



The Future of Camp Billings

Camp Billings has been a summer destination for children and teenagers for more than 100 years. To maintain its reputation for affordable and quality summer experiences, the Camp Billings Board of Directors approved the 2023 Strategic Plan, cementing a direction for the future that prioritizes facility upgrades, program enhancements, and a plan to keep camp thriving for generations to come.

Our Mission

Camp Billings is dedicated to providing a safe and affordable sleepaway camp where children can disconnect from technology, engage with the outdoors, and build lifelong friendships on the shores of Lake Fairlee, Vermont. Through shared laughter, adventures, and camp duties, our community fosters creativity, nurtures independence, and promotes collective responsibility, ensuring every camper leaves with cherished memories of a fun and magical summer.

Strategic Priorities

Program Enhancements: Support directors in evolving programming based in Camp Billings tradition and current market trends.

Business Operations: Professionalize and modernize the business operations and operating model.

Governance: Prioritize long-range planning, financial sustainability, and facilities maintenance and upgrades.





Program Enhancements

- Examine existing policies and procedures around camper health and wellness, crisis management and response, and broader risk management.
- Create a community inclusivity plan to set short-term and long-term objectives around diversity, equity, and inclusion (DEI) work, with the goal of creating a more diverse and inclusive Camp Billings for campers, staff, and alumni.
- Explore the growth and expansion of existing in-session trips and excursions.
- Evaluate new waterfront programming opportunities that maximize the lakefront experience for campers of all ages.
- Explore additional survival skills, nature, and outdoor programming.
- Consider other opportunities for new and innovative programming that Camp Billings does not currently offer.

Business Operations

- Streamline operations through more efficient pick-up and drop-off procedures, online registration, and modernized payment processes.
- Assess and determine ideal enrollment, session lengths, and staffing model to meet market demands.
- Prioritize the customer experience from the parent perspective to meet current service expectations.
- Develop a marketing and recruitment strategy to maintain enrollment.
- Increase professionalism and expertise of counselors and staff through recruitment of specialists, increased training, and competitive pay.

Governance

- Consider renovating outdated facilities, specifically the kitchen and dining hall.
- Consider construction of a permanent outdoor covered pavilion for flexible programming.
- Develop a long-term capital budget that includes a deferred maintenance schedule and capital projects forecast.
- Continue focus on philanthropy and alumni engagement, including in-season and off-season events to build community.
- Launch marketing and enrollment committee to support enrollment needs.
- Evaluate existing Board of Directors policies and procedures to ensure the Board remains agile and impactful.
- Establish benchmarking and evaluation process for annual tuition setting.
- Evaluate the viability, impact, and underlying costs of operating a rentals program and other auxiliary opportunities to support financial sustainability.

Thank you to the Strategic Planning Committee: Andy Schneider, Eliza Browning, Sean Collins, Anne Collins, Julie Hurwitz, Ben Cheney, Henry Lang, Jasmine St-Laurent, and John Lisak.