

HOW TO REACH THE 90%

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HISTORY OF JEWISH OVERNIGHT CAMP: 1893-1925



The first Jewish overnight camps opened to serve two goals:

- Provide a fresh-air reprieve to children living and working in hot, overcrowded cities
- Americanize the children of Eastern European immigrants

Early Jewish camps were Jewish only because the campers attending were Jewish. Jewish education did not play a role in camp programming.



HISTORY OF JEWISH OVERNIGHT CAMP 1920-1940

Anti-Semitism: Exclusion from elite schools, vacation resorts, and social clubs

Camps with Jewish cultural and educational missions began to emerge to boost morale and strengthen Jewish identity.

Yiddish, Zionist, Hebrew, and Socialist camps linked their Jewish missions with friendships and outdoor summer fun.



HISTORY OF JEWISH OVERNIGHT CAMP 1940-1960



War ends

60% synagogue affiliation in late 1950s

Camp is a venue for Jewish education

- 40% of camps now had explicit educational and religious missions
- Conservative, Orthodox, and Reform movement leaders began using camp to develop future leaders. (Camp Ramah)



HISTORY OF JEWISH OVERNIGHT CAMP 1960-1999



Jews move from cities to suburbs:

- Jewish neighborhoods decline
 - 17% intermarriage rate before 1970 doubles and continues to increase
 - Synagogue affiliation rates begin to decrease
- Families become child-centered and cars increase mobility
 - Families begin taking summer vacations
- Women enter the workforce in large numbers
 - Day camps become more important

90 new Jewish camps opened during the 1960s.
Growth then stopped abruptly until the mid-1990s.



HISTORY OF JEWISH OVERNIGHT CAMP 2000-2017



The Rise of Specialty Camps

Activity-focused specialty camps

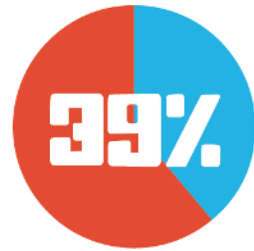
- Sports, Theater, Business, Science, Technology, Outdoor adventure, Organic farming

Camps for specific Jewish populations

- Interfaith, LGBTQ, Jews of color, Reconstructionist



2018



**OF AMERICAN JEWS BELONG
TO A SYNAGOGUE**



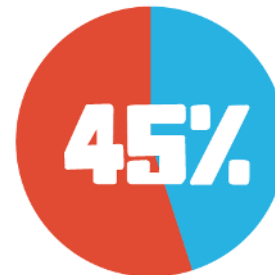
**OF JEWISH HOUSEHOLDS REPORT
INCOME UNDER \$100,000**



**INTERMARRIAGE RATE: ONE JEWISH
AND ONE NON-JEWISH SPOUSE**



**OF AMERICAN YOUTH HAVE
DIAGNOSED PHYSICAL, MENTAL,
OR MEDICAL DISABILITIES**



DIVORCE RATE


**IN THE CITY
CAMP**

2018



**AVERAGE COST
OF OVERNIGHT CAMP
\$1,200/WEEK**



**AVERAGE COST
OF DAY CAMP
\$400/WEEK**



**90%
OF CAMP-AGE
JEWISH CHILDREN DO
NOT ATTEND JEWISH
OVERNIGHT CAMP**



**725,000
CAMP-AGE JEWISH CHILDREN
IN NORTH AMERICA ARE SEEKING
OTHER SUMMER PLANS.**

2018



**THE JEWISH
DAY CAMP
revolution**

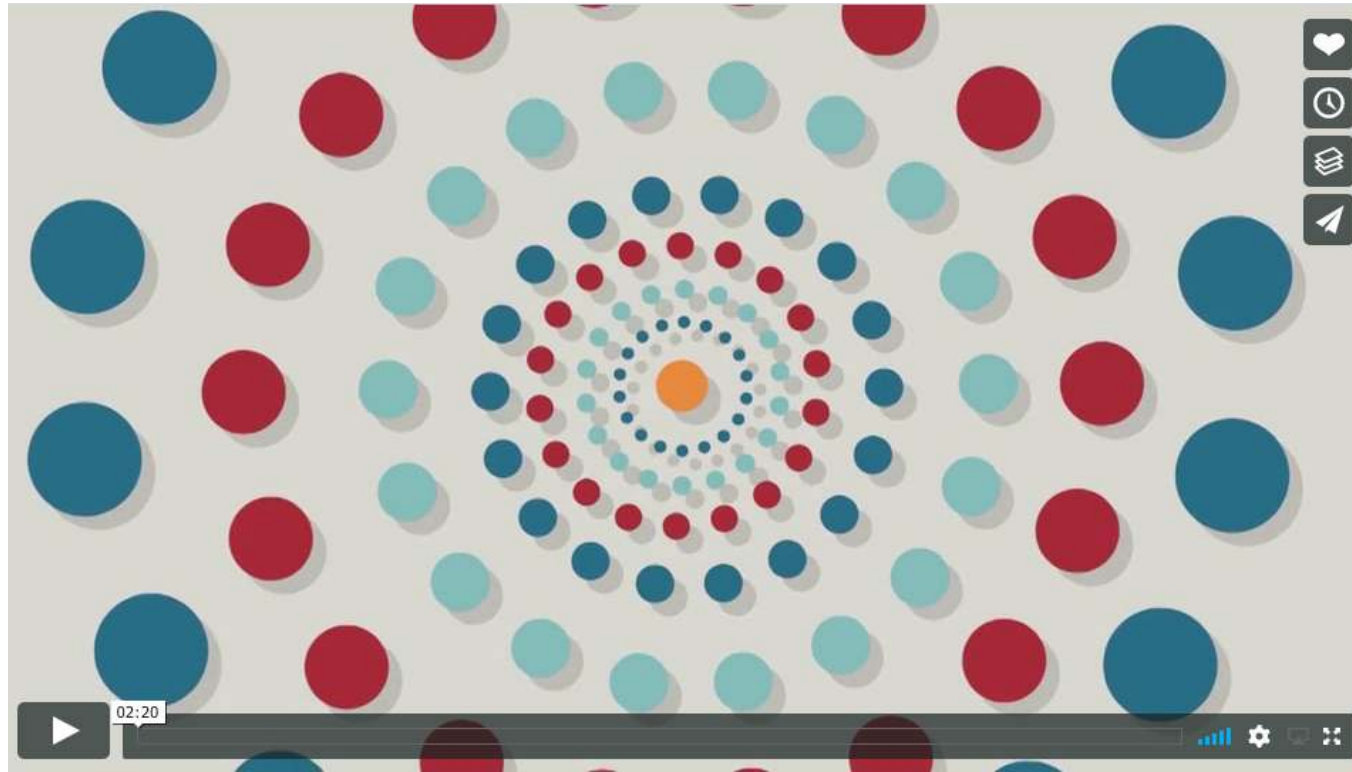


innovation

Innovation is the application of better solutions that meet new requirements, unarticulated needs, or existing market needs.



What is innovation?



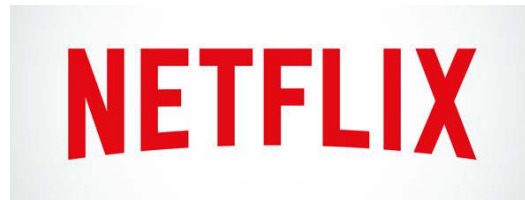
Source: David Brier



disruptive innovations

A **disruptive innovation** creates new markets and reshapes existing ones. Disruption describes a process whereby a smaller company with fewer resources is able to successfully challenge established incumbent businesses.

Disruptors start by appealing to low-end or unserved consumers and then migrate to the mainstream market.



SUSTAINING INNOVATIONS

A **sustaining innovation** is an incremental innovation that enables or sustains an existing product. Sustainers make good products better.



in the City
CAMP

innovation equation



CAMP GOALS
+ CUSTOMER REALITIES
innovative SOLUTIONS



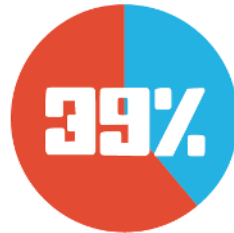
itcc CAMP GOALS

In the City Camp produces the same outcomes as Jewish overnight camp in a day camp setting:

- Fun!
- Lifelong Jewish friendships
- Personal growth
- Pride in Jewish heritage
- Connection to Israel (Hebrew language, culture, history)



itcc customer realities



39% OF AMERICAN JEWS BELONG
TO A SYNAGOGUE



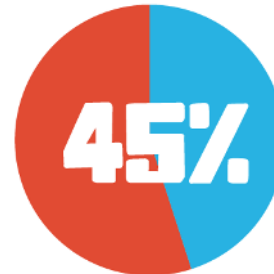
50% OF JEWISH HOUSEHOLDS REPORT
INCOME UNDER \$100,000



71% INTERMARRIAGE RATE: ONE JEWISH
AND ONE NON-JEWISH SPOUSE



10% OF AMERICAN YOUTH HAVE
DIAGNOSED PHYSICAL, MENTAL,
OR MEDICAL DISABILITIES



45% DIVORCE RATE


**in the City
CAMP**

ITCC CUSTOMER REALITIES

- Competing summer options for youth and families
- Compressed and varying school calendars
- Parents don't understand value of summer programs
- Over-programmed children
- Urban sprawl



HOW WE address OUR GOALS



Cool ALL-Jewish
role model counselors



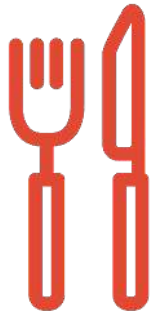
Camper activity variety &
choice



Inclusive, welcoming
environment



The best elements of
overnight camp



Values-based Jewish
curriculum layered with 21st
century skills



Commitment to physical and
emotional safety

in the City
CAMP

HOW WE address OUR realIties



- Affordable tuition rates
- Financial assistance
- Flexible weekly sessions
- No membership required
- Daily camper communications
- Friday Shabbat challah
- Inclusion focus

- Values-based Jewish curriculum with focus on 21st century skills
- No technology
- Convenient locations, Bus service, Before/After care
- Staff: Flexible working schedule, fair pay, professional development



in the City CAMP

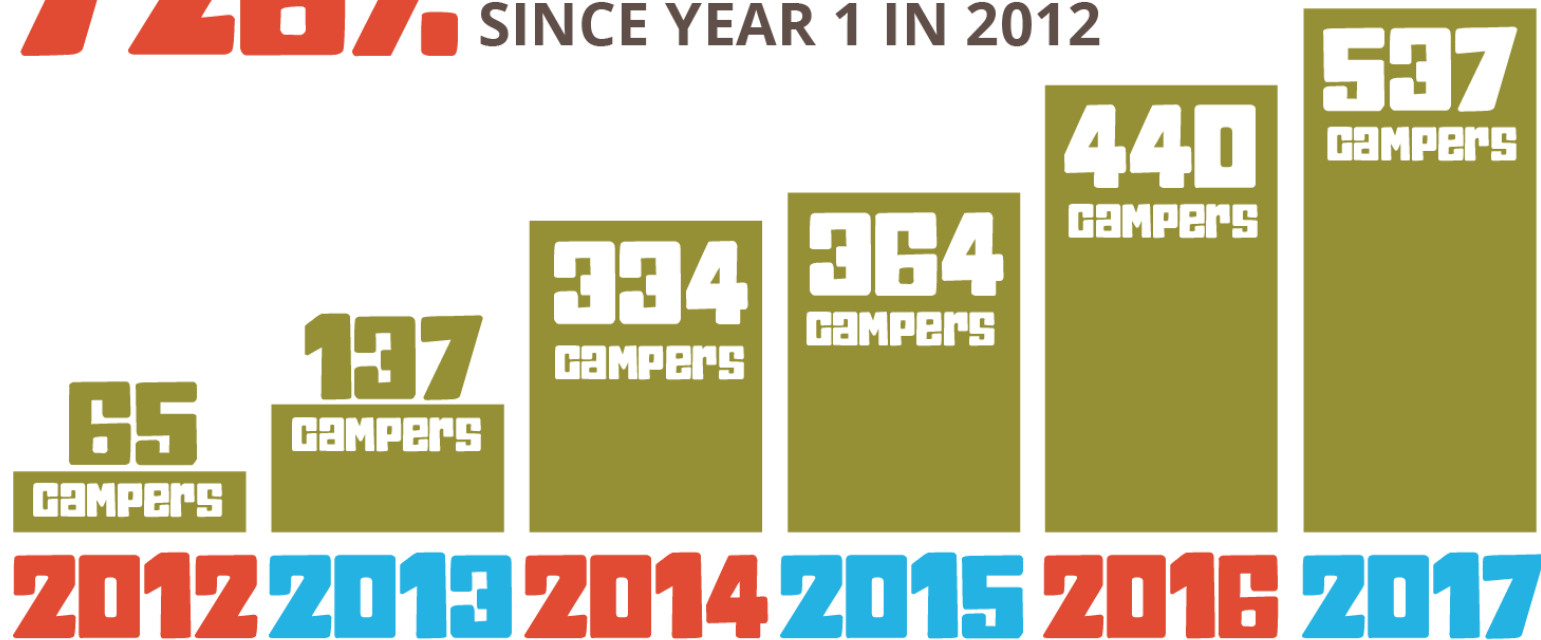



**in the City
CAMP**

OUR GROWTH



726% INCREASE IN CAMPER ENROLLMENT
SINCE YEAR 1 IN 2012



our results



**OF OUR CAMPERS COME
FROM FAMILIES THAT
IDENTIFY AS INTERFAITH**



**OF IN THE CITY CAMP
FAMILIES DO NOT BELONG
TO A SYNAGOGUE**



**OF OUR CAMPERS
ATTEND PUBLIC OR
NON-JEWISH PRIVATE
SCHOOLS**



**OF CAMPER PARENTS
REPORT THAT THEIR CHILD
CONNECTED WITH JUDAISM
IN A MEANINGFUL WAY
DURING CAMP**



**OF THE COUNSELORS
AND HEAD STAFF AT IN
THE CITY CAMP ARE
JEWISH - ALL TYPES
AND BACKGROUNDS**



SUSTAINING INNOVATIONS



- Multiple locations
- Bus service
- On-site tutoring and speech therapy
- CIT program
- Half-day program
- Camper Committee
- Take-home activity sheet

- Parent speaker series
- Canteen
- Inclusion effort
- Progressive programming
- New Tween programs
- Overnight camp partnerships
- Summer parent events
- School year events



your turn



CAMP GOALS
+ CUSTOMER REALITIES
innovative solutions



Parting Thoughts

The world continues to change by the second. How can we stay true to our goals and reach them in a way that is new and exciting for today's youth?

Innovation never stops. We must always be thinking of new ways to engage our evolving customer base.

Ideas are easy. Innovation is hard.

