

Financial

Financial growth

- **Achieve a 5-10% surplus each year to reinvest into the operations of camp: (est. \$35,000-70,000): 5 years**
- **Grow endowment fund to three times the operating budget with the specific goal of attracting quality summer staff (after building campaign funding is complete): 5-10 years.**
- **Develop a strategic plan for a planned giving program: 2 years**

Increase affordability/accessibility of Camp

- **Increase size and accessibility of camper scholarship program by 20%: 5 years**
- **Increase accessibility and affordability of Camp to lower economic classes (outside of the scholarship program): 3 years**

Staff retention and compensation

- **All year-round staff are compensated based on criteria such as experience, years of service, and performance, with consideration given to cost of living adjustments and CCCA benchmarks for total compensation, except for where CCCA benchmarks do not meet the “living wage” guidelines for Cass County, Michigan: 5 years**
- **Employees will work at Camp for an average of 9 years for full time staff, and Camp will maintain an average yearly staff turnover rate of less than 10%: 5 years ongoing**

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Camp Friedenswald Resilience and Sustainability Plan 2022



RETREAT, RENEW, RECONNECT...REIMAGINE

Why?

- Live meaningfully into Camp's core values and mission in ways relevant to the times
- Solidify sustainability/resilience into the core identity of Camp
- Appeal especially to young adults and young people
- Be a model for other camps and institutions.
- Strengthen Camp across all areas



Reduce waste

- Strengthen and improve composting/food waste reduction efforts: 2 years
- Reduce number of dumpsters (non-recycling trash) emptied per year by 30%: 3 years and ongoing
- Give priority to sustainable/durable choices for interiors of renovated spaces: 1 year or less
- Develop a sustainable purchasing plan that would include, over time, all areas of Camp purchasing: 5 years



More sustainable food

- Serve food that is either organic, locally/regionally produced, or utilizes agroecology methods in its production in 33% of meals served at Camp: 3 years and ongoing
- Serve vegetarian meals for 33% of meals served at Camp (33% - one meal per day): 2 years ongoing
- Purchase 33% fair trade and/or organic coffee: 3 years ongoing

Environmental

Reduce use of fossil fuel based energy

- **Decrease amount of utility based electricity by 35% from baseline year of 2015: 5 years (20% from renewable added at Camp, 15% from efficiency measures)**
- **Decrease amount of propane used/person by 10% from baseline year of 2015: 5 years**
- **Purchase/install solar and/or wind energy for 20% of electricity needs: 5 years.**
- **One new bus initiative coming to Camp each year for next 5 years (for summer camps/retreats only)**

Camp has transformed 30 acres from woodland to savannah and prairie, nurturing biodiversity of both plants and animals which thrive in these different habitats.

Protect and increase biodiversity

- **Actively manage 50% of native lands to strengthen habitat restoration and conservation efforts: 5 years**
- **Establish 2 or more populations of the Mitchell's satyr butterfly on the property: 5 years**
- **Nurture land use which invites connection to nature: 3 years**
- **Minimize use of toxic chemicals at Camp: 2 years ongoing**
- **Require management of newly acquired farmland to utilize multiple conservation strategies: 4 years ongoing**

Goals framed with the triple bottom line

Social



Strengthen education for creation care, increase trust, community connectivity, hospitality, and social diversity

Financial



Experience financial growth, increase affordability and accessibility of Camp, increase staff retention and compensation

Environmental



Reduce use of fossil fuel based energy, protect and increase biodiversity, reduce waste, more sustainable food supply

Social

Strengthen education for sustainability and creation care

- Increase education for environmental sustainability in all programming areas: 3 years
- Increase education for staff in sustainability and creation care. 1 year ongoing
- Tell Camp's resilience and sustainability story through multiple additional avenues: 3 years
- Increase knowledge base on Camp board for sustainability: 5 years

Programs that will increase campers' awareness of sustainability issues, and give them tools to address these issues, can empower them to take these lessons home and create a more sustainable community where they live.

Build trust, connectivity, and collaboration among staff

- Nurture collaboration and cooperation between staff members: 1 year ongoing
- Aid smooth staffing transitions and ensure adherence to Camp's mission and vision with strategies to establish institutional memory: 2 years and ongoing

Increase social diversity

- Build a diverse board with strong and diverse skillsets which can aid camp in its development: 5 years
- Increase intercultural competence of staff: 1 year ongoing
- Increase economic and cultural diversity represented by Camp staff (summer and year-round) and constituents: 5 years

Build trust, connectivity, and hospitality in community of camp constituents



- Work to preserve camp history, culture, and traditions: 2-3 years
- Increase our efficiency and effectiveness in long term life impact through collaboration with others in the wider church family: 3 years
- Create a technology policy for wi-fi which includes the intention for offering wi-fi, where it will be located, and when it will be offered: 1 year
- Strengthen hospitality practices and services at Camp: 3 years

