



## 2025-2027 Strategic Plan

### Our vision...

As CSL approaches our 100<sup>th</sup> summer in 2027, we will be thriving near full operational capacity, while continuing to foster a warm, inclusive, and Jewish community. We prioritize camper growth, independence, leadership skills, appreciation of nature, and a connection to Judaism and Israel.

Over the next three years, we will make significant strides in improving our facilities, guided by a Master Site Plan. We will emphasize high camper and staff retention, innovative leadership, and a balanced schedule while maintaining our rustic yet updated charm.

We will ensure financial sustainability through tuition, fundraising, and strategic reserves, supported by active alumni and donor engagement. We will embrace operational excellence, positioning ourselves as a leader in Jewish camping nationally.

### How we'll get there...

We will achieve this bold vision through the implementation of a comprehensive strategic plan built on 5 key priority areas (see right). This plan was developed over 6 months and informed by conversations with 100+ CSL stakeholders.

1

### Strengthen the camp experience to meet the emerging needs of today's campers, parents, and staff

- Evolve the CSL brand including mission statement, values and messaging
- Expand innovative skill-based offerings to support camper outcomes
- Enhance Jewish program plan to build Jewish identity and connection to Israel
- Redesign summer/year-round processes to support overnight camp industry standards in conjunction with appropriate JCC business unit partners

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### Invest in physical infrastructure to support mission delivery

- Create Master Site Plan to build a site that maximizes mission delivery, with a critical focus on dining/kitchen space, staff housing and bathroom facilities, and other strategic programmatic/operational spaces
- Develop maintenance plan to address repair/replacement and critical needs, and implement preventative processes to avoid deferred maintenance

3

### Drive long-term financial sustainability through tuition revenue, development and activating the alumni network

- Create camper recruiting strategy to achieve and maintain operational capacity
- Design annual campaign to support operations, programs and financial assistance
- Develop alumni strategy to support engagement, development, camper recruiting, board pipeline
- Create 100<sup>th</sup> anniversary campaign + endowment strategy to support implementation of Master Site Plan
- Explore shoulder season rental opportunities (once appropriate facilities are in place) to increase revenue

4

### Develop and retain a high performing team to deliver excellence across the organization

- Create talent strategy (people, culture, processes, compensation) needed to implement vision/strategy
- Design summer staff plan (structure, recruiting, training, engagement, retention) to deliver a transformational CSL experience

5

### Create governance and advisory structures to sustain and support CSL

- Build a mutually beneficial governance and financial strategy with the broader JCC of Greater Rochester and 200 Camp Road Inc.
- Build diverse committee with strong pipeline to provide appropriate support to camp