



Family camping since 1925

RED PINE CAMP
CORPORATE PLAN
2016 – 2020

**Adopted by the Board of Directors
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Introduction:

Red Pine Camp is a successful, well-managed business providing a unique family camping experience to more than 2,000 visitors each summer. The camp is based on the principles of community, respect for the environment, affordability, youth leadership, inclusivity, accessibility and diversity.

Established in 1925 by the YMCA and purchased by the campers in 1974, Red Pine is entering an exciting period of growth and renewal as it prepares to celebrate 100 years of family camping in 2025.

This corporate plan will lay the groundwork for infrastructure improvement in the lead-up to Red Pine’s centenary and beyond. In addition, it will highlight areas of focus as the camp continues to evolve and grow in line with its guiding principles.

Although Red Pine is fully subscribed each summer, smaller family sizes and under-utilized cabins have led to declining attendance and a proportional drop in revenue over the past several years. At the same time, increased food and staffing costs and the need to refresh facilities have created pressure on fees.

The camp has worked hard to maintain affordability but the Board recognizes it will have to seek new sources of revenue, increased attendance or increased revenue per attendee in order to augment regular capital spending to carry out needed facility improvements.

As this plan describes, the Board is committed over the next five years to developing a solid long-term plan for infrastructure improvement, a blueprint for renewal and new approaches to revenue generation.

Directors also recognize the need to involve campers every step of the way, beginning with a survey to evaluate their experience. In addition, input on cabin redesign and standardization of camp features and building materials will be gathered through a consultative process, starting in summer 2016.

In developing this updated corporate plan, the Board and members of the Operating Committee took part in a facilitated session and strategic planning exercise to set priorities that align with Red Pine’s vision. The following areas of focus were identified:

1. Infrastructure renewal
2. Revenue generation
3. Leadership Camps and Facility Rentals
4. Program
5. Staffing
6. Environmental stewardship
7. Governance
8. Culture
9. Budgetary projections

Further detail will be provided for each focus area, below.

1. Infrastructure:

Infrastructure was identified as the number one priority in the last (2011 - 2015) corporate plan. This area retains its key position in this plan as well.

Much of the building infrastructure, including the dining hall, most cabins, and many of the community buildings, have existed in roughly their current form since the late 1940s.

That we are still operating, 75 years later, under many of the same roofs is a testament to the quality of the workmanship and materials of the original construction and to the care and maintenance of this infrastructure over the decades. But time continues to take its toll.

The reality facing our camp is that the cabins and buildings cannot last forever, and while repairs can extend their life, at some point they'll have to be replaced. There are a couple of examples of infrastructure challenges that stand out:

- A study undertaken by a RPC special committee on infrastructure in 2011 identified serious **issues with the integrity of many of the shore strip cabins**, recommending immediate replacement of six cabins with replacement of a further four cabins in the 2015-20 five-year interval. To date, only one cabin has been replaced.
- **Another concern is for the A dock.** Ice damage over the winter of 2013 bent the undercarriage, requiring emergency repair in advance of the 2013 camping season. It is possible that another bad winter could make the structure very difficult to repair in time for the camping season. The Operating Committee has recommended a redesign and rebuild of the undercarriage, to be done at the same time as the replacement of the top decking of the A dock.

Between 2013 and 2015, a long-term 25-year plan was put together by the Operating Committee and a team of volunteers. The plan forecasts **infrastructure renewal needs for more than 50% of the buildings at RPC over the next five to 15 years**. Based on this report, the Board has set as a long-term goal the complete rejuvenation of the infrastructure of the camp. **The cost for this over the 25-year timeline of the plan is just over \$3 million dollars.**

During this five-year period we plan to make a significant start to achieving this goal by completing the following:

- ✓ **Form an architecture committee to prepare design guidelines and templates for cabins and other buildings.** The camp was originally designed as a children's camp and in the many intervening years the clientele, their expectations of the camp experience and OCA guidelines have changed. The replacement design must fit the visual identity of Red Pine Camp while considering potential changes to density, use profile (for example to address expanded camp rental needs) and building placement. The design must also address issues of health, safety, current building standards, changing demographics and comfort. The architecture committee will also review past infrastructure assessments and develop a prioritized list for the infrastructure replacement program that will lead to a systematic upgrade of the camp over the next 25 years.
- ✓ During Summer 2016, **campers will be consulted on building materials, design elements and layouts** for the refresh and redesign of cabins. Input will guide future decision-making.
- ✓ **Implement an infrastructure fund** to cover costs of this capital infrastructure program that exceed those normally supported by regular camper fees. In the past five years, RPC has increased its capital expenditure budget from approximately \$60,000 a year to the current level of approximately \$100,000, covered through fee increases, additional revenue and budget discretion. Clearly, these measures alone will not be enough to cover the anticipated need of the 25-year plan. The objective is to raise \$325K for this fund over the next five years.
- ✓ **Undertake the first \$875K of infrastructure renewal** by increasing our annual capital spending plans from \$100K to \$175K

Without presupposing the outcome of the architecture committee's work, there are a number of infrastructure improvements that have already been contemplated, including:

- Refreshing or upgrading the washrooms
- Setting a plan for the Hearth House
- Replacing staff cabins that are in dire need of repair

- completing work on the replacement of "A" dock that was begun last year and is tentatively scheduled for 2016/17

Additionally, over the next five years, **RPC will undertake the following initiatives with respect to improving our technology infrastructure:**

- Ongoing improvement of the registration system and associated software and continued integration of Red Pine Leadership Camp (RPLC) and shoulder season camps into existing systems
- Continue to improve upon our web-based storage and filing system
- Continue to improve and modernize our website, e-newsletters and use of social media as part of a broader camper outreach strategy

2. Revenue generation:

In addition to the infrastructure challenges on the expense side, over the past two years the camp has encountered declines on the revenue side, both in cabin occupancy and overall attendance levels.

In the very near term, RPC will undertake the following initiatives in order to generate the revenue required to pursue our infrastructure renewal goals:

- Create a subcommittee of the Board to focus on **revenue-generation and develop a fundraising plan**, involving experts in the field
- Plan an annual analysis of demographic and revenue trends by the Business Manager to support good long-term planning and **develop strategies to promote the camp with the goal of increasing camp occupancy**
- Establish a new and separate **infrastructure revenue stream** totaling \$325K over the five-year plan and consider ways to support it, including voluntary donations, an infrastructure fee with every booking, extra fee increases, or a combination of methods as the Operating Committee and the Board deem appropriate
- Consider a **recognition program for people who support infrastructure** renewal through initiatives such as a donor wall
- Encourage and facilitate **legacy gifts**
- Develop a **communications plan** to support fundraising efforts and operations.

New approaches will be considered to increase revenue to meet infrastructure needs, including development of a fundraising plan, creation of a recognition program for donors and enhanced shoulder-season rentals.

- Pursue shoulder season revenue-generating opportunities through **leadership camps and facility rentals.**

3. Leadership Camps and Facility Rentals:

For eight weeks each summer and two long weekends, Red Pine has over the years hosted thousands of campers. Unfortunately, for the most part the camp is empty for the remainder of the year. The Leadership Camps and Facility Rentals program aims to address those vacancies, while simultaneously increasing revenues for the camp.

The highly successful Red Pine Leadership Camp, which began in 2014, will target increased attendance. At the same time, there will be greater marketing of the Golden Lake facilities for rental opportunities by other groups.

The Red Pine Leadership Camp (RPLC) for teens was started two years ago and has been a great success. Based on a proposal last fall, the Board decided to build on that success and has contracted a part-time Leadership Camps Director to build that part of our business. Over the next five years, the Leadership Camps Director will focus on the following:

- **Continue to increase attendance** at the Red Pine Leadership Camp
- Build on the reputation of the main leadership camp by **forging relationships with schools and community groups** with the goal of hosting short-term (two-to-five day) leadership camps in the shoulder seasons
- Aggressively market the camp as a **rental opportunity for weddings, retreats**, and other groups outside the main camping season

The objective is to build this part of our business over the next five years with a goal of having leadership and camp rentals making a net contribution of \$60K to \$75K annually by the end of the period.

4. Program:

The diverse variety of land and water programs bring campers of all ages together while reinforcing RPC core values of community, leadership, volunteerism, environmentalism, competitive and non-competitive activities, and multigenerational interactions.

While many RPC programs/activities have become deep-seated traditions, evolving times and camper expectations prompt the introduction of new innovative programs to remain current.

- **Craft Program:** will be re-evaluated to ensure it meets the diverse needs of the majority of campers each week. Also to be reviewed will be:
 - An alternative payment processes for camper craft supplies
 - Program delivery with respect to the responsibilities of volunteers and staff
 - Maximizing the use of current and future facilities
 - Strategies to deepen, strengthen, and widen ties with the local community as suppliers of materials or expertise
- **Enhance LIT Program** content to focus on environmental activities and camper-staff interaction
- Add components to the **playground structures**
- Enhance **self-directed activities**, i.e. mini golf, bocce

5. Staffing:

Red Pine Camp will continue to hire the most qualified young people to work at camp, help them to gain work experience, and develop their leadership skills in a supportive and respectful environment.

RPC will conduct a review of its organizational structure to ensure the staffing configuration (permanent and part-time employees) and skill sets align with requirements set out in the corporate plan.

RPC will communicate to all new hires its commitment to providing a collaborative and educational work experience.

6. Environmental Stewardship:

The natural environment is of utmost importance to Red Pine Camp and all camp activities. RPC strives to be an environmentally conscious camp and has taken a number of steps towards environmental sustainability. There are several impact areas that must be addressed in the near future for the camp to meet its obligations to the environment.

These impact areas include:

- Waste management
- Soil quality and reforestation, and
- Septic systems

Protection of the environment is a core value at RPC. Among measures to be pursued: reduction of food waste, improved reforestation, and the investigation of new technologies to reduce stress on septic systems.

RPC has invested in a composting system and has recycling and waste bins located throughout the camp. The dining hall generates a considerable amount of food waste, and by working diligently with catering staff, RPC staff and campers, we are **committed to reducing the**

weight of waste for every camper.

On average the camp produces 14,000 kg of compost waste each summer or about five kg per table per day. The goal is to **reduce output by 20 per cent** over five years.

Vegetation, trees and soil are all important aspects of the immediate natural environment. The Grove and bluff have become areas of concern because of erosion, soil compacting and the loss of trees. **It is crucial that monitoring the erosion and the status of vegetation on the bluff continues.** A dedicated team will be assembled to oversee the status of trees around the camp and will ensure that the shore strip and Grove are being responsibly reforested. An independent report on RPC forestry, commissioned by the camp in 2007, will be reviewed annually to ensure goals are achieved.

Another area of concern is the soil compacting occurring within the Grove because of vehicle traffic. **A plan needs to be set to reduce or eliminate camper vehicle traffic** in the Grove as per recommendations in the 2007 forestry report by IFS Assoc.

Septic systems can be taxed heavily throughout the summer and issues can negatively affect the camp's water quality. The septic systems around the camp will continue to be assessed and **methods of reducing the stress on the septic systems will be evaluated** to reduce the risk of potential threat to the environment. New technologies, such as waterless urinals, will be investigated.

7. Governance:

Red Pine continues to operate as a volunteer-run and managed organization with three full-time permanent staff members (a Business Manager and two Golden Lake-based Property Managers), approximately 70 summer employees, and,

No changes are required to the Red Pine governance model, but there is a need to improve volunteer recruitment and retention to support special projects.

beginning in late 2015, an independent contractor to oversee and manage its expanding Leadership Camp and Camp Rentals segment.

Shareholders elect the seven-member skills-based Board of Directors at their Annual General Meeting, usually held in the spring. The Board appoints a seven-member

Operating Committee to oversee staffing and operations. No changes are recommended to the current governance structure. However, the Board recognizes the need to recruit more volunteers to take on special projects (ie. website upgrades, property improvements, planning for infrastructure renewal).

In order to expand volunteer involvement, the Board will identify a better system for recruitment and retention of volunteers.

Among priorities is the development of a good database of volunteers. By 2020, at least 50 new individuals will have been identified to participate in special projects.

Other measures to be undertaken over the next five years include:

- **Development of new Vision and Mission statements** to clearly reflect RPC core values and objectives
- **Ongoing accreditation with the Ontario Camps Association (OCA)** to ensure compliance with all regulatory changes related to Ontario camps. RPC will send delegates to attend the annual OCA meeting

8. Culture:

Camp is built on traditions, but our society and camper population is changing. In the next five years, RPC will:

- **Revisit language and content of some of the songs** in our Camp songbook before reprinting to ensure inclusive language
- Work with a special task group to **identify pre-meal graces that are more inclusive**
- Ensure the area in the Grove known as the Chapel in the Pines is an inclusive and well-used space. In 2015, a special subcommittee recommended **renaming the space the Circle in the Pines and refiguring benches into a circle**. This recommendation will be implemented.
- Continue to build **partnerships with our neighbouring Indigenous community** through crafts, storytelling, and skill development
- Continue to **promote accessibility, diversity, inclusion and respect**

9. Budgetary Projections: 2016 – 2020

Revenue Generation

Planning for camper revenues for the period of 2016 – 2020 is based on a recent average annual camper attendance level of 2,150. Actual attendance is affected by the number of days for Canada Day, week 1 (often a short week) and Labour Day weekend. The plan assumes a continuing increase in average annual attendance as a result of revenue generation measures described earlier. It is anticipated that camper fees will be maintained at an annual increase of no more than inflation plus 1%. Operating expenses are assumed to increase at the same rate.

New sources of revenue are being actively pursued, including the introduction and expansion of new programs in the shoulder seasons (ie Red Pine Leadership Camp, Fall Fiesta, facility rentals). These are listed under Other Revenue.

The board will actively pursue a program to raise funds from campers and other interested parties for major repairs / renovations. This is listed under Infrastructure funding.

Crafts and Tuck Shop are assumed to operate on a break-even basis, including staff salaries.

Depreciation

Annual depreciation rates will vary depending upon the capital expenditures incurred in each year. For presentation purposes, annual depreciation has been estimated to be \$70,000.

Working Capital

It is expected that the working capital reserve will be significantly depleted in the short-term due to anticipated repairs to both A dock and planned cabin repairs / renovation / replacement.

Capital Investments

As outlined in the infrastructure section of this plan, an extensive review of all buildings and infrastructure was undertaken in 2011 to identify short- and long-term capital requirements. The Operating Committee has identified major capital projects that are to be undertaken in the next 10 years including:

- Repairs to A dock (2016/2017)
- Cabin repairs (specifically 42, 23, 11 and 15), renovation and replacement
- Accessibility upgrades
- Renovations to washrooms
- Replacement / expansion of waterfront equipment, and
- mechanical systems (water, electrical, septic, etc.)

See the attached table for a summary of the budgetary impact of this five-year plan.

Red Pine Camp – Corporate Plan 2016-2020

Projected Revenues, Expenses and Investments for 2016 - 2020

	Actual	Projected				
	2015	2016	2017	2018	2019	2020
Camper weeks	2,150	2,150	2,175	2,225	2,275	2,300
Adult Weekly rate (\$)	524	540	556	578	601	625
% Increase - Revenue		3%	3%	4%	4%	4%
% Increase - Expenses		3%	3%	4%	4%	4%
Camper Revenue (1,000)	1,096	1,130	1,177	1,247	1,321	1,387
Other Revenue (1,000)	149	155	212	230	233	256
Infrastructure funding (1,000)*	-	25	75	75	75	75
Total Revenue (1,000)	1,245	1,310	1,464	1,552	1,629	1,718
Operating Expenses (1,000)	1,185	1,213	1,292	1,350	1,410	1,481
Depreciation	61	70	70	70	70	70
Total Expenses	1,246	1,283	1,362	1,420	1,480	1,551
Net Income Before Taxes	(1)	27	102	132	149	167
Income Tax - 15.5%	(1)	4	16	20	23	26
Net Income	0	23	86	112	126	141
Add: Depreciation	61	70	70	70	70	70
Available for Investing	61	93	156	182	196	212
Capital Expenditures	98	365	175	175	175	175
Change in Working Capital	(37)	(272)	(19)	7	21	36
Working Capital	341	69	50	57	78	114

**New funds for infrastructure will come from donations, booking surcharges and/or fee increases over and above those already planned*

Approved by the Board of Directors, March 21, 2016