed weekends open to and promoted by all Toronto area synagogues such as a “Father/Son” or “Mother/Daughter” weekend. Congregations would be able to participate without the stress of meeting a specific threshold number.
2. **Evaluate our current fees and contract terms.** Adjust fees and terms to be in keeping with the market, and to ensure the camp is adequately protected against cancellations, etc.

Long term

3. **Create a Camp George Family Winter Camp during winter break.** As future camp infrastructure and winterized facilities allow, the possibility of running a camp during winter break should be investigated. This initiative is not likely to produce immediate or significant financial benefits, but would serve as a recruitment tool and further the camp’s mission to strengthen our community.
4. **Create a programme to “sell” the greatest unused rental/programming time - weekdays from September to June.** This might include a Camp George Outdoor Education Centre that could be marketed to schools looking for weekday outdoor education retreats. Camp George

should also meet with groups that require kosher facilities (e.g., Chabad) to find out how we can provide weekday programming that would meet their needs.

20. IMPLEMENTATION

The strategic plan sets out a set of recommendations for Camp George to adopt and implement. This plan sets out broad timing. An Implementation Team, consisting of the Camp Director, Strategic Planning Committee Chair and Steering Committee Chair and 1-3 other members, should be struck to develop a detailed implementation plan. The plan should specify for each recommendations:

- Time-frame for starting and completing the implementation
- Roles and responsibility for staff and Committees
- Budget where known
- How progress will be assessed

The Strategic Plan is a living document. The Steering Committee should review the progress of implementation and any adaptations required to the strategic plan at each meeting until it is fully implemented.

Appendix 1 STRATEGIC PLANNING WORKING COMMITTEES

Executive Strategic Planning Committee:

Sandi Smith, Chair
Jeff Rose, Director
Karen Kollins, Associate Director
Marc Newburgh
David Abrams
Gavin Herman
Stacey Jaffe

Strategic Planning Committee:

Carole Sterling
Eric Chisholm
Eric Petersiel
Lisa Goodman
Mark S. Anshan
Rabbi Ilyse Glickman
Rosalyn Mosko

Appendix 2 STRATEGIC PLANNING SUB-COMMITTEES

Mission Committee:

David Abrams, Chair
Marc Newburgh
Susie Berg

Jeff Rose
Rabbi Larry Englander

Programming Committee:

Susie Berg, Chair
Jeff Rose
Karen Kollins
Rabbi Noam Katz
Rabbi Ilyse Glickman

Suzy Polgar
Josh Nezon
David Gershon
Eric Chisholm

Inclusion Committee:

Jeff Rose
Kerryn Rose

Rosalyn Mosko
Ellyn Freedland

Staffing Committee:

Janice May, Chair
Jeff Rose
Rosalyn Mosko
Eric Petersiel
Samantha Bacher

Debbie Goldberg
Scott McGrath
Chelsea Rubin
Adam Anshan

Operations Food Committee:

Ronit Minchom, Chair
Janet Nezon
Rochelle Morais

Roberta Cole
Rabbi Ilyse Glickman

Operations Health Committee:

Dr. Gary Mann

Environment Committee:

Lisa Goodman, Co-chair
Eric Chisholm

Rabbi Ilyse Glickman, Co-chair
Joshua Berger

Events Committee:

Judy Litvak, Co-chair
Cheryl Ackerman

Devra Wasser, Co-chair

Facilities Committee:

Sandi Smith Chair
Gavin Herman

Mark Anshan

Target Camper Population Committee:

Jeff Rose, Chair
Rosalyn Mosko
David Abrams
Stephen Cohen

Eric Petersiel
Kari Provizer
Len Bates

Alumni Outreach Committee:

Eric Chisholm, Chair
Stacey Jaffe

Stephen Cohen
Lawrie Kaplan

Fundraising Committee:

Gavin Herman, Co-chair
Stephen Cohen

Paul Leszner, Co-chair

Relations with Partners Committee:

Marc Newburgh, Chair
Paul Leszner
Mark Anshan
Carole Sterling

Laurie Davis
Les Rothschild
Rabbi Avi Orlow

Governance:

David Abrams, Chair

Executive Planning Committee

Planning Research and Evaluation Committee:

Stacey Jaffe, Chair
Lisa Goodman

Stephen Cohen

Conference Retreat Center Committee:

David Gershon, Chair
Carol Strom

Julia Guest

Appendix 3 MISSION STATEMENT CAMP GEORGE (current)

The mission of the URJ Camps and Israel Programs is to enrich and transform lives by strengthening Jewish identity, teaching Jewish knowledge, instilling Jewish values and cultivating lifelong friendships within a vibrant and fun community of living Reform Judaism.

Appendix 4 NEW TRANSITION YEAR BETWEEN CAMPER AND MAHON

Summary of findings from other URJ Camps:

- Most camps have camper programming until grade 10 and start as early as grade 2
- Most camps support attendance in NFTY in Israel programs in grade 11
- Most camps have a Machon (CIT) program for kids entering grade 12, with the exception of George and Crane (entering grade 11) and OSRUI and GUCI (entering 1st year university)
- Most camps charge approximately \$3000 for the Machon year, with the exception of OSRUI (they get paid \$1890), George (cost \$6550), Jacobs (cost \$300), Newman (cost \$4765)
- Only OSRUI, GUCI, Newman, Jacobs and Greene have some form of Avodah program

Recommendations:

1. Rename CIT to Machon for kids entering grade 12
2. Charge approximately \$3000 for the new Machon program
3. Machonikim would room in cabins with campers
4. Create a new Avodah program for kids entering grade 11
5. Charge approximately \$6000 for the new Avodah program
6. Avodahniks would room together in their own cabin village
7. Promote NFTY in Israel as an additional offering for kids entering grade 11

Description of elements of Avodah Program for consideration:

- Work – Avodahniks would work in various parts of camp, by rotation, such as office, infirmary, tuck shop, dining hall, sports, arts, waterfront, etc.
- Study – Avodahniks would participate in sessions on a broad range of both Jewish and secular topics, including Jewish history and language, Israel, world affairs, contemporary issues such as sex, music, education, career planning, and more!
- Adventure – Avodahniks would participate in a new “building project” while working and living on the “new” land
- Immersion – Deep dive “streams” would be offered for extensive study, such as Hebrew, torah, visual arts, theatre arts, social action, etc.
- Travel – Avodahniks could participate in 7 – 10 day excursion off site, such as a hiking or biking trip, exchange program with another URJ camp, visit to Ottawa, NYC or Washington

Appendix 5 SUSTAINABILITY COORDINATOR (DRAFT)

Job Description:

Qualifications:

- Undergraduate student, Graduate student, or trained professional in environmental studies, environmental engineering, sustainable architecture, or related fields.
- Ability to relate these areas of study to Judaism and the enthusiasm and experience to share these ideas through educational programming.

Responsibilities

- Work with the Camp Director and Assistant Director for Operations to analyze ways to reduce energy and resource consumption and use renewable energy in facilities, programming and practices, including planning for future construction, expansion and remodeling.
- Work with the Education Director, Assistant Education Director, Visiting Faculty Members and the T'fillah Coordinator to develop services and educational programming directed towards educating both the campers and staff of the climate change issues within the Jewish community and how to take action.
- Serve as a resource for Unit Heads, Counselors and Specialists on ways to incorporate sustainability, climate change, energy use, recycling and other topics into bunk activities, specialty areas, evening programs, and all-camp programs.
- Serve as a resource for Visiting Faculty wishing to explore bringing these issues and programs into their home congregation.

Other Ideas:

- Continue the work of the already established URJ Summer Camps Energy Initiative
- Work with Cornerstone Fellows to create a series of "Green" Bunk Activities that can be added to the Cornerstone Program Book.
- Work with Camp Director and Assistant Director(s) to explore the possibility of establishing a "Greening George" fund dedicated to:
 - Providing for updates of existing camp facilities to be more sustainable, as well as allowing for future construction to become "environmentally friendly".
 - Providing for the transport of recyclable materials to the nearest available recycling center
- Create awareness and encourage donation to the URJ Environmental Sustainability Fund
- Promote and serve as a resource for Bar- and Bat-Mitzvah students to do their service projects at Camp George (year-round, if possible), such as planting trees or flowers (in-season), building bird feeders, etc.
- Encourage staff to combine laundry bags to reduce amount of water used in this process and to re-use laundry bags and tags (if possible) after they are return

Appendix 6 EXISTING BUILDING ASSESSMENT REPORT (DRAFT)

Property: URJ Camp George, Parry Sound Ontario

1.0 SUMMARY

This is an existing Facilities assessment report of the facilities and infrastructure at URJ Camp George, Parry Sound.

URJ Camp George is 20 km south east of Parry Sound in the Township of Sequin. The property comprises more than 270 acres on Maple Lake. The camp was purchased in 1998 and was previously owned by Camp B'nai Brith.

We toured the following facilities in no specific order: Ulam (Drama building) Chadar and Kitchen (Dining Hall), Red dorms and Red Apartments, Lodge, CIT cabin 16, CIT cabin, Pump House, Arts and Crafts, Mini Lodge and Cabin 17. The buildings were visually assessed (see attached assessment template) to determine the physical conditions of the buildings and identify any major existing problems.

The infrastructure systems, which we reviewed, were portable water and the sewage system.

This report is provided to give general information on the **conditions** of the facilities. The facilities assessment was carried out on October 7, 2010 in the company of Gavin Herman, Jeff Rose (Director), Sandi Smith and Bob Quinton (caretaker, maintenance) While on tour of the Chadar and Kitchen we spoke with Lori (kitchen manager). We were able to ask several questions regarding the operations, maintenance, and history of many of the facilities.

1.1 GENERAL CONDITIONS - Facilities (Highlights)

- **The Dining Hall (Chadar) and Kitchen** were under renovation during the visit. The existing roof structure requires reinforcement because the existing columns are bowing which is affecting the stability of the exterior walls.
- Several of the buildings – **Ulam, Pottery Building and Arts and Crafts Building** are the original camp buildings built approximately 50 years ago. Pottery and Arts and Crafts buildings, both simple framed buildings are showing their age. The buildings have been adequately maintained. Roof shingles have been replaced, wood siding painted and stair and railings updated. The **Ulam** building was displaying more signs of deterioration in respect to its structural framing, siding, roofing and foundations.
- The **CIT Sail** and **CIT Path** are also the original camp buildings built approximately 50-60 years ago. These cabins displayed deterioration in respect to its structural framing, foundations and bathroom facilities. CIT Path displayed more issues than the other CIT Sail. The CIT cabins, although not occupied at the time, seemed too small to support its occupants. The washroom facilities and storage space were inadequate and require remedial work. They also lacked a second exit door.
- The **Red Dorms and Apartments** (Blue Dorms and Apartments) are approximately 30 years old. The Blue Dorm is winterized and used all year long. In both buildings there were deficient items, which require repair and replacement i.e. new roofing, etc.

- The **Lodge/ Hotel** is approximately 33 years old and a two-storey structure. The washrooms throughout the building are marginal to defective depending upon which washroom, with either faucets missing or broken, tiled walls display mould, missing floor tile, missing caulking etc. The finishes either tile carpet, trim etc are either missing, chipped or showing their use and age. A new shingle roof is required this year. The building is not handicapped accessible either.
- The **Mini Lodge** is approximately 15 years old and is in good condition.
- **Cabin 17** is a typical cabin built 5 or 6 years ago. The cabin is in good condition showing no signs of defect. This cabin is an example of the cabins built within this time frame.
- **Portable Water** - Two pumps approximately 1-2 years old and 3-4 years old pump the Portable Water from the lake. The underground piping for the cabins is 11-12 years old and the piping for the Kitchen and Hotel is older. The water is filtered and treated in a pump house, which is approximately 6 years old. Water Filtration is monitored and recorded on an hourly basis at camp and non-reusable filters (\$70.00) are changed daily. The Camp spends approximately \$10-\$15,000 a summer on filters. The Maximum piping distance to receive adequate water pressure is at Cabins 15 and 16. Maximum piping distance to be confirmed. At Cabin 11, which is located on the highest point at camp two new tanks were added to provide sufficient water pressure to the cabin.
- **Private Sewage Disposal** is handled by a lagoon system. There are three lagoons, which are alternately used. 1 lagoon is large enough to handle all the waste for the summer. The New lines are 4-5 years old and the older lines are 30 years old. Problems in lines are unnoticed unless it leaks. Each holding tank (2) has an alarm to indicate the tanks are near capacity.

2.0 Introduction

This report is intended for the sole use of URJ Camp George, and should not be circulated or relied upon by other without the Facilities Committee knowledge. It is based on a single walkthrough of the camp, discussions with the Camp Director and with the head caretaker. This report is limited in its scope. It does not cover every deficiency in every building. A more comprehensive study should be undertaken in the near future.

Cost estimates noted in this report are only preliminary and provided only as an indication of the order or magnitude of the major remedial work. More precise cost estimates would require a more detailed investigation to better define the scope of the work.

3.0 The Chadar and Kitchen

3.1 Description

The Chadar is approximately 60 years old and is apart of the original building of Camp George. It is a 1-storey wood frame structure built on a ventilated crawl space. The building is used year round and has an occupancy rating of 400 people. There is a deck, which surround the Chadar and exiting from 4 sides of the building. There are no washroom facilities in the Chadar and portable washrooms are located outside to be used during the summer.

There is an adjoining kitchen, which is also approximately 60 years old with a newer baking area added 25 years ago. The kitchen is used year round. The building operates 24 hours a day during the summer and also during the winter for the Retreat facilities.(primarily on weekends only)

3.2 Observations and Discussions

- 3.2.1 At time of the site visit the building was undergoing some retrofit work to fix the bowing structure and replace all of the existing infill windows and doors. And provide new asphalt shingle roofing.
- 3.2.2 There is poor water pressure especially when the dishwasher is running with other equipment.
- 3.2.3 There was discussion that the electrical supply is inadequate because there are often power outages when the equipment is being used.
- 3.2.4 The windows are single glazed and are drafty and cold during the winter months.
- 3.2.5 There is a loading dock on the side of the building which is has been knocked by the trucks making deliveries to camp. The dock/ deck structure should be investigated to ensure its stability and safety.

3.3 Recommendations, Costs and Priorities

	Recommendation	Cost	Time Frame
3.3.1	Repair loading dock		Immediate

4.0 The Ulam

4.1 Description:

The Ulam is a one storey seasonal building only occupied during the summer months. The building is a wood frame structure approximately 60-70 years old and supported on wood and concrete pier

foundations. The building is clad in wood siding with a paint finish and has an asphalt shingle roof. There are both fixed and operable awning windows at the side elevations.

4.2 Observations and Discussions

- 4.2.1 The stone foundations are deteriorating and the concrete block foundations are slanting inwards.
- 4.2.2 At areas along the wood beams there is signs of deterioration and also some beams are rotating.
- 4.2.3 Most piers have been shimmed to ensure that the beams are supported on the columns – but not satisfactorily.
- 4.2.4 On the west elevation the paint on the wood panelling is peeling and there are spots of bare wood.

4.3 Recommendations, Costs and Priorities:

Recommendation		Cost	Time Frame
4.3.1	Rectify rotating beams and foundations		Completed 2011
4.3.2	Repaint exterior wood panelling at West Elevation.		Immediate

5.0 **Pottery Building and Arts and Crafts Building**

5.1 Description

On the day of the visit, we only went to see the Arts and Crafts Building but we were advised the buildings are very similar in their condition. The buildings were built 50 years ago and are wood frame one-storey structures supported on block pier foundations. The buildings are only used in the summer and are painted wood clad exteriors.

5.2 Observations and Discussions

- 5.2.1 The Asphalt shingles are curling up and the roofs on both buildings need to be replaced.
- 5.2.2 There is sprayed on graffiti on one elevation of the building

5.3 Recommendations, Costs and Priorities:

Recommendation		Cost	Time Frame
5.3.1	Replace Asphalt Shingle Roofing to Both buildings	\$1500.00/building	Immediate
5.3.2	Repaint exterior wood panelling	Minor	Immediate

6.0 **CIT Sail**

6.1 Description

The CIT Sail Cabin is approximately 60- 70 years old. It is a one storey seasonal building only occupied during the summer months. The building is a wood frame structure supported on wood and concrete pier foundations. The Building has a front porch and is accessed by stairs. The building is clad in wood siding with a paint finish and has an asphalt shingle roof. It has an occupancy of 10 people.

The cabin has 2 washrooms – one 2 piece and one 3 piece washroom. There are no windows or mechanical ventilation in the washrooms.

6.2 Observations and Discussions

6.2.1. There is some evidence of mould on the exterior of the building at the wood panelling and at the wood fascia

6.2.2. The wood floor is badly scratched and scuffed.

6.2.3. There are missing electrical outlet covers.

6.2.4. One post for the deck is 1 – 2 x 6 wood stud.

6.2.5. The Asphalt shingle roof is in good condition.

6.2.6 Stair at front deck is loose.

6.3 Recommendations, Costs and Priorities:*

	Recommendation	Cost	Time Frame
6.3.1	Replace Deck with posts and concrete footings	\$300/ post	Immediate
6.3.2	Replace wood panels that are mouldy	Minor	Unpredictable
6.3.3	Rectify loose stair at front deck	Minor	Immediate

* Camp George should consider replacing this existing cabin in lieu of investing any additional maintenance funds. The cabin displays many signs of deterioration, is too small for the number of occupants and the does not meet any of the current URJ cabin standards.

7.0 **CIT Path**

7.1 Description:

The CIT Sail Path is approximately 60- 70 years old. It is a one storey seasonal building only occupied during the summer months. The building is a wood frame structure supported on wood and concrete pier foundations. The Building has a front porch and is accessed by stairs. The building is clad in wood siding with a paint finish and has an asphalt shingle roof. It has an occupancy of 16 people.

The cabin has 2 showers (metal prefab) and 2 sinks and 2 toilets.

7.2 Observations and Discussions

7.2.1. There is some evidence of mould on the exterior of the building at the wood panelling and at the wood fascia

7.2.2. The wood floor is badly scratched and scuffed.

7.2.3. There are missing electrical outlet covers.

7.2.4. The floor beams are showing signs of rotting and are not being supported by the concrete pier foundations. Concrete pier foundations do not support the wood posts, which are supporting the front deck. The wood posts are in direct contact with the grade and are showing signs of mould.

7.2.5. The Asphalt shingle roof is deteriorating and leaking.

7.2.6. The metal shower stall is rusted.

7.3 Recommendations, Costs and Priorities*:

	Recommendation	Cost	Time Frame
7.3.1	Rectify rotting beams and foundations		Immediate
7.3.2	Replace Asphalt Shingle Roofing	\$1500.00	Immediate
7.3.3	Replace the rusty shower stall and fittings		Immediate

* Camp George should consider replacing this existing cabin in lieu of investing any additional maintenance funds. The cabin displays many signs of deterioration, is too small for the number of occupants and the does not meet any of the current URJ cabin standards.

8.0 **The Red Dorms and Apartments (The Blue Dorms and Apartments):**

8.1 Description:

The Red and Blue Dorms are approximately 30 years old. The buildings are 1-storey wood frame structures with a crawl space. The Blue Dorm is winterized and the Red Dorm is used during only the summer. The Dorms are divided into four equal rooms with a shared center corridor. The four rooms share 2 – 3 piece bathrooms. Each bathroom has 3 toilets, 3 sinks and 3 showers. The interiors of the rooms are wood panelling and wood floors and a tiled vestibule. Each dorm building can house up to 54 people.

Each Dorm has an attached apartment unit each with a separate entrance. The Apartment unit has 3 separate room and with a shared 3 piece bathroom. The interiors of the rooms are drywall finishes and vinyl composite tile flooring.

8.2 Observations and Discussions:

8.2.1. The Dorm buildings are separate from the rest of other camper cabins and do not have porches.

8.2.2. The Asphalt Shingle roof is approximately 15-18 years old and showing signs of deterioration.

8.2.3. The bathrooms have tiled shower stalls and tiled floors where mould is evident

8.3 Recommendations, Costs and Priorities

	Recommendation	Cost	Time Frame
8.3.1	Replace Asphalt Shingle Roofing	\$3000.00	Immediate

9.0 **The Lodge/ Hotel**

9.1 Description:

The Lodge/ hotel is approximately 15 years old. It is a two-storey wood frame structure built on a crawl space. This building is winterized and used all year round. The building was originally built as a lodge with approximately 30 rooms each with their own bathroom. During the summer the first floor is used for camp offices, health center, laundry room and a staff recreation area. The interior finishes are carpet and tiled floors, painted interior drywall ceiling and walls. The exterior is wood siding – painted.

On the second floor there is a meeting space and 15 - 2 person sleeping rooms with their own bathroom.

9.2 Observations and Discussions:

9.2.1 The Asphalt roof is showing signs of deterioration.

9.2.2 The interior finishes look worn and tired. The carpet is threadbare in some areas, the tiled baseboard is chipped or missing and paint is peeling.

9.2.3 The bathrooms are tired and there are missing fixtures, broken tiles at the tub areas, mouldy grout and leaking sink fixtures.

9.2.4 There is a ramp to the side entrance of the building and through a visual inspection it appears that it does not meet the Building Code Requirements. I.e. no level area at the top of ramp, handrails are too high and the slope might be too steep.

9.3.0 Recommendations, Costs and Priorities:

	Recommendation	Cost	Time Frame
9.3.1	Replace Asphalt Shingle Roofing	\$5000.00	Immediate
9.3.2	Retrofit plumbing fixtures		Unpredictable
9.3.3	Replace carpet and baseboard		Unpredictable
9.3.4	Repaint the interior walls and ceiling		Unpredictable
9.3.5	Replace the barrier free ramp		Unpredictable

10.0 **The Mini Lodge**

10.1 Description

The Mini Lodge is approximately 15 years old and is a 1-storey wood frame structure with a basement walkout. The building is divided into 4 rooms each with their own 3- piece washroom. The building occupancy is 16 people. The basement area is used only for storage of non-perishable items. There are no windows in the basement. It is one of the few buildings at camp, which has roof gutters and downspouts. The building's asphalt shingle roof is relatively new and in good condition.

10.2 Observations and Discussions:

10.2.1 The tiles in the bathtub are mouldy. And the bathtub fittings are rusty.

10.2.2 The eavestrough is rusty and full of leaves.

10.3 Recommendations, Costs and Priorities

Recommendation		Cost	Time Frame
10.3.1	RegROUT of bathtub tiles	Minor	Immediate
9.3.2	Replace rusted bathtub fittings	Minor	Unpredictable
9.3.3	Replace eavestrough and downspout	Minor	Immediate

11.0 Cabin 17

11.1 Description

Cabin 17 is a typical cabin that was built in the last 5-6 years. It is a 1-storey wood frame structure supported on concrete pier foundations. There is a front and back covered porch and the exterior is wood siding painted with an corrugated steel roof. Each cabin can house 18 people and there is washroom with 3 sinks, 2 toilets and 2 prefab shower stalls. Interior finishes are stained wood panelling and wood floors

11.2 Observations and Discussions:

11.2.1 *The cabin is in good condition and shows very little wear and tear on the surfaces.*

11.3 Recommendations, Costs and Priorities

Recommendations	
11.3.1	None at present

Appendix 7: 2011 Enrollment

BOYS

FIRST SESSION

Grade	Full	1st	WW-A	Dream A	1st TOT	Edah
Gr 2		1	1	1	3	
Gr 3	1	3	5	0	9	1
Gr 4		11	5		16	2
Gr 5	1	19			20	1
Gr 6		18			18	1
Gr 7	2	9			11	1
Gr 8		22			22	1
Gr 9	8	11			19	2
10 CIT	22				22	0
TOTALS	34	94	11	1	140	9
less CIT: 12				less CIT: 118		

BOYS

SECOND SESSION

Grade	Full	2nd	WW-B	Dream B	2nd TOT	Edah
Gr 2		2	6	2	10	1
Gr 3	1	4	5	3	13	1
Gr 4		12	5		17	1
Gr 5	1	8			9	1
Gr 6		18		1	17	2
Gr 7	2	17			19	1
Gr 8		10			10	1
Gr 9	8	9			17	2
10 CIT	22				22	0
TOTALS	34	78	16	6	134	10
less CIT: 12				less CIT: 112		

GIRLS

FIRST SESSION

Grade	Full	1st	WW-A	Dream A	1st TOT	Edah
Gr 2		4	2	1	7	1
Gr 3	1	7	5	2	15	1
Gr 4		8	6		14	1
Gr 5		16	9		25	2
Gr 6	2	11			13	2
Gr 7	4	24			28	2
Gr 8	3	16			19	1
Gr 9	9	12			21	2
10 CIT	16				16	0
TOTALS	35	98	22	3	158	12
less CIT: 19				less CIT: 142		

GIRLS

SECOND SESSION

Grade	Full	2nd	WW-B	Dream B	2nd TOT	Edah
Gr 2		2	4	2	8	1
Gr 3	1	7	6	3	17	1
Gr 4		10	3	0	13	1
Gr 5		7	5		12	1
Gr 6	2	16			18	2
Gr 7	4	22			26	2
Gr 8	3	7			10	1
Gr 9	9	16			25	2
10 CIT	16				16	0
TOTALS	35	87	18	5	145	11
less CIT: 19				less CIT: 129		

BOYS & GIRLS FIRST SESSION

Unit	Full	1st	WW-A	Dream A	1st TOT	Edah
LEH	3	69	33	4	109	9
KOCH	8	62			70	6
BARAK	20	61			81	6
10 CIT	38				38	0
TOTALS	69	192	33	4	298	21

BOYS & GIRLS SECOND SESSION

Unit	Full	2nd	WW-B	Dream B	2nd TOT	Edah
LEH	3	52	34	10	99	8
KOCH	8	71		1	80	7
BARAK	20	42			62	6
10 CIT	38				38	0
TOTALS	69	165	34	11	279	21

	09 Budget	09 Actual	Capacity
CITs		38	38
FULL (excl. CIT)		31	35
FIRST		192	217
WW-A		33	20
DREAM A		4	20
SECOND		165	197
WW-B		34	40
DREAM B		11	20
TOTALS	0	508	587

298 OPENING DAY - FIRST SESSION '11

279 OPENING DAY - SECOND SESSION '11

261 Closing Day - 1st Session 2011

234 Closing Day - 2nd Session 2011

*Based on 2011 Fees, pre tax

	350				350		
	# by %	Boys	Cabins	# by %	Girls	Cabins	
2 and 3	2	0	16	2	2	27	
4 and 5	5	0	46	4	5	41	
6 and 7	5	0	45	4	5	46	
8 and 9	5	0	44	4	5	40	
CIT	2	0	19	0	2	24	
Totals	19	170	14	19	178	13	

	350				350		
	# by %	Boys	Cabins	# by %	Girls	Cabins	
2 and 3	4	0	17	2	4	17	
4 and 5	8	0	36	3	9	38	
6 and 7	9	0	39	3	10	42	
8 and 9	11	0	49	4	14	60	
CIT	5	0	22	0	7	29	
Totals	38	164	12	43	185	14	

Session 1 Assumptions:	%	#	Fee	Income
% of 1 week campers session	3%	10	\$ 1,150.00	\$ 11,518.71
% of 2 week campers	12%	43	\$ 2,300.00	\$ 98,113.55
% of full session campers	60%	208	\$ 3,900.00	\$ 809,941.94
% of full season campers	13%	46	\$ 6,750.00	\$ 310,500.00
% of CITs	13%	43	\$ 6,550.00	\$ 281,650.00
	100%	348		\$ 1,511,824.19

Session 2 Assumptions:	%	#	Fee	Income
% of 1 week campers session	1%	5	\$ 1,150.00	\$ 5,990.30
% of 2 week campers	9%	33	\$ 2,300.00	\$ 74,878.73
% of full session campers	60%	210	\$ 3,900.00	\$ 817,675.75
% of full season campers	15%	46	\$ 6,750.00	\$ 310,500.00
% of CITs	15%	43	\$ 6,550.00	\$ 281,650.00
	100%	338		\$ 898,544.78

Incremental Income associated with Increasing Camper Population

Projected Income with 340 campers per session	\$	2,410,368.97
2010 Income	\$	2,088,788.50
Incremental Tuition	\$	321,580.47
Incremental Costs		
Scholarships	\$	(27,300.00)
Discounts (Faculty, Medical, Sibling, etc.)	\$	(10,000.00)
Incentive Grants	\$	(3,150.00)
Additional Costs	\$	(40,450.00)
Incremental Net Revenues	\$	281,130.47
Other Additional Expenses		
additional facility and maintenance infrastructure	\$	(5,000.00)
additional staff	\$	(21,600.00)
senior management	\$	(5,000.00)
food costs	\$	(49,591.02)
Ed& Rec Costs for Staff and campers	\$	(20,580.00)
program & transportation costs for staff	\$	(1,820.00)
laundry	\$	(9,300.00)
contingency	\$	(18,250.00)
new program area	\$	(9,000.00)
total costs	\$	(137,141.02)
Net income/costs	\$	143,989.45
Estimated marketing and recruitment	\$	(15,000.00)
Net Income from additional campers	\$	128,989.45
Per Camper Session	\$	1,074.91
Capital Cost Implication		
4 new cabins/maintenance dining hall, infirmary, other	\$	320,000.00

289 avg campers in 2010
289 vs. 350 is approx. 21% increase *using 2011 fees

188 increase, relative to increase in total camper population
*more siblings, etc.
*this is for FJC & LBDS grants

additional maintenance costs for all facilities due to increased camper population
*12 additional staff - for each cabin we will hire 3 more staff, avg. salary \$1800; includes 4 specialists amount for senior or admin staff increase
*15.11 per camper+staff day
98k budget in 2010 for 289 campers on average - X 21% increase 16800
*approx \$18,000 spent on staff programs and transportation, for 130 staff - \$140 x 14 additional staff each increased by 21%
\$5/per day per person
for example, 20% of cost of zipline plus \$2,000 annual maintenance

current budget is \$18,000

120 = 38 camper session increase in 1st session, 82 camper session increase in 2nd session

Appendix 8 INCREMENTAL ANALYSIS

URJ Camp George Fund Development Targets

Fund Development	Capital Improvement Targets	Target date	Funding sources:			
			Partners/Donors Identified	Internal fund raising	Total	
\$612,000	6 cabins of junior village	June 2012	Marcus Foundation NAC	\$80,000 with match of \$412,000 with match of (200,000 from any source) \$492,000	\$80,000 \$40,000 \$120,000	\$612,000
\$308,000	programatic areas	June 2012/3	NAC	\$308,000 \$308,000	\$0	\$308,000
\$160,000	2 CIT cabins	June 2012	Grinspoon NAC	\$20,000 with match of fundraise (\$1800 X 50) \$30,000 \$50,000	\$20,000 \$90,000 \$110,000	\$160,000
\$200,000	mirpa'ah in dorm	June 2012	Doctor's donation cash on hand New donor donor confirmation pending	\$80,000 \$120,000 \$200,000	\$0	\$200,000
\$200,000	refurbishment of lodge	June 2013	NAC	\$200,000	\$0	\$200,000
\$50,000	staff lounge	June 2013	NAC	\$50,000	\$0	\$50,000
\$350,000	repayment of Newby land	Fall 2014		fundraise \$0	\$350,000 \$350,000	\$350,000
\$4,000,000	Chadar / kitchen	June 2015		\$0 fundraise	\$4,000,000	\$4,000,000
\$40,000	refurbishment 2nd dorm - office	June 2015		\$0 fundraise	\$40,000	\$40,000
<u>\$5,920,000</u>				<u>\$1,300,000</u>	<u>\$4,620,000</u>	<u>\$5,920,000</u>
			Total from NAC	\$1,000,000		

Appendix 9 FUND DEVELOPMENT TARGETS

Appendix 10 STEERING COMMITTEE GOVERNANCE GUIDELINES

Draft Report – July 2011

Introduction

The purpose of the Camp George Steering Committee is to support, advise, provide feedback to, proactively plan and provide additional resources towards the accomplishment of the Mission of Camp George, together with the Director.

These guidelines have been created to ensure the organizational structure of the Steering Committee effectively serves the needs of the Camp, to create an organization in which those involved have real work to do, and to ensure that identifying future leadership is a priority.

Mission

URJ Camp George will nurture a passion for Reform Jewish identity, knowledge and values through an immersive summer camp experience that transforms lives, building community within and beyond its borders.

Relationship between Board of Directors and Steering Committee

The Board of Directors is the legal governing body of Union for Reform Judaism Camp George (the corporation that owns the Camp George property together with Union for Reform Judaism Maple Lake Centre, which owns the new acquired “Newby” lands). Camp George has a board of five Directors and Maple Lake Centre has a board of three Directors. The Directors of each perform the normal legal and fiduciary responsibilities of Directors including approving the financial statements, major items such as rezoning applications, major contracts. Each of these corporations is “owned” by the Union for Reform Judaism (as the sole voting member of each one), which is the means by which the URJ owns Camp George.

The Steering Committee is the group of voluntary leaders in the community that focus on the overall strategic, planning and fundraising aspects of Camp George, working closely with the NAC. The Steering Committee oversees these and related matters but does not have the legal responsibility of a Board of Directors. The decisions of the Steering Committee are recommendations to either the NAC or the Board of Directors (depending on the issue). However, given their important role in the ongoing work and development of Camp George, the Steering Committee plays an important and significant role in developing and sustaining the camp.

Responsibilities of Steering Committee members

1. To attend and actively participate in requisite meetings for the Committee.
2. To stay informed about Committee matters, prepare themselves well for meetings, and reviews and comments on meeting minutes and reports.
3. To commit to participate actively in the Committee's work, serving on at least one Sub-Committee.
4. To represent Camp as an ambassador in the respective communities and home synagogues.
5. To become acquainted with NAC (the URJ's camping division) and make efforts to participate in NAC sponsored meetings, seminars and conventions.
6. To actively promote Camp to both, potential attendees and future leaders.
7. To participate in fund raising efforts for the Camp and expected to make an annual "personally meaningful" financial contribution to the Camp.

Mandate and Priorities of Sub-Committees

Each Sub-Committee Chair shall submit to the Chair of the Steering Committee by June 30th of each year, their coming year Mandate and Priorities for review, discussion and feedback. Such feedback shall be provided by October 31st so as to ensure that the Sub-Committee has clear direction for the upcoming planning season.

1) Steering Committee Composition:

- at least one representative from each region within Canada that has at least one Reform congregation
- approximately 50% of the board should be parents/grandparents of campers or staff, or other adults actively involved with the Camp
- representation, if possible, from both the URJ Central and Western Districts
- camp alumni
- A Director of the Union for Reform Judaism Camp George Board
- CCRJ President or designate
- ARZA Canada President or designate
- President of Leo Baeck Board of Directors, or designate
- Reform Rabbis of Greater Toronto
- NFTY-NEL representation
- UJA Federation of Greater Toronto representative
- Camp Director
- Assistant Director
- Camp Medical Director
- Camp George Staff – 1 male, 1 female
- Reform Rabbis, Cantors, Cantorial Soloists or Educators – 1 of each
- Chair, Vice-Chair and Immediate Past-Chair of Steering Committee
- Each Sub-Committee Chair

Ex-officio members of the Steering Committee may be appointed by the Chair, if they fall into one of the following categories:

- a former officer of the Camp Steering Committee or its predecessor entities
- individuals identified as founders of the Camp
- an individual whose service to the Camp is so unique or profound as to render their experience or advice valuable to the Camp
- Central District Rabbinic Representative
- a current URJ National Board Member who resides in the Camp's Region and agrees to serve on the Camp Committee.

All ex-officio members of the Camp Committee shall serve during the term of the Chair of the Camp Steering Committee and can be reappointed without limitation. Ex-officio members of the Camp Committee shall function in the same manner as Committee members, except they shall not vote on formal resolutions of the Camp Committee.

2) Steering Committee Composition – Executive Committee

Shall consist of up to 8 persons drawn from the Steering Committee:

- Chair
- Vice-Chair
- Camp Director
- Immediate Past Chair
- Sub-Committee Chairs – up to 4
- Director from the URJ Camp George Board of Directors

3) Steering Committee - Sub-Committees:

The following Sub-Committees shall be established and will report to the Steering Committee on a regular basis:

- Master Plan, Facility Construction and Maintenance
- Life Safety and Medical
- Food, Environment and Sustainability
- Development and Fundraising
- Parent Ambassadors
- Marketing and Camper Recruitment
- Alumni Affairs
- Chesed
- Event Planning
- Long-Range/Strategic Planning (when in effect)

4) Term Limits:

i) Steering Committee:

- Two year terms
- Not more than three consecutive terms
- Terms as member of Executive Committee not counted

ii) Steering Committee - Executive:

- Chair may serve two consecutive two-year terms
- Chair will have served at least one term as Vice-Chair
- Vice-Chair may serve two consecutive two-year terms, but may then serve as Chair for further two consecutive two-year terms

iii) Steering Committee - Sub-Committee:

- Chair may serve two consecutive two-year terms
- Serving on Executive Committee does not extend term limits
- Committee members may serve no more than three consecutive terms

5) Frequency of Meetings:

- Steering Committee:
 - At least four meetings per year

- At least two must be in person (on location)
- One during summer while camp in session
- Steering Committee - Executive:
 - Up to four meetings per year
 - At least two must be in person (on location)
 - One during summer while camp in session

6) Nominations:

i) Steering Committee:

Names may be submitted to the Chair for consideration. Then members would be appointed by the Chair, upon recommendation of the Executive Committee.

ii) Executive Committee:

The Chair and Vice-Chair shall be selected by a sub-committee including:

- 3 members of the Steering Committee who are not candidates for the positions, appointed by the current Chair of the Committee
- President of the CCRJ
- the NAC Chair
- the Camp Director
- the National Director of Camping

iii) Subcommittee Chairs and Committee members:

The Chair and Vice-Chair shall be selected by a sub-committee including:

- Sub-Committee Chairs – approved by the Executive
- Committee members – approved by Sub-Committee Chair, Steering Committee Chair & Vice Chair and Camp Director