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March 2023

2022

OMC DIRECTOR SURVEY

FULL DATA REPORT

United Methodist Camp & Retreat Ministries

Episcopal Camps & Conference Centers

United Church of Christ OMA Outdoor Ministries Association

Presbyterian Church Camp and Conference Association PCCCA

LOM Lutheran Outdoor Ministries

Outdoor Ministries Institute – Institut des Ministères de Plein Air

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In This Report

How to Use This Report

Share survey findings with your organization's camp directors.

Discuss key survey findings with your ministry center's staff or board of directors.

Compare your site's philosophy and statistical data with the larger camping network.

Introduction

The founders of Outdoor Ministries Connection (OMC) committed themselves to research as one of several ministry priorities. The first director survey was conducted in 2014 as part of a grant-funded research initiative called The Confirmation Project and included four OMC organizations. Hoping to establish a benchmark survey of Mainline Christian camp and retreat ministries, OMC funded an expanded survey in 2016, 2018, and 2020 including all of its member organizations. The 2022 survey represents the fifth bi-annual survey of Mainline camp and retreat ministries. With data from 5 surveys over a span of 9 years, we can observe trends in the data.

The six participating outdoor ministry associations, representing approximately 650 individual ministry centers, distributed the online survey to their members and affiliates, encouraging their responses through their communication channels. The survey opened in October 2022 and remained open until January 13, 2023 to facilitate a high response. The survey typically took a director 31 minutes to complete and had a completion rate of 80%. The 277 respondents represented 328 individual sites, for a response rate of approximately 50%.

This report presents survey responses in data tables, charts, and prose. In some cases, multiple survey responses are combined to form summary indices. Results are compared to previous years of OMC data to observe trends over time.

Items of Note

- There were clear signs of recovery from the lows of the COVID-19 pandemic. Summer camp numbers and retreat/conference numbers showed strong rebounds in comparison to 2021 enrollment, though summer camp numbers remained lower than 2019. Responding camps indicated a collective 34% increase in summer camp enrollment from 2021 to 2022.
- There is a clear and progressive slippage in connection to congregational ministries evident among OMC ministry centers. This trend is observable since the beginning of the OMC survey in 2014, and it parallels a trend of deemphasizing the faith-centered nature of OMC minstries. Together, these trends mean a descrease in *integrated* ministry centers.
- Staffing was the number one threat and concern among OMC leaders as 2022 came to a close. 4 out of 5 respondents indicated being understaffed in summer 2022, and two-thirds were understaffed during the fall retreat/conference season. The challenges also included full-time staff, with 39% of respondents indicating at least one year-round staff vacancy. Many increased summer staff salary, which saw a 24% average increase from 2020 to 2022. However, the increase in pay was not associated with being more fully staffed.
- Financial health and director confidence remained strong and optimistic in 2022. Over a third of respondents (35%) indicated that fundraising revenue was higher compared with the previous year, and 86% indicated they were very or extremely confident that their ministry would be operating in two years (up from 80% in the 2020 survey). These numbers, combined with robust increases in summer camp and retreat enrollment, are reasons for optimism in the industry.

Ministry Site Overview

277 Outdoor Ministry organizations responded to the survey, representing **328 ministry sites.** They represented 45 U.S. states and 10 Canadian provinces and territories.

FIGURE 4A: # RESPONDING OUTDOOR MINISTRY ORGANIZATIONS, BY AFFILIATION

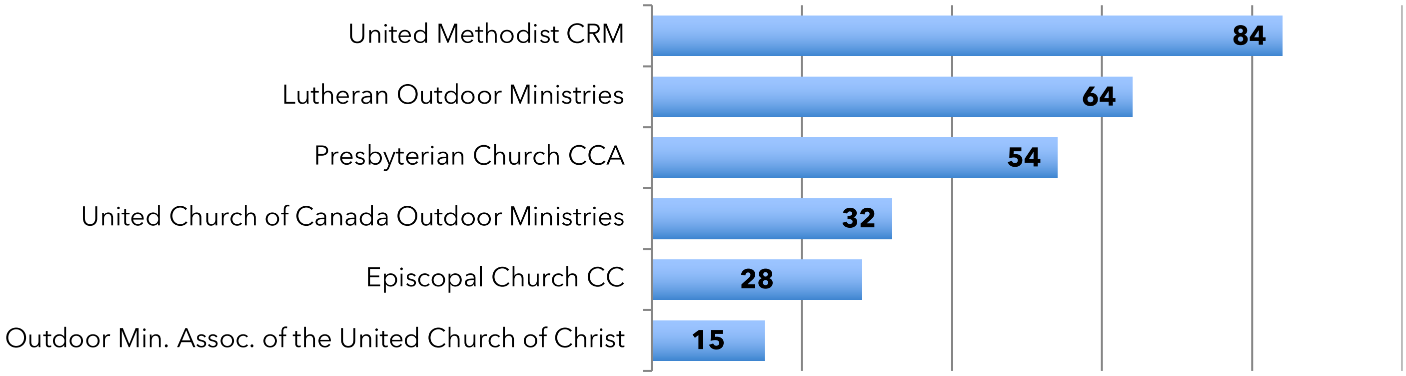
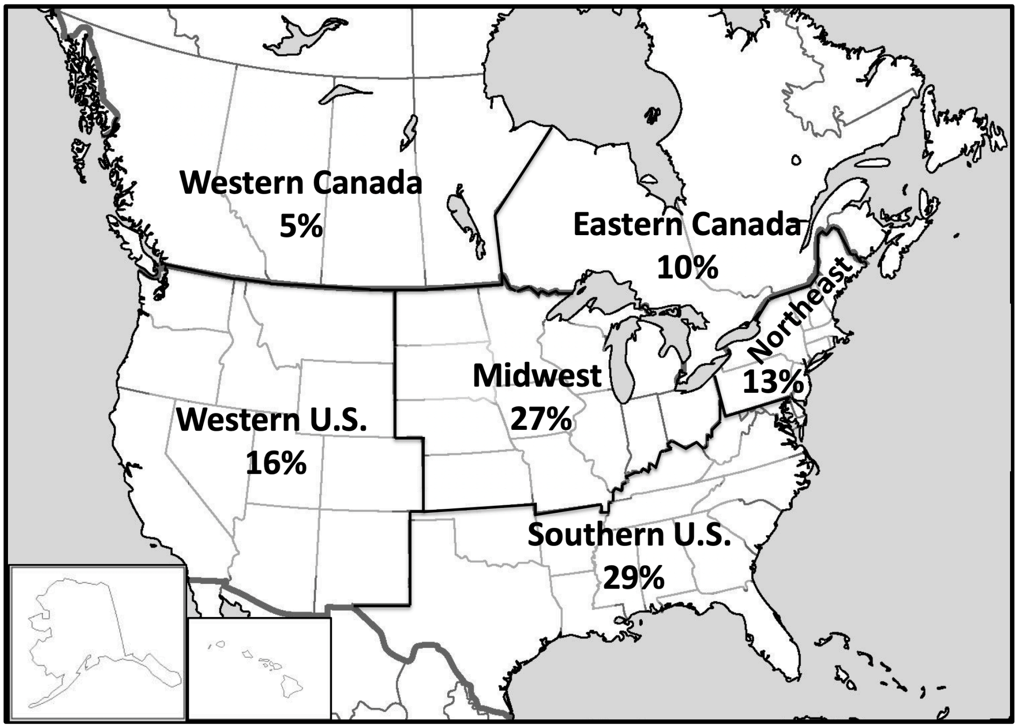


FIGURE 4B: PERCENTAGE OF RESPONDING MINISTRIES, BY REGION, *n*=277



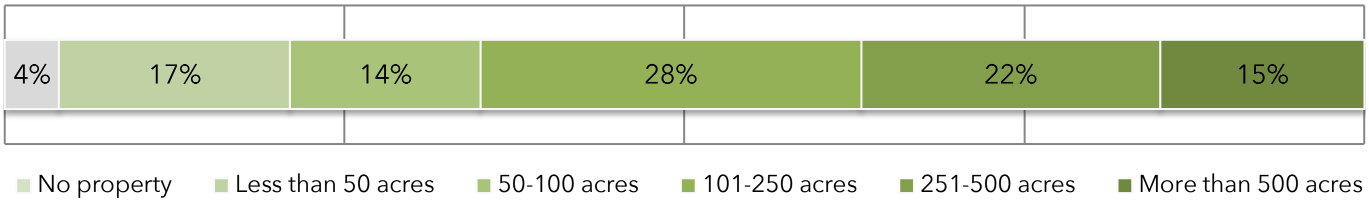
*Camp distribution by region was nearly identical to the 2020 survey

General Ministry Site Overview

- 91% of respondents were at a single-site ministry, while the other 9% had an organization representing multiple sites (about half of these had 2 sites, a third had 3 sites, and the remainder had 4+ sites)
- 81% of respondents indicated their ministry center is open year-round
- 79% Mixed-Use Sites: offered summer camp programming alongside other programming, such as retreats, conferences, and user groups
- 15% Primarily Summer Camps: limited or no other programs; these included over half of Canadian sites
- 6% indicated that they did not offer summer camp programs (all but one of these were in the U.S.)

Property

FIGURE 5: PROPERTY SIZE IN ACRES, *n*=271



- 66% had more than 100 acres of property
- The average individual site was 271 acres

Full-time Employment

- 9% had no <u>full-time staff</u> members
- 14% employed 1 full-time staff member
- 24% employed 2-3
- 21% employed 4-5
- 22% employed 6-10
- 10% employed 11 or more

Employment Summary *(including full-time and part-time staff)*

- A third of outdoor ministry sites had 5 or fewer paid staff people (this included 12% operating with only one paid staff or none at all)
- Another third had between 6 and 10 paid staff members
- The remaining third had more than 10 paid staff members (including 10% with 25+ staff)

Vacancies

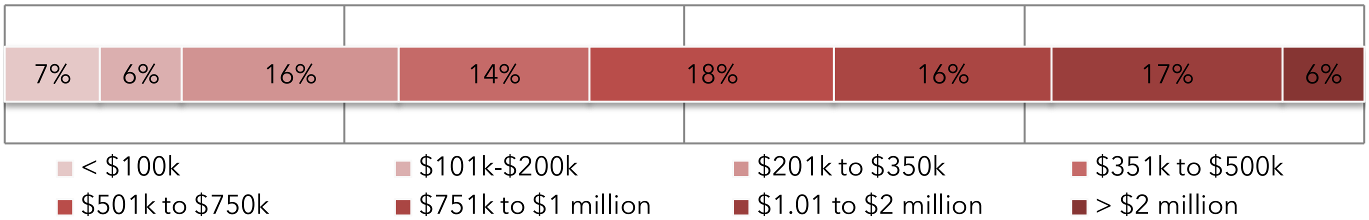
- Of the ministry centers reporting that they employed year-round staff people, 39% indicated that they currently had one or more staff vacancies, including 10% that had 3 or more vacancies.

Accreditation

- 55% of U.S. ministry centers were accredited through the American Camp Association (ACA)
- 22% were members of the Christian Camp and Conference Association (CCCA)

Annual Operating Budget in 2022

FIGURE 6A · *n*=270



Variation in OMC budget was largely consistent between 2020 and 2022. Just over a quarter of ministry centers (29%) had annual budgets less than $350,000 and almost another quarter (23%) had budgets over $1 million (including some with budgets over $4 million).

Fundraising & Donations Revenue in Comparison with Previous Year

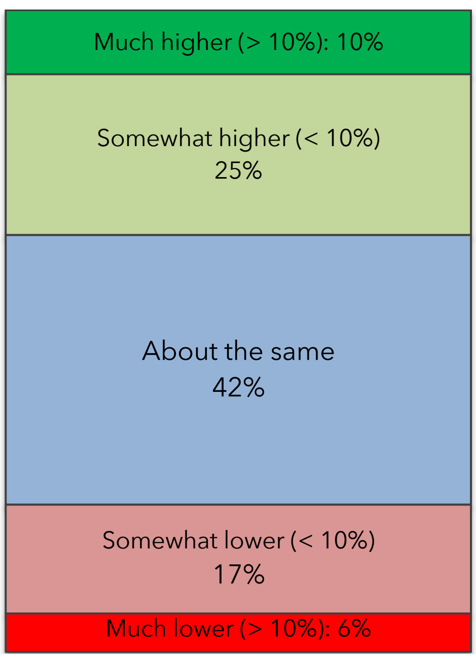


FIGURE 6B · *n*=263

Fundraising was up remarkably in 2020, when 71% of respondents said their revenue from fundraising and donations was higher than in the previous fiscal year. Fundraising remained strong in 2022, with over a third of respondents indicating higher revenue compared with the previous year, while less than a quarter (23%) indicated lower revenue from fundraising.

FIGURE 6C: % REPORTING INCREASED FUNDRAISING REVENUE, BY ANNUAL BUDGET CATEGORY

	Higher than 2021
Budget: under $200,000	45%
Budget: $200k to $500k	32%
Budget: $501k to $1 million	31%
Budget: $1.01 to $2 million	36%
Budget: over $2 million	50%
All Ministry Centers	**35%**

Director Confidence That Ministry Center will be Operating in 2 years

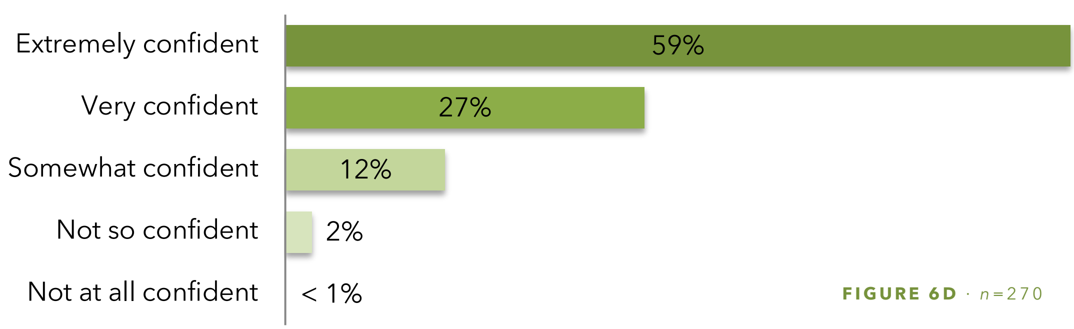


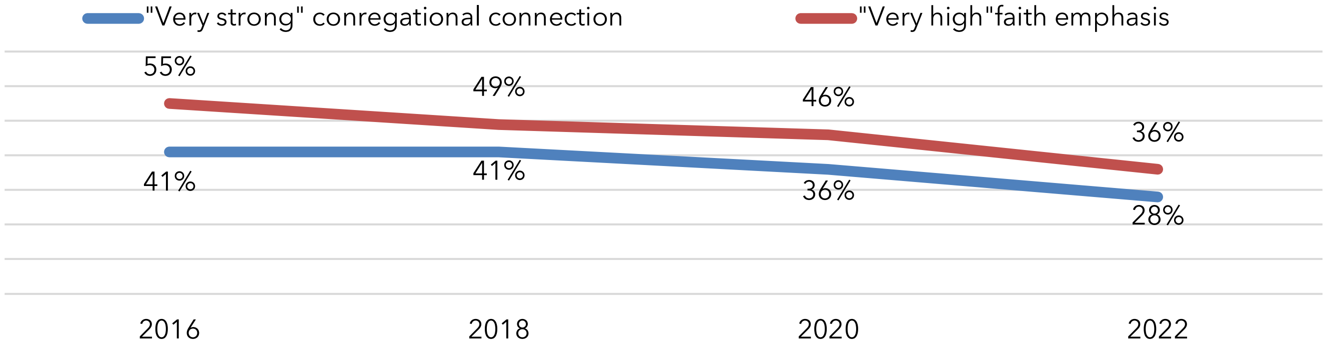
FIGURE 6D · *n*=270

Congregational Connection

One of the key assets of Christian outdoor ministries is their connection to reliable partners in their supporting congregational ministries. The stronger this connection, the more support the ministry center enjoys. When the OMC survey began in 2014 with Episcopal, Presbyterian, Lutheran, and United Methodist ministries, 58% of responding directors indicating that “strengthening/supporting congregations” was “very” or “extremely important” to the philosophy of their ministry center. The average importance assigned to this priority has declined steadily since. Also in the 2022 survey, 28% of respondents indicated their ministry center had a “strong or very strong” connection to congregational ministries and the teachings of their faith tradition. This was down substantially from 41% in the 2016 and 2018 surveys and 36% in the 2020 survey. Connections to congregational ministries appear to be weakening.

Impressions of Congregational Connection and Faith Emphasis over Time

FIGURE 7A



The trend is clear over the past several years: both congregational connection and faith emphasis have been declining among OMC camps. Moreover, they have been declining in parallel, indicating a potential link between the two.

General Level of Involvement among Congregational Leaders/Clergy

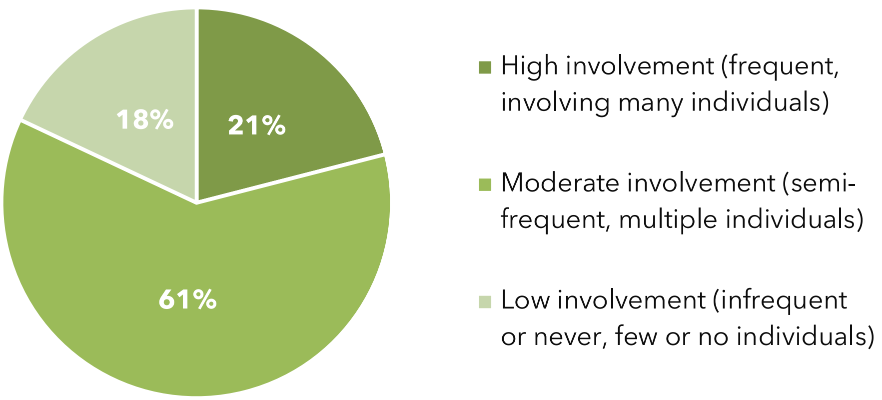
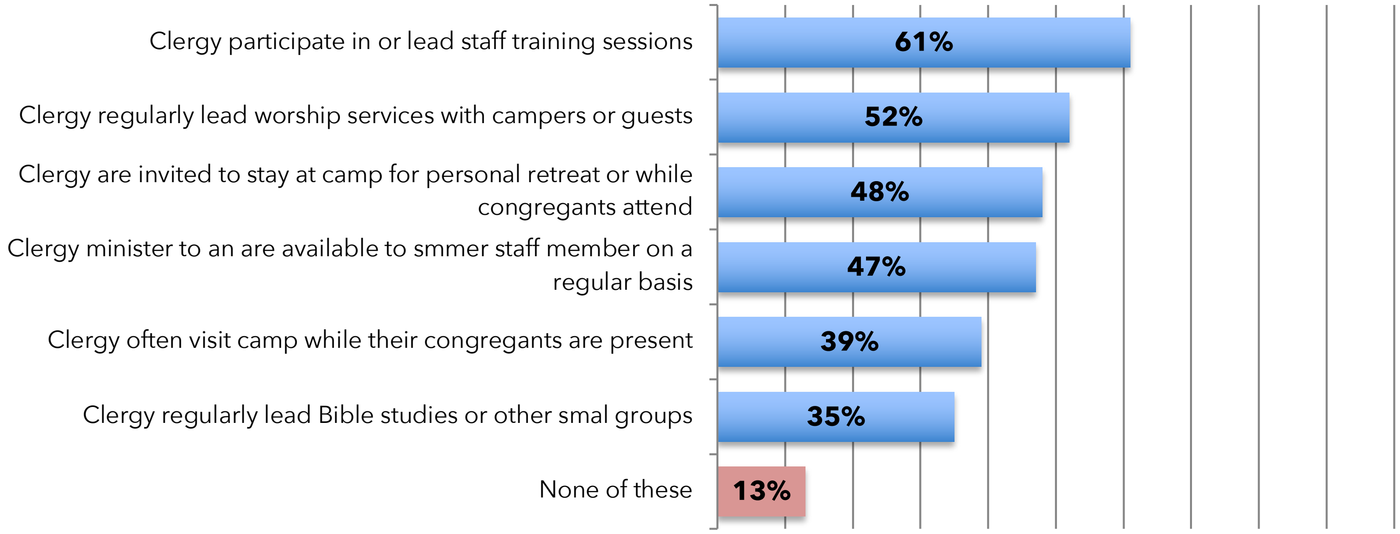


FIGURE 7B

Ways Clergy are Involved During the Summer Months

FIGURE 8



Combining the above survey items with frequency of clergy involvement, in general, suggests that 20% of ministry centers had low levels of clergy involvement, 38% moderate involvement, and 42% high or very high involvement. This was similar to the levels indicated in the 2020 survey, which was the lowest level of involvement indicated since the OMC survey began in 2014.

Outdoor Ministry Type

Based on responses to multiple survey questions, ministry sites were categorized by their connection to congregational ministries/denominational teachings (weak connection, moderately weak, moderately strong, and strong connection) and the emphasis placed on faith/Christian practices (low, moderately high, very high). Combining these two categories reveals four general types of mainline Protestant outdoor ministries:

1. **Nominally Christian:** Low faith emphasis, weak connection to congregations/denominational ministries
2. **Compartmentalized:** Moderate faith emphasis, moderate connection
3. **Disconnected:** High faith emphasis, weak connection to congregations/denominations
4. **Integrated:** High faith emphasis, strong connection to congregations/denominations

FIGURE 9A

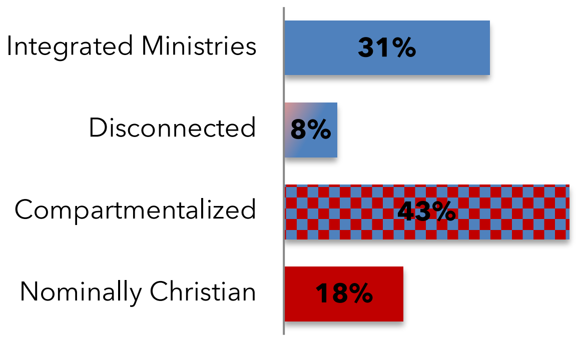
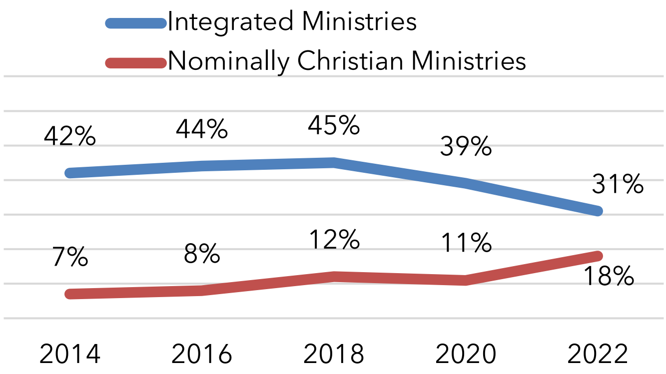


FIGURE 9B



The trend continued towards lower faith emphasis among outdoor ministries that had weak or moderately weak connections to their congregations and denominational bodies (first noted in 2018 survey).

- The percentage of camps having a strong connection to congregational ministries and high faith (Integrated Ministries) dropped below a third for the first time in the survey.
- The % of ministries comprising Nominal and Compartmentalized ministries has grown steadily each round of survey administration. The combined percentage of these two types grew from under 30% in 2014 to 33% in 2016, 44% in 2018, 55% in 2020, and 61% in 2022.
- Most prominent ministry type by region: **Northeast:** Compartmentalized, **Midwest:** Integrated, **South:** Compartmentalized, **West:** Compartmentalized, **Canada:** Nominal.
- There were clear differences between U.S. ministries and Canadian ministries. In the U.S., Compartmentalized ministries (45%) overtook Integrated ministries (35%) as the most prevalent. In Canada, Nominal ministries were the most prevalent (49%), followed by Compartmentalized (39%). This suggests a significant difference in faith emphasis between the two countries.

AGGREGATE

THREAT ASSESSMENT

The following were identified as the greatest threats facing Outdoor Ministries Connection camps by directors in the 2022 OMC Directors Survey. Participating associations included Presbyterians (PCCCA), United Methodists (UMCRM), Episcopalians (ECCC), Lutherans (LOM), UCC (OMA-UCC), and United Church of Canada. This data set consists of **277 responses**.

THREAT #1

Staffing

Across outdoor ministry, staffing was identified as the primary threat by directors. These challenges span denominations and include specifics like recruiting, retainment, staff quality, and inadequate staff numbers to run safe, effective programs. Directors referenced challenges with both summer and other seasonal staffing positions.

Identified as a Top Threat

158 of 277 // 57%

Identified as the #1 Threat

72 of 277 // 26%

THREAT #2

Increasing Costs

Rising costs and inflation were a significant common threat identified by directors. Some specifics included costs of food, supplies, and staffing. It is worth noting that both general finances and fundraising were broken out separately from cost specifics and also ranked in the top ten threat categories.

Identified as a Top Threat

93 of 277 // 36%

Identified as the #1 Threat

22 of 277 // 8%

THREAT #3

Site & Infrastructure

Issues related to infrastructure and site were the next most commonly identified challenge. The age of buildings and deferred maintenance on physical assets were specifically mentioned, along with a lack of funding for these improvements.

Identified as a Top Threat

75 of 277 // 27%

Identified as the #1 Threat

23 of 277 // 8%

THREAT #4

Finances

General finances were identified as a top threat by many directors. Most comments referenced overall finances or budget, while some mentioned specifics like debt or the need of alternative revenue streams.

Identified as a Top Threat

65 of 277 // 23%

Identified as the #1 Threat

32 of 277 // 12%

THREAT #5

Denominational Issues*

Issues stemming from disaffiliation within the associated denominational body were identified as a challenge by directors. They referenced leadership, support, and camper number impact. *Note that this threat was identified most significantly by UMCRM directors, mirroring ongoing denominational shifts, and was much less commonly identified in other groups.

Identified as a Top Threat
52 of 277 // 19%

Identified as the #1 Threat
24 of 277 // 9%

THREAT #6

Church Engagement

OMC directors identified a number of challenges related to church engagement. They referenced things like declining congregation membership, dwindling youth ministries, and shifts in the landscape of church as a whole.

Identified as a Top Threat
50 of 277 // 18%

Identified as the #1 Threat
22 of 277 // 8%

THREAT #7

Camper Numbers

The number of registered campers continued to be a challenge, as outdoor ministries continued post-pandemic recovery. Directors identified regular camper registrations for both summer and year-round opportunities as well as user group utilization.

Identified as a Top Threat
39 of 277 // 14%

Identified as the #1 Threat
19 of 277 // 7%

THREAT #8

Fundraising

Directors identified shrinking donor bases as a challenge with specific mention of things like donor age, which was by far the most commonly identified factor, as well as involvement level of financial supporters, and donor fatigue.

Identified as a Top Threat
39 of 277 // 14%

Identified as the #1 Threat
8 of 277 // 3%

THREAT #9

Culture/Society

The effects of cultural and societal shifts had an impact on outdoor ministry, according to directors. They referenced change or polarization in values, political points of view, inclusivity, diversity, and society's view of the church. Some referenced noticeable generational-based differences in values.

Identified as a Top Threat
38 of 277 // 14%

Identified as the #1 Threat
10 of 277 // 4%

THREAT #10

Constituency

Directors identified a threat in that some constituencies and/or member congregations are either disengaging, or more commonly, getting smaller or even shutting their doors as a church. They referenced a number of forms of support becoming less from their historically dedicated congregations.

Identified as a Top Threat
25 of 277 // 9%

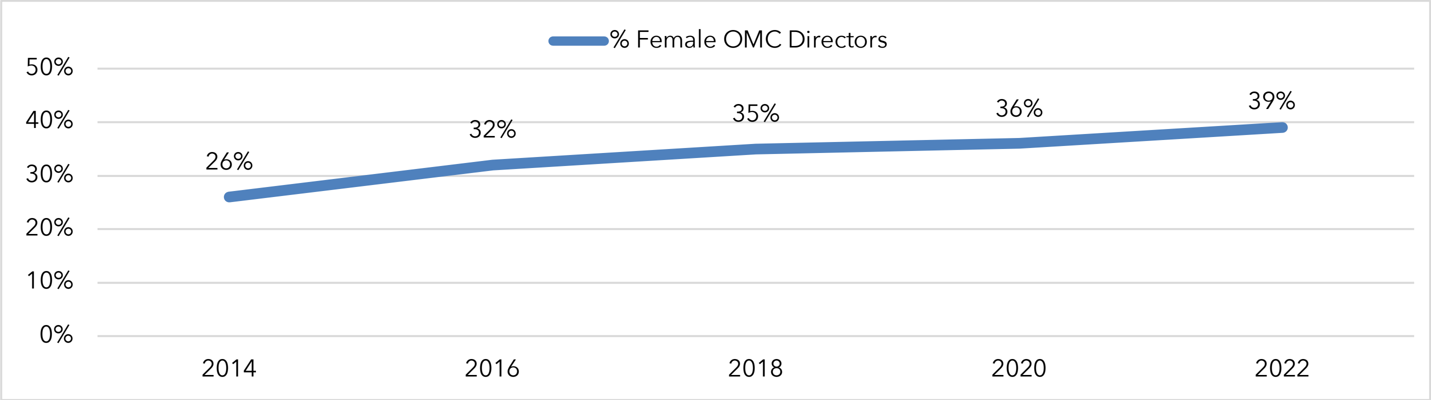
Identified as the #1 Threat
8 of 277 // 3%

Camp/Retreat Center Directors

About the Directors

- 97% were white
- 39% were female
    - The proportion of female camp directors continues to increase slowly but steadily
    - Over half (54%) of directors under age 40 were female, compared with only 30% of those over age 50

FIGURE 12



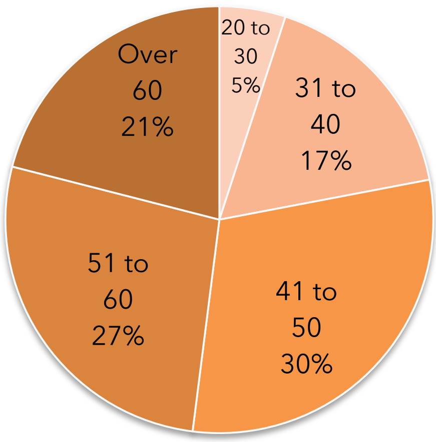
Education

- Education level: 9% did not have a bachelor's degree, 51% had a bachelor's degree, 37% had a master's degree, and 3% had a doctorate
- 30% had a formal theological degree (including 17% with an M.Div) and an additional 8% had a professional certification in religion, theology, or ministry
- 33% had received no formal theological education
- The remaining 29% had taken some courses or continuing education focused on religion or theology

DIRECTOR AGE AND TENURE

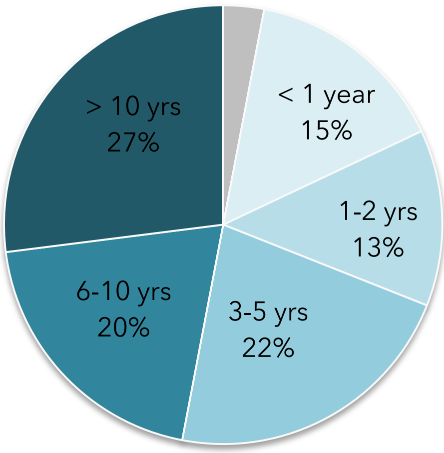
Director Age

FIGURE 13A



Current Director Tenure

FIGURE 13B



Director turnover remained low in 2022, compared to 2018 and previous. Turnover rate was similar to 2020, when it was low in comparison to previous years. Correspondingly, directors tended to be older than any previous year of the study, with nearly half (48%) over 50. In comparison, only 43% were over 50 in 2020 and 39% in 2018.

Director Demographics by Annual Budget Categories

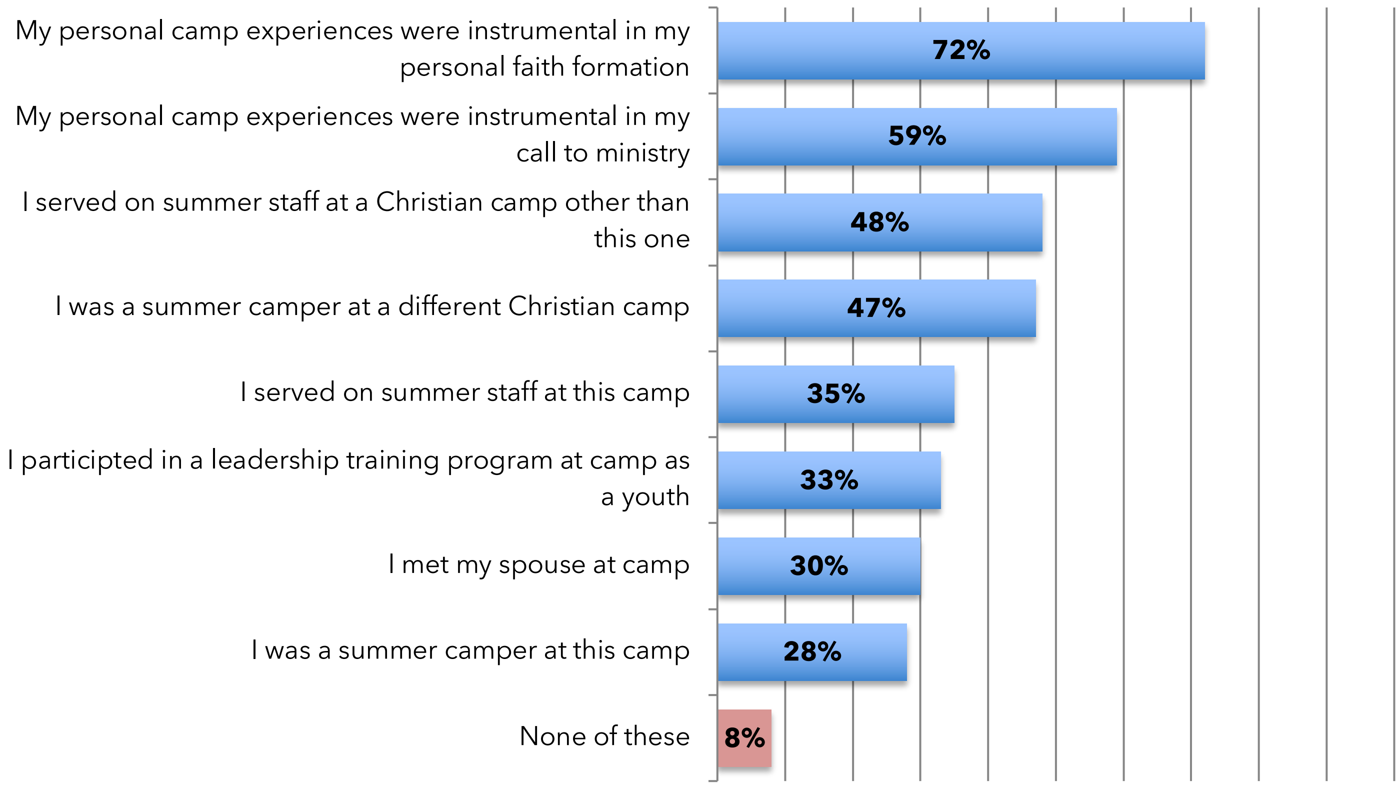
FIGURE 13C

	< $200k	$201k-$500k	$500k-$1 mil	>$1 million
Male director	51%	48%	68%	75%
Bachelor's degree or higher	82%	91%	90%	95%
Theological degree (any) or certification	32%	45%	33%	41%
Tenure of more than 5 years	28%	36%	58%	66%
Age over 40	67%	66%	82%	93%

There were significant differences in director demographics when comparing camps with small annual budgets with those having larger annual budgets. Directors of camps with larger annual budgets were much more likely to be male, older, have a higher level of education, and have a longer tenure.

In which of the following ways has camp impacted your personal story?

FIGURE 14A



- **76%** of respondents served on summer camp staff at either their current camp or another Christian camp
- **69%** attended summer camp, either at their current camp or another Christian camp
- Over half of respondents (**54%**) indicated 4 or more of the above ways camp impacted them

Respondent State of Being

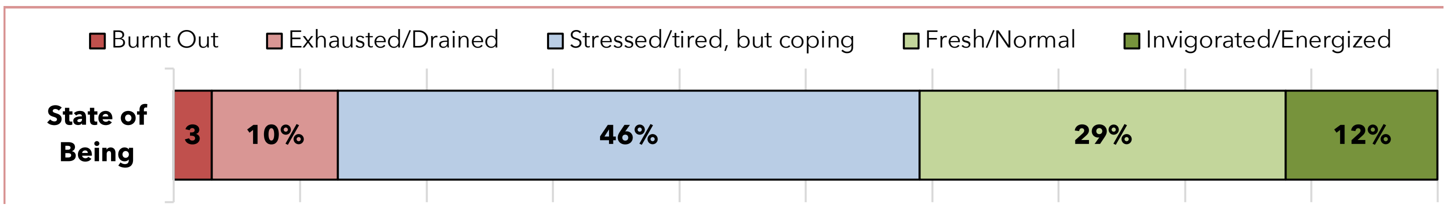


FIGURE 14B

Summer Camp 2022

Overall summer program summary

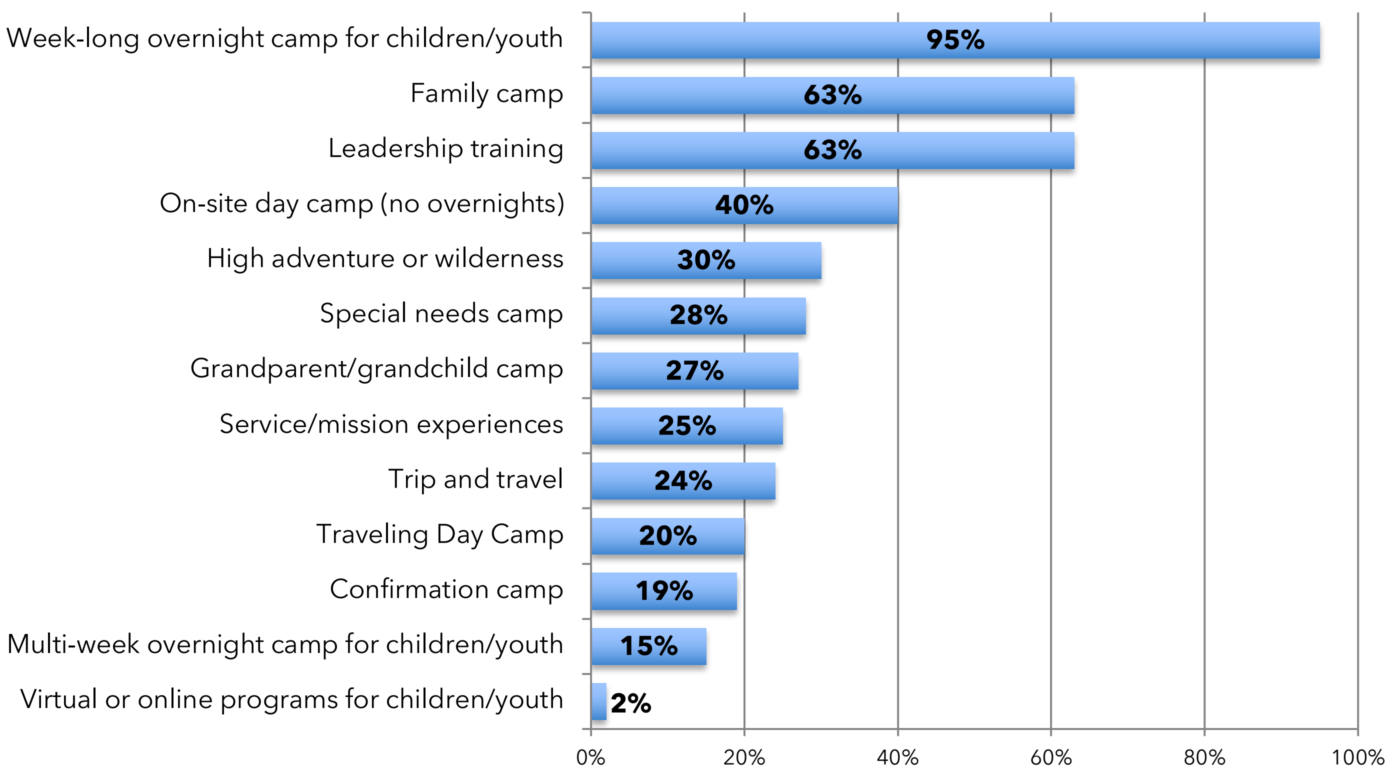
- 58% had primarily co-ed residential summer camp for children/youth
- 32% ran a combination of traditional summer camp and retreats or other programs
- 5% were primarily rental facilities for outside groups
- 3% were primarily retreat centers during the summer
- 3% typically ran day-camp, family camp, or other specialty camp programs

Weeks of Summer Programming

The median number of weeks of summer programming offered in 2022 (not including staff training) was 7, with over ¾ of camps (77%) offering between 5 and 9 weeks of programming. Just over 10% offered fewer than 5 weeks, and just over 10% offered more than 9 weeks.

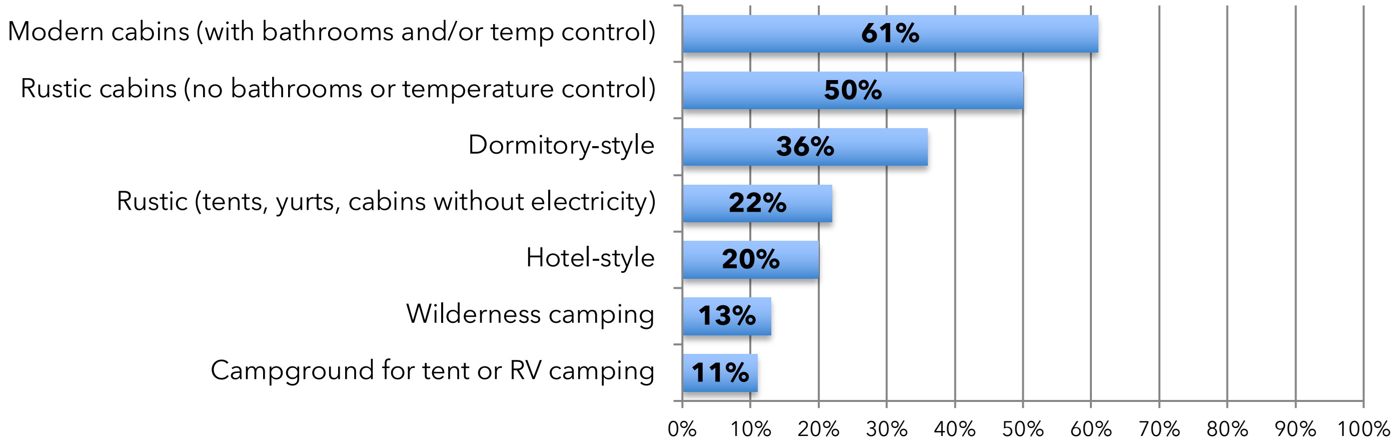
Summer Ministry Sessions Offered
(of 259 centers offering summer camp programs)

FIGURE 15, *n*=259



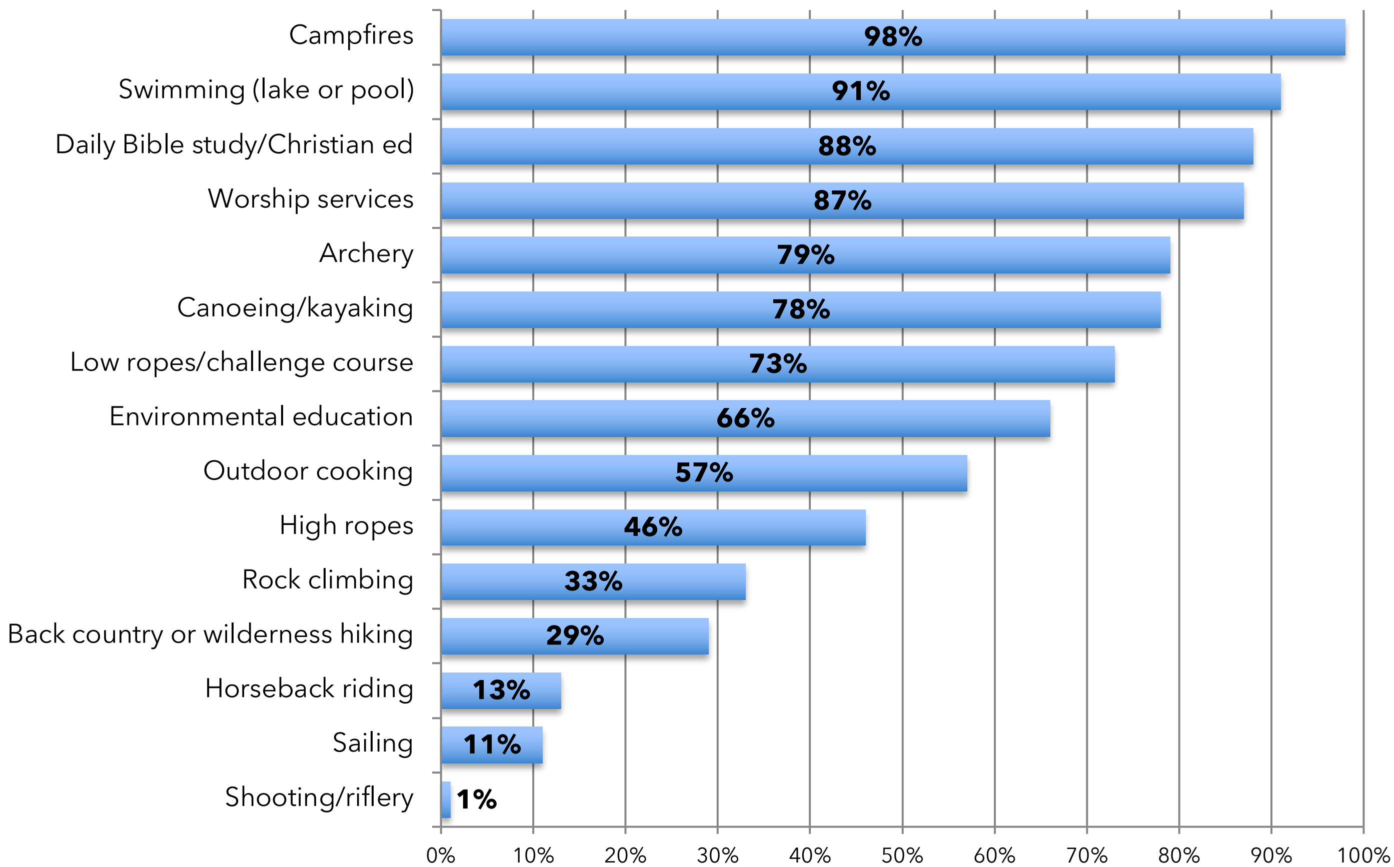
Summer Housing Accommodations Available

FIGURE 16A, *n*=269



Which of the following are regularly offered during summer programming?

FIGURE 16B, *n*=267



Centralized and Decentralized Programming

Centralized programming was defined as having "daily large-group activities, individual participant choice, and large-group meals," while decentralized programming was defined as having "activities by participant group, few all-camp activities, and meals in small groups." As in years past, OMC camps tended to be more centralized than decentralized.

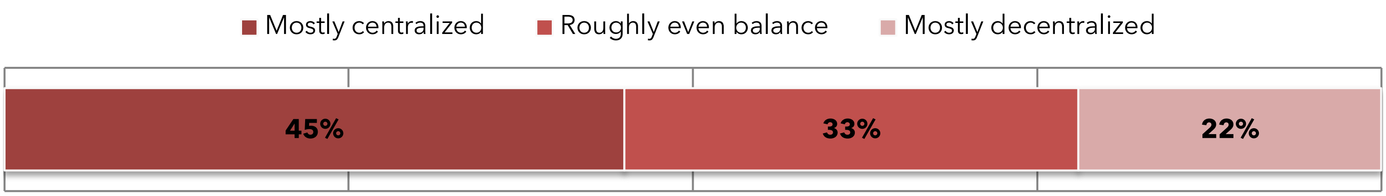
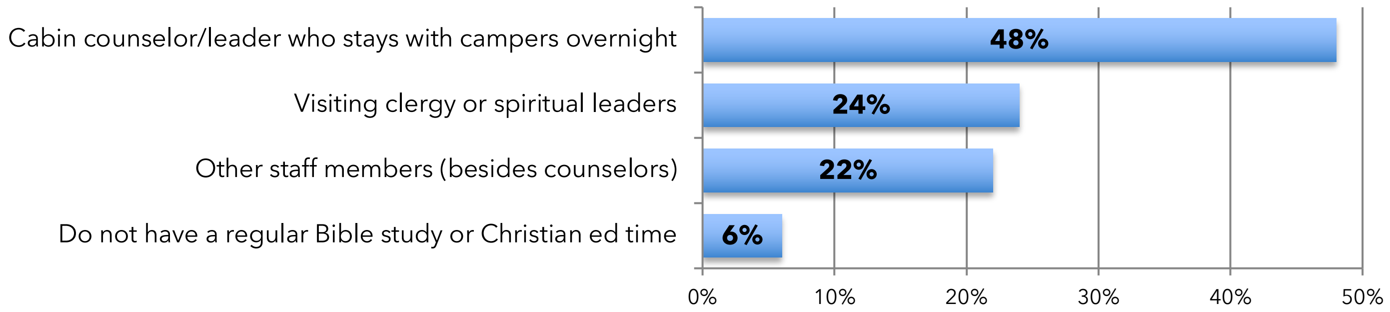


FIGURE 17A, *n*=242

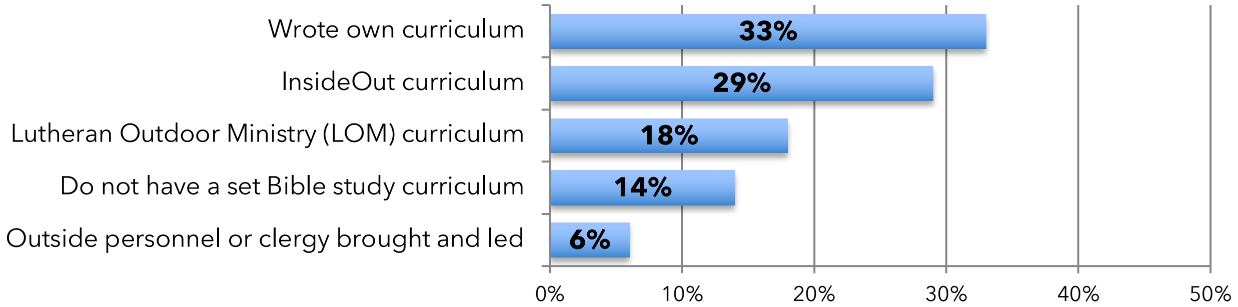
For the majority of your camp programs, who leads/facilitates the Bible study or Christian education time?

FIGURE 17B, *n*=237



What did your camp use for summer Bible study curriculum?

FIGURE 17C, *n*=237



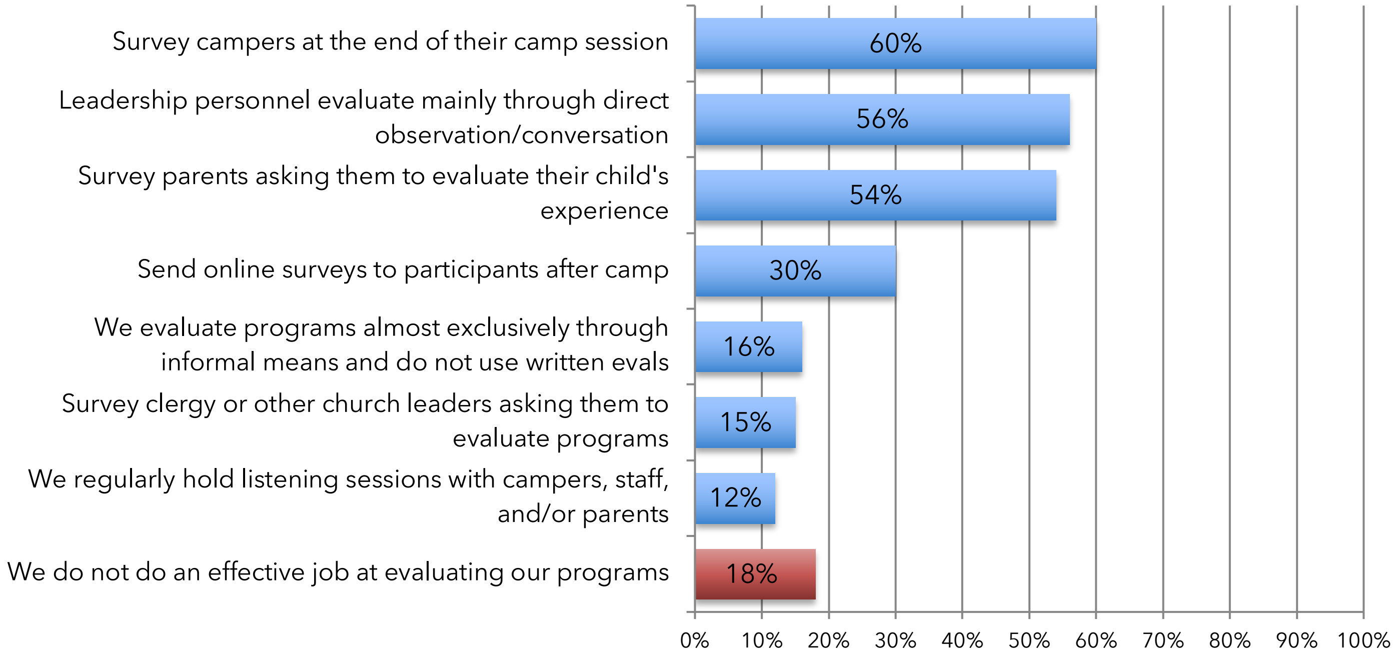
Percentage of Camps, by Denomination, Using Bible Study Curricula (2022)

FIGURE 18A

	InsideOut	LOM curriculum	Wrote own curriculum	Outside personnel	No set curriculum
UMCRM	50%	10%	36%	1%	3%
LOM	3%	59%	35%	0%	3%
PCCCA	38%	4%	43%	4%	11%
ECCC	14%	0%	27%	32%	27%
OMA-UCC	80%	0%	10%	0%	10%
UC-Canada	7%	0%	25%	7%	61%
TOTAL	**29%**	**18%**	**33%**	**6%**	**14%**

Evaluation Methods Used in 2022

FIGURE 18B, *n*=237



Summer Camp Enrollment in 2022

Summer Capacity

Summer camp capacity varied widely among the responding ministry centers. About a third of respondents had capacity for under 100 overnight guests at a time. Another third had capacity for 100-150 overnight guests. The top third had capacity for over 150 overnight guests at a time.

- This capacity was slightly lower than in previous years of the OMC survey, indicating that some camps have reduced their overnight capacity.
- Fewer than half (49%) of camps indicated their enrollment was at least 75% of capacity in 2022 (including 22% saying enrollment was at 90% capacity or higher).
- However, almost three-quarters (73%) indicated that enrollment was higher than in 2021.
- For almost half of camps (45%), enrollment was still down when considering the past 5 years.

Summer Camp Enrollment Trends

FIGURE 19

	2014*	2016	2018	2020	2022
90% capacity or higher	14%	13%	15%	4%	**22%**
75% to 89% capacity	45%	32%	31%	3%	**27%**
50% to 74% capacity	41%	35%	35%	12%	**36%**
Less than 50% capacity		20%	19%	81%	**15%**
Higher than previous summer	45%	45%	44%	4%	**73%****
About the same as last summer	33%	39%	35%	6%	**14%**
Lower than previous summer	22%	16%	21%	90%	**13%**
Highest of past 5 summers	-	25%	27%	2%	**13%**
Higher than most of past 5 summers	-	21%	21%	3%	**16%**
About the same as past 5 summers	-	34%	30%	6%	**26%**
Lower than most of past 5 summers	-	13%	17%	7%	**35%**
Lowest of past 5 summers	-	6%	5%	82%	**10%**

* The 2014 survey consisted only of UMCRM, LOM, PCCCA, and ECCC respondents, as OMC had yet to form

** 38% indicated the increase was "much higher" than the previous summer (greater than 10%), and an additional 35% said "somewhat higher" (less than 10%)

Overnight summer camp enrollment

Respondents were asked to provide enrollment numbers for both summer 2021 and summer 2022 for several programs they indicated offering. For overnight summer camp:

In 2021, 195 camps provided data

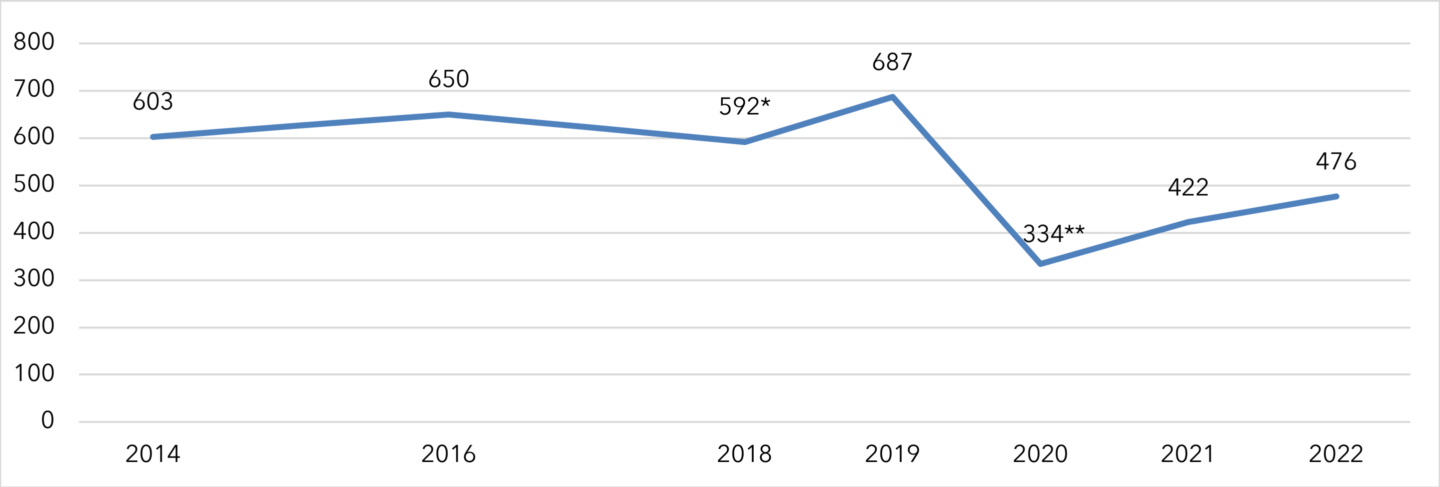
- Average overnight camper enrollment was **422**
- A quarter of camps enrolled fewer than 160 overnight campers, a quarter 160-300, a quarter 301-549, and a quarter 550 or more campers
- The top 10% enrolled more than 900 campers
- Together, these camps served **82,394** overnight campers

In 2022, 232 camps provided data (including 36 camps that served 0 campers in 2021)

- Average overnight camper enrollment was **476**
- A quarter of camps enrolled fewer than 185 overnight campers, a quarter 186-349, a quarter 350-620, and a quarter more than 620 campers (for comparison, in 2019, the top quarter served 800+ overnight campers)
- The top 10% enrolled 1000 or more campers
- Together, they served **110,450** overnight campers (an increase of 34% over the same camps in 2021)

Average Overnight Summer Camp Numbers Among OMC Camps, 2014-2022

FIGURE 20



*The drop in average summer camp numbers in 2018 is attributable almost entirely to a drop in Lutheran Outdoor Ministries camps during the year of the triennial ELCA Youth Gathering

**88% of camps canceled their overnight camp programs in 2020. This number represents only those camps that offered overnight camp programs.

Day Camp Enrollment

190 camps indicated that they operated on-site day camp programs.

In 2021, 95 of these camps operated day camp and provided enrollment data

- Average day camp enrollment was **237**
- Half of camps enrolled 110 or fewer day campers, a quarter 110-350, and a quarter more than 350 campers

- The top 10% enrolled more than 500 campers
- Together, these camps served **22,542** day campers

In 2022, 100 camps operated day camp and provided enrollment data

- Average day camp enrollment was **239**
- Half of camps enrolled fewer than 100 day campers, a quarter 100-350, and a quarter more than 350 campers
- The top 10% enrolled more than 500 campers
- Together, they served **23,927** day campers (not a significant increase over the same camps in 2021)

Family Camp Enrollment

Almost 2/3 of camps (63%) indicated that they operated family camp programs.

In 2021, 124 of these camps operated family camp and provided enrollment data

- Average family camp enrollment was **163**
- Half of camps enrolled 62 or fewer family campers, a quarter 63-114, and a quarter 115 or more participants
- The top 10% enrolled 350 or more family campers
- Together, these camps served **20,231** family campers, with well over half (62%) served by the top 10%

In 2022, 147 camps operated family camp and provided enrollment data

- Average family camp enrollment was **160**
- Half of camps enrolled 60 or fewer family campers, a quarter 61-125, and a quarter more than 125 participants
- The top 10% enrolled 250 or more family campers
- Together, they served **23,566** family campers (16% increase over the same camps in 2021, primarily resulting from more camps offering the program in 2022)

Leadership Training Programs

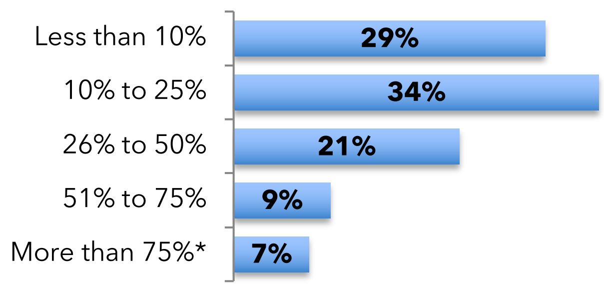
Almost 2/3 of camps (63%) indicated that they offered leadership training programs.

In 2022, 147 of these camps operated leadership training programs and provided enrollment data

- Average leadership training enrollment was **22**, but this was skewed by the small number of camps with very large programs
- Half of all camps enrolled a dozen or fewer participants in their program, a quarter 13-27, and the remaining quarter 28 or more participants
- The top 10% enrolled 50 or more leadership training participants

% of Campers Receiving Financial Assistance

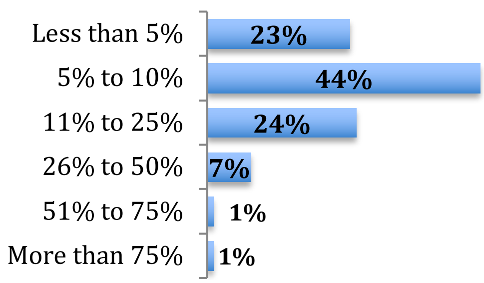
FIGURE 21A, *n*=231



*Some camps indicated giving 100% scholarships to all campers in 2022

% of Campers Representing Racial Minorities

FIGURE 21B, *n*=220



Summer Camp Fees

Average weekly camp fee in U.S. $491 USD

- 25% of camps charged $545 or more for their typical week-long overnight program. At the low end, a quarter of camps charged $415 or less.
- In Canada, the average weekly camp fee was $433 CAD

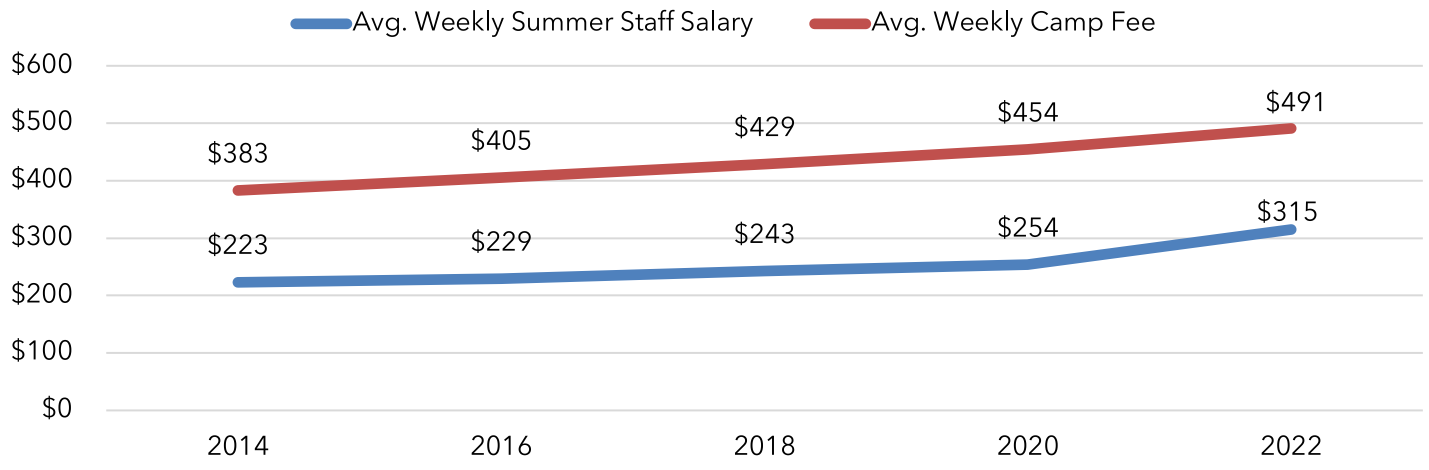
Average Weekly Camp Fee, by Geographic Region, 2018-2022

FIGURE 22A

	Northeast U.S.	Midwest	South U.S.	West U.S.	East Canada	West Canada
2022	**$518**	**$468**	**$507**	**$486**	**$476 CAD**	**$363 CAD**
2020	$451	$430	$479	$453	$457 CAD	$356 CAD
2018	$441	$406	$456	$415	$364 CAD	

Summer Staff Weekly Salary and Weekly Camper Fee Trends in United States 2014-2022

FIGURE 22B



- The average fee for a week of summer camp at an OMC camp in the U.S. rose 28.2% from 2014 to 2022, higher than the rate of inflation (approximately 22.9% cumulatively, with most occurring from 2020-2022). The average OMC summer staff weekly salary rose 13.9% from 2014-2020 and then jumped by 24% in 2022.
- It is notable that the average weekly camp fee rose much higher than the rate of inflation from 2014 until 2020. The jump from 2020 to 2022 was lower than the cumulative inflation rate during that period.

Summer Camp Staff

Staffing challenges comprised the number 1 threat identified by OMC directors in 2022. More than three-quarters of camps were understaffed. Some respondents indicated that they had to limit registrations or cut programs because of staffing shortages: "Turned campers away one week because we couldn't accommodate with staffing." "We had to limit registration due to a lack of staff." "We could barely run our program without serious maneuvering."

Average weekly summer staff salary $315 USD

- A third of camps in the United States paid summer staff $350 or more per week. At the low end, a third paid $250 or less per week. The middle third paid between $251 and $349 per week. The top 10% paid $450 or more per week.

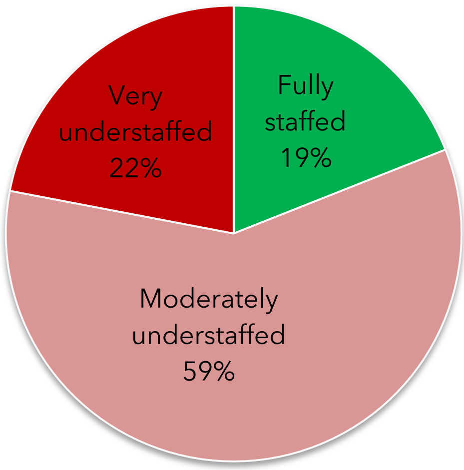
Average Weekly Summer Staff Salary by Geographic Region

FIGURE 23A

	Northeast U.S.	Midwest	South U.S.	West U.S.	East Canada	West Canada
2022	**$343**	**$318**	**$271**	**$366**	**$348 CAD**	**$533 CAD**
2020	$238	$255	$241	$287	$308 CAD	$523 CAD
2018	$225	$243	$224	$292	$330 CAD	

Staffing Level · Summer 2022

FIGURE 23B



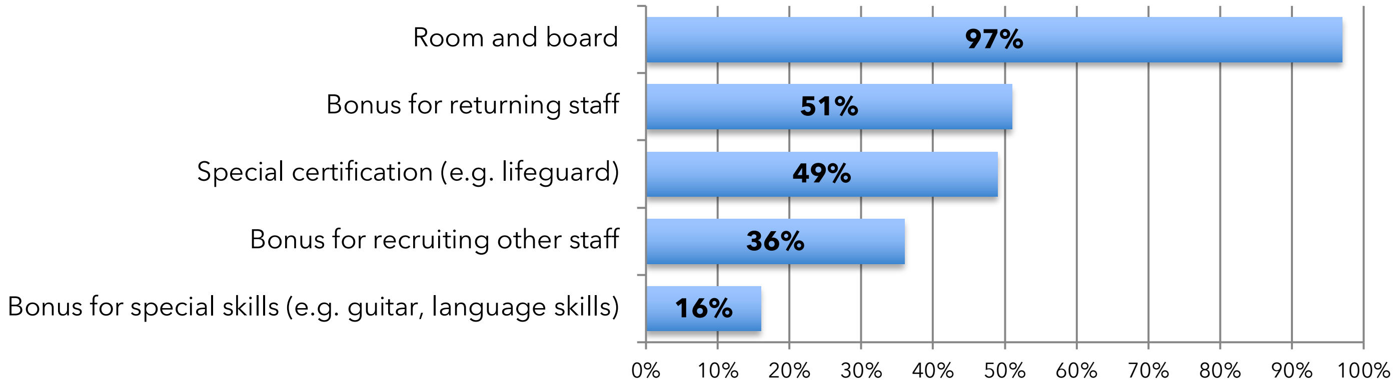
There was **no difference** in overall staffing level based on staff salary. Camps that paid in the highest third of staff salaries ($350+ per week) were just as likely to be moderately or very understaffed as those in the lowest third ($250 or less per week). Among the top 10% of camps (those paying $450+ per week), 85% reported being understaffed, including 18% "very understaffed."

There was also **no difference** in overall staffing level based on geographic region. Roughly 80% of camps in all regions of the U.S. and Canada reported being understaffed in 2022.

The biggest predictor for whether a camp was fully staffed or not was **staff retention**. Camps with more than half of the staff returning were over twice as likely to be fully staffed as camps with only 35% or fewer returners.

Incentives Offered to Summer Staff

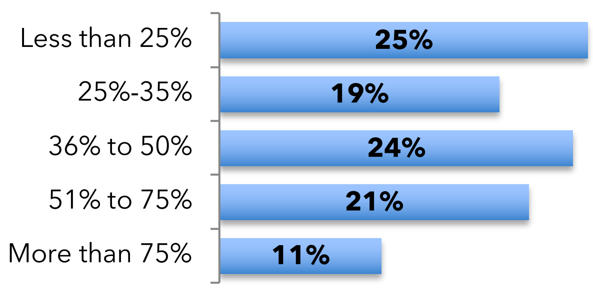
FIGURE 24A, *n*=244



As with increased pay, there was **no difference** in whether or not a camp was fully staffed based on any of the above incentives. These incentives also did not predict a higher percentage of staff returning from previous years.

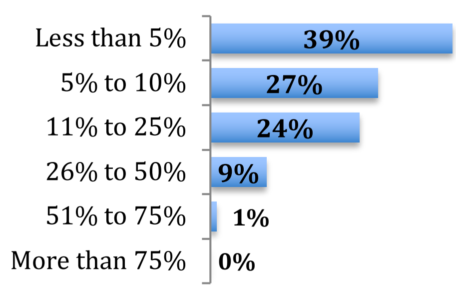
% of Summer Staff Returning from previous summers

FIGURE 24B, *n*=256



% of Summer Staff Representing Racial Minorities

FIGURE 24C, *n*=256



Different Staffing Models

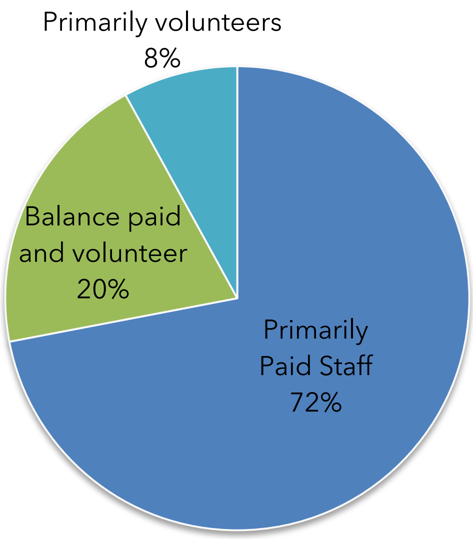


FIGURE 24D

Most OMC camps (72%) relied primarily or exclusively on paid summer staff members. Their experience included a period of specialized staff training. The average training period for paid staff lasted for 10 days. The majority of camps (76%) operated between 7 and 14 days of staff training, with many including additional days for leadership staff or specialty staff.

Other camps relied primarily (8%) or in part (20%) on volunteer staff members. These staff generally received much less training than their paid counterparts. The average training for volunteer staff was a day and a half, with 90% receiving between 1 and 3 days of training.

Retreats and Conferences

Primary clientele for retreats/conferences

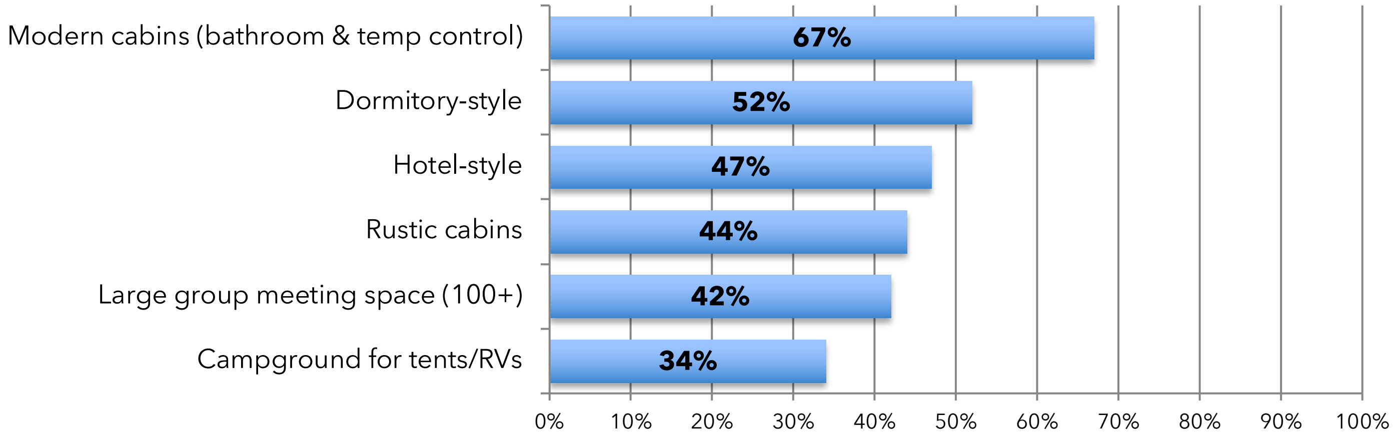
- 62% Mix of children, youth, adults, and families
- 28% Primarily **adults**
- 10% Primarily **youth/children**

Retreat/Conference Ministry Summary

- 25% Primarily or exclusively user groups and facility rental
- 56% Majority user groups/facility rental with some programmed/hosted retreats
- 14% Balance of user group/facility rental and programmed/hosted retreats
- 3% Majority (or primarily) programmed/hosted retreats
- 2% None of these

Retreat Accommodations Offered

FIGURE 25, *n*=251



- Just over half of responding camps (54%) offered 3 or more of the above options
- The percentage of ministry centers offering the above accommodations has remained steady since 2016

Seasonal Retreat Staff

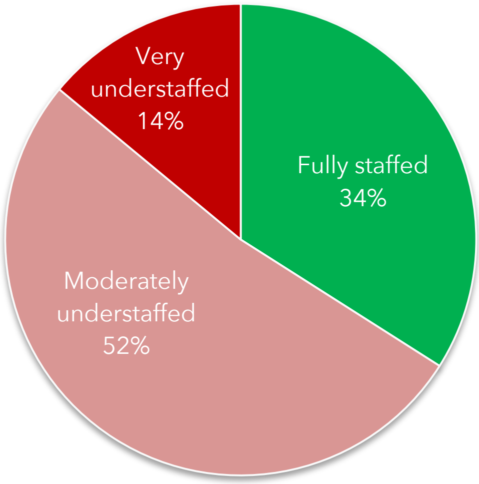


FIGURE 26A

Almost two-thirds of ministry centers (63%) hired seasonal staff during the retreat season in 2022. They employed an average of 6 seasonal staff in fall 2022. About a third hired 1-2 seasonal staff, a third 3-5, and a third 6 or more. The number was still down from the average of 9 seasonal staff in fall 2019, but it was up from the previous retreat season (fall 2021), when the average was 5. Also indicative of the rebound in retreat ministries: 15% of centers indicating they employed at least one seasonal staff member in fall 2022 had employed none the previous fall.

The total number of seasonal staff members employed across the sites that provided data (*n*=233) increased by 27% from fall 2021 to fall 2022.

Percentage of Retreat/Conference Guests Affiliated with Constituent Denomination(s)

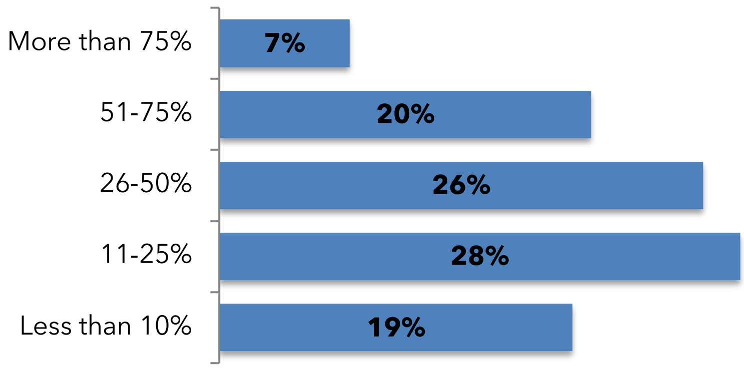
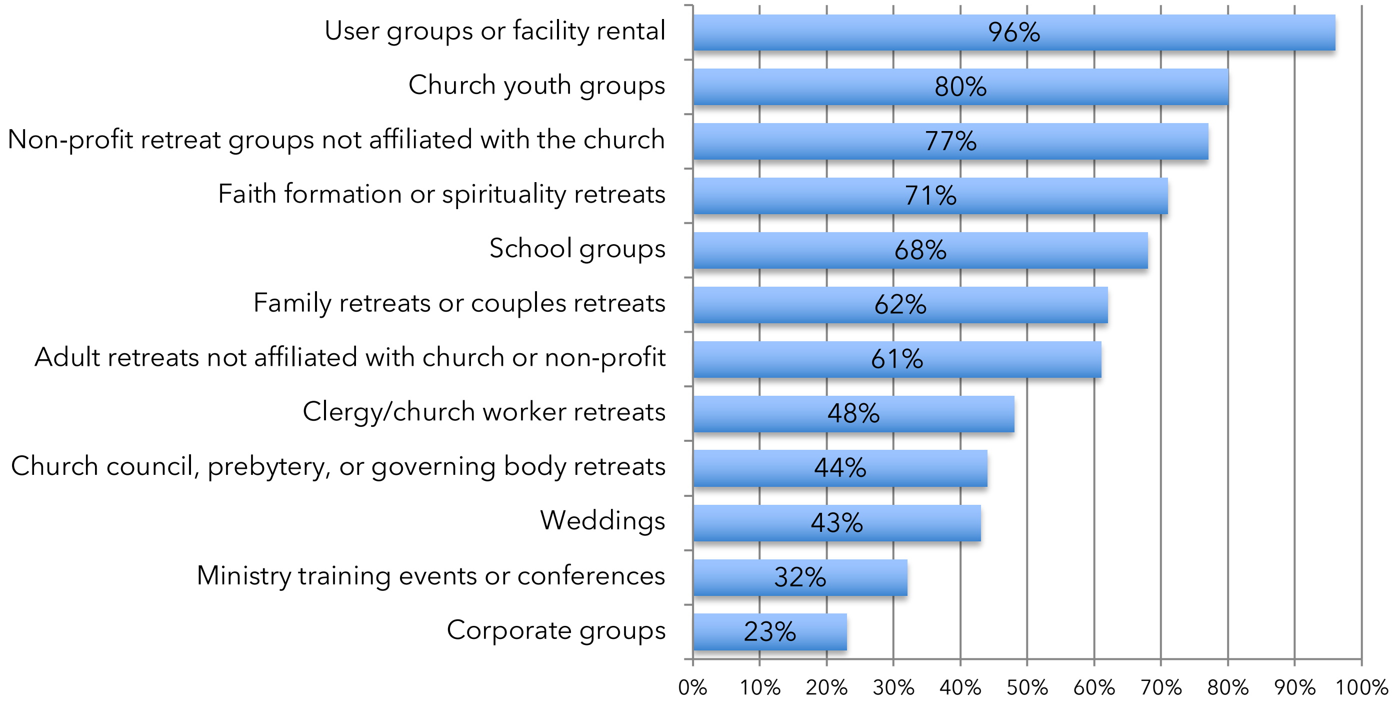


FIGURE 26B

The percentage of retreat/conference guests affiliated with a ministry center's constituent denomination(s) has declined since the question was first asked in 2016. In 2016, a third of camps (33%) indicated that more than half of their guests came from constituent denominations, compared with only 27% in 2022. On the low end, a third of camps indicated that 25% or fewer guests came from constituent denominations in 2016, compared with nearly half (47%) in 2022.

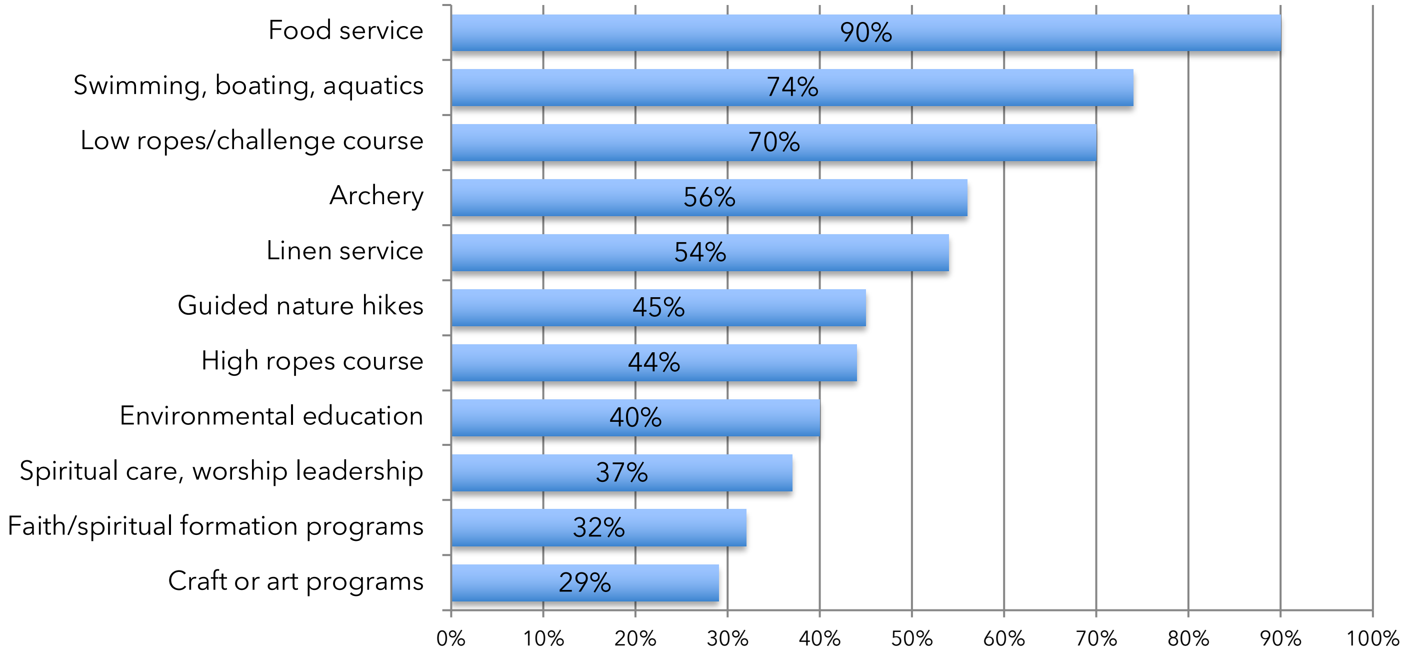
Retreat/Conference Center Programs Offered on a Regular Basis

FIGURE 27A, *n*=250



% Camps Offering Selected Retreat Amenities and Programs

FIGURE 27B, *n*=241



Most items remained largely unchanged from 2016 to 2022, with the exception of faith/spiritual formation programs, which have shown steady decline, from 45% offering these programs in 2016 to 32% in 2022.

Overnight capacity for retreats/conferences

OUT OF **247** MINISTRY CENTERS

A quarter of ministry centers indicated that their overnight retreat capacity was fewer than 90 guests. Another quarter reported a capacity between 90 and 140 guests. Another quarter could accommodate between 141 and 200. The remaining quarter could accommodate more than 200 guests overnight. Average overnight capacity was 161 guests, identical to the average number in the 2020 survey.

Retreat/Conference Center Usage Trends

FIGURE 28

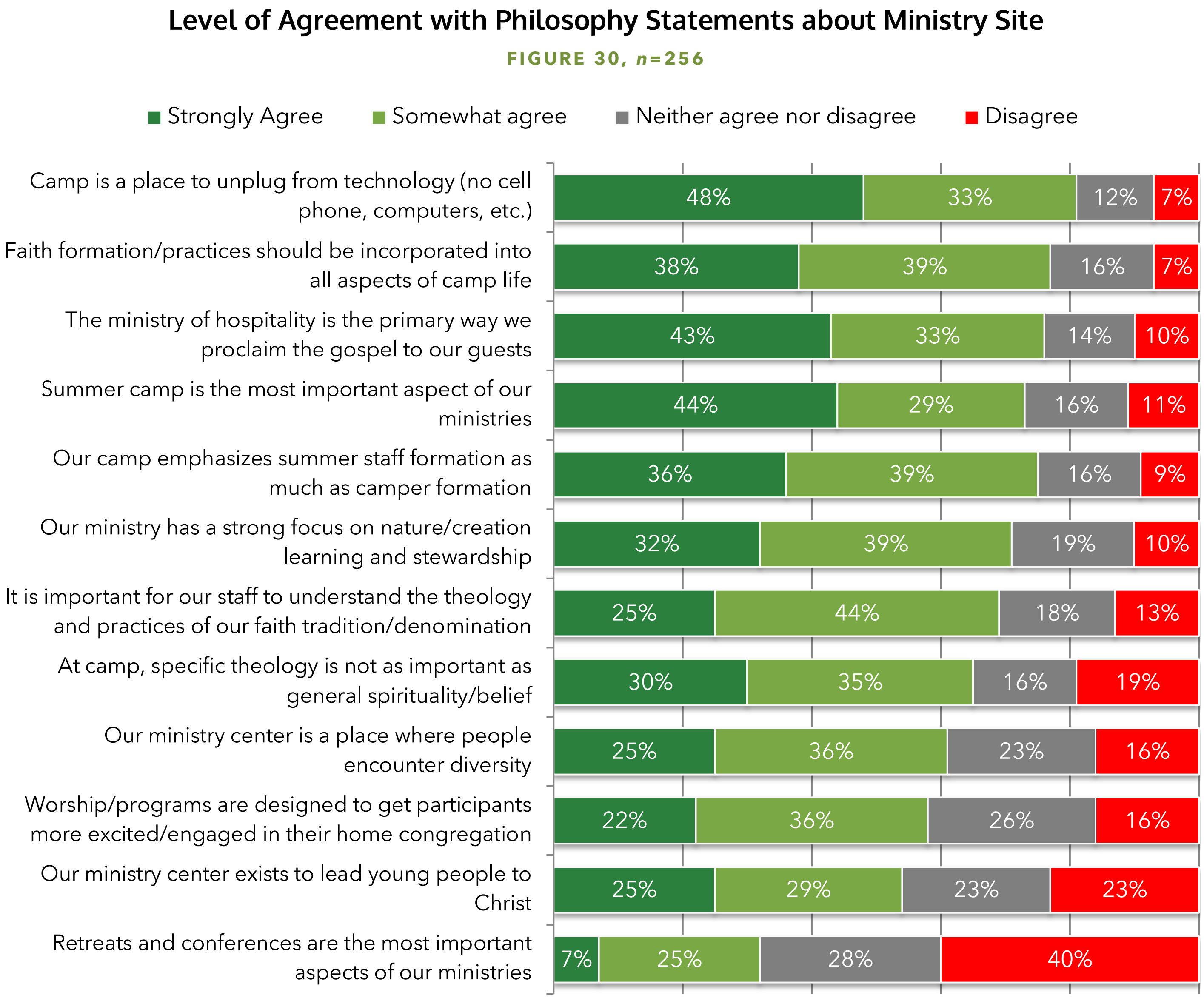
<table>
<tr><th></th><th>2016</th><th>2018</th><th>2020</th><th>2022</th></tr>
<tr><td>90% capacity or higher on weekends</td><td>5%</td><td>11%</td><td>1%</td><td>11%</td></tr>
<tr><td>75% to 89% capacity on weekends</td><td>20%</td><td>23%</td><td>1%</td><td>27%</td></tr>
<tr><td>50% to 74% capacity on weekends</td><td>36%</td><td>34%</td><td>5%</td><td>32%</td></tr>
<tr><td>Less than 50% capacity on weekends</td><td>39%</td><td>32%</td><td>93%</td><td>30%</td></tr>
<tr><td>Much HIGHER than previous year (> 10%)</td><td rowspan="2">44%</td><td>9%</td><td>1%</td><td>37%</td></tr>
<tr><td>Somewhat higher than previous year (< 10%)</td><td>37%</td><td>1%</td><td>36%</td></tr>
<tr><td>About the same as previous year</td><td>39%</td><td>38%</td><td>3%</td><td>18%</td></tr>
<tr><td>Somewhat lower than previous year (< 10%)</td><td rowspan="2">17%</td><td>13%</td><td>3%</td><td>5%</td></tr>
<tr><td>Much LOWER than previous year (> 10%)</td><td>3%</td><td>92%</td><td>4%</td></tr>
<tr><td>Highest of past 5 years</td><td>19%</td><td>19%</td><td>2%</td><td>12%</td></tr>
<tr><td>Higher than most of past 5 years</td><td>29%</td><td>31%</td><td>3%</td><td>21%</td></tr>
<tr><td>About the same as past 5 years</td><td>38%</td><td>37%</td><td>4%</td><td>30%</td></tr>
<tr><td>Lower than most of past 5 years</td><td>12%</td><td>11%</td><td>6%</td><td>34%</td></tr>
<tr><td>Lowest of past 5 years</td><td>2%</td><td>2%</td><td>85%</td><td>3%</td></tr>
</table>

Prevalence of Retreat/Conference Center Amenities, by Annual Budget Category

FIGURE 29

	< $200k (*n*=28)	**$200k - $500k** (*n*=74)	**$501k - $1 Million** (*n*=87)	**> $1 Million** (*n*=57)	**All Sites** (*n*=246)
Rustic cabins (without bathroom)	68%	42%	35%	49%	**44%**
Campground for tent, camper, or RV	21%	28%	31%	54%	**34%**
Modern cabins (bathrooms and temp control)	46%	60%	74%	77%	**67%**
Dormitory-style housing	43%	51%	47%	65%	**52%**
Hotel-style accommodations	21%	28%	59%	63%	**47%**
Large group meeting space (groups 100+)	21%	23%	49%	67%	**42%**
Linen service	32%	39%	63%	65%	**54%**
Food service	64%	89%	93%	98%	**91%**
High ropes course	9%	23%	53%	68%	**44%**
Low ropes/group challenge course	46%	57%	75%	88%	**71%**
Environmental education	18%	31%	41%	58%	**40%**
Craft or art programs (e.g. pottery)	23%	23%	24%	46%	**29%**
Spiritual care and/or worship leadership	27%	27%	40%	47%	**37%**
Faith formation or spiritual growth programs	18%	17%	35%	51%	**32%**
Guided nature hikes	41%	41%	46%	51%	**45%**
Swimming, boating, or other aquatics	64%	69%	74%	84%	**74%**
Archery	46%	56%	54%	63%	**56%**

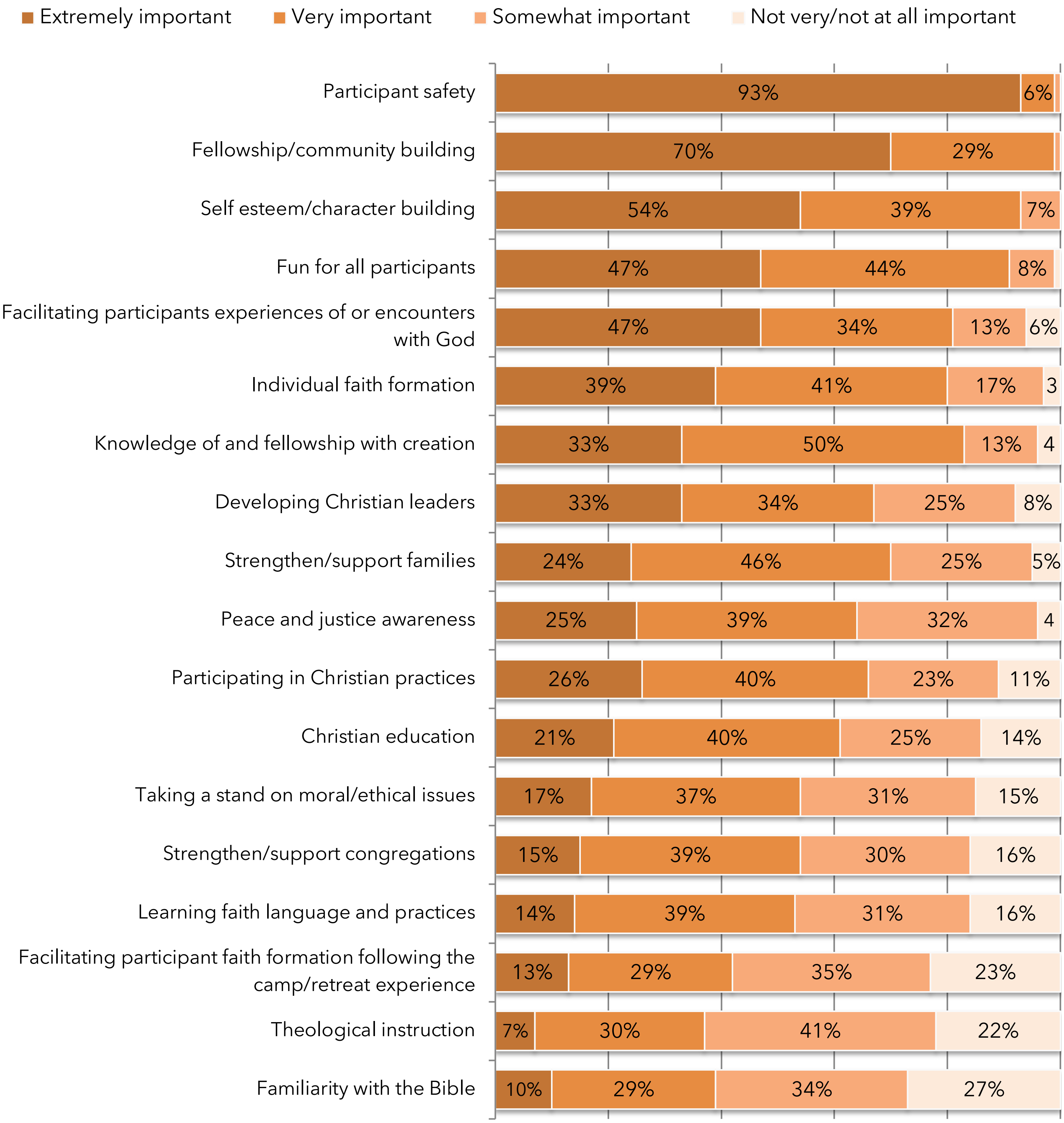
Ministry Center Philosophy



The downward trend in agreement continued for: "Our ministry center (or camp) exists to lead young people to Christ." In 2014, 76% of directors agreed with this statement, compared with 71% in 2016, 65% in 2018, and 65% in 2020. In the same time, average agreement with "At camp, specific theology is not as important as general spirituality/belief" has increased, indicating an inverse relationship. 2022 was the first year the latter had stronger agreement than the former.

Level of Importance Assigned to Selected Program Priorities

FIGURE 31, *n*=256



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