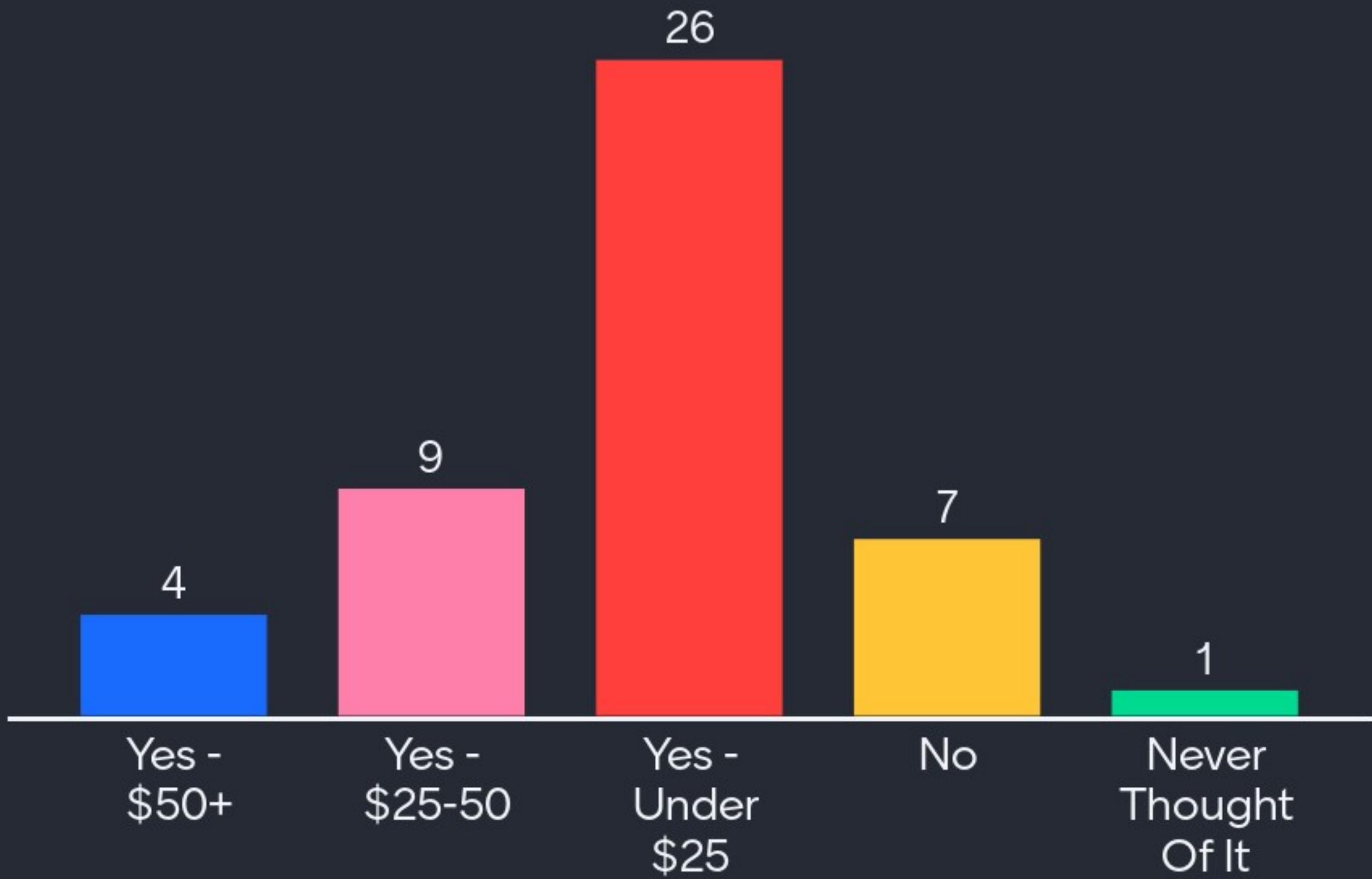


Staff Debrief

Summer 2023 Debrief Series
The Summer Camp Society

Instructions

Warm Up: Did you do a staff gift this summer?



What is your average daily rate of pay for counselors/group leaders?

50 responses

\$70

\$100

All staff are volunteers! \$0/hr

70

\$115

\$70 ish

Volunteers

80

\$63

What is your average daily rate of pay for counselors/group leaders?

50 responses

\$36/day overnight camp staff,
\$108/day day camp staff

\$0 - all volunteer

\$100

\$120 a day

70

100

\$75

Counselors - \$105-\$112
Group Leaders - \$115-\$120

Hourly \$15 per hour

What is your average daily rate of pay for counselors/group leaders?

50 responses

\$120 - \$15/hr with an 8 hour day	\$31	\$15-20 depending on which camp
125	65	120
\$80	\$70	\$65ish

What is your average daily rate of pay for counselors/group leaders?

50 responses

85	\$13.50	50
\$150/day	58.33	0 volunteer camp
\$11 start/camp counselor, \$15/head counselor \$.50 raise each year	50	\$135

What is your average daily rate of pay for counselors/group leaders?

50 responses

\$70ish - educational award and stipend

Dependent on agency rate but \$14-\$35

staff are full time throughout the year so they have their regular salary

85

All volunteer

\$120 Day Camp

\$13-\$16/hour, or \$117-\$144 per day

30-50/ day

50-70?

What is your average daily rate of pay for counselors/group leaders?

50 responses

85

\$90 / day \$13 / hr

\$60

106/127

Due to agency funding counselor pay is salaried, so I am unsure what the daily rate would be

What is your average daily rate of pay for leadership staff?

45 responses

65

\$100

80

\$125

150

\$75-\$80

\$135-\$140 per day.

76ish

135

What is your average daily rate of pay for leadership staff?

45 responses

100	\$43	staff are year-long salaried
100	\$125	\$80
82	\$15/hr head day camp counselor	\$75

What is your average daily rate of pay for leadership staff?

45 responses

Salaried

No leadership staff-ours are the salaried/year round.

No Leadership Staff

Day Camp - 130 - 150 a day

\$130-\$150

\$175

50-65

All volunteer

\$75-\$80

What is your average daily rate of pay for leadership staff?

45 responses

100

No leadership staff

\$160/day

175

\$150ish

I'm the leadership!

100

\$172.50/day for staff that is part time,
most leadership staff are full time
salaried.

85ish

What is your average daily rate of pay for leadership staff?

45 responses

Same as staff or volunteer	\$40-\$75	Also all volunteer - \$0
250-350/ wk	We pay teachers an increased rate of \$144 a day and then leadership level staff make \$165 a day	175
75	\$19/ hour Day Camp Range of \$18.75-\$21.50	\$115/day day camp

What are some cool perks, benefits, or incentives you have?

73 responses

Ice cream truck!

Wellness days

None (day camp)

All staff (not just leadership) can have their child attend camp while they work there for free

Staff lunch once a week

Free membership to our facilities. Multiple dinners. Ice cream truck!

Nightly activities (ice cream!), gathering events in the off season

certifications included: Lifeguard, WFR, WFA

Pool passes free to family (day camp)

What are some cool perks, benefits, or incentives you have?

73 responses

2 staff only spaces

CSA staff share (we are a garden based camp),
healthcare benefits

Rental vans available

End of summer bonus
Small staff appreciation gifts
weekly
End of summer gift

We do not do enough!!

Thursday surprise treats from leadership team

Special mtg Wednesday with ice cream
truck
Ticket Tuesday
Wacky wheel of Wednesday
Staff Overday

Every 2 weeks we have a staff social

Falafel dinner during last week

What are some cool perks, benefits, or incentives you have?

73 responses

\$200 referral bonus, mid summer staff competition, certs, family discount

nothing

None :(

They can ride the bus (transportation)

Activities provided/offered for night off

None

Bike and boat. Trips to Philly/NYC. Family dinners. Sports games

Rides off site to local train/beach/etc

Volunteers have a 4 hour break during week of camp. We have a separate cabin with self care items, food, drinks etc

What are some cool perks, benefits, or incentives you have?

73 responses

Order Pizza 1 night a week

Bagel Thursdays, 5 comp tickets to the zoo for family, Staff night at our high ropes course

staff get camper discounts, full or partial depending on employment contract term

Staff baseball trip during staff training

Weekly pick me ups. Outside food, ice cream party. Certifications,

Membership to therapy app

Coffee bar

Drive to and from local transport hubs (if signed up ahead of time)

Organizational Membership-good statewide. Staff discounts in camp stores,

What are some cool perks, benefits, or incentives you have?

73 responses

I give all my staff a personalized backpack, and we cater all of their training dates.

Do 140 volunteer hours count?

Nothing, not acceptable

Mid/end of summer bonuses, week off in middle of camp

Huge custom by-request snack stash in the break room

Day trips on weekends

Certifications for free. CPR/Lifeguard/Archery/etc

Internship options for universities

Free Y membership, tickets to local aquarium, gift cards from local businesses

What are some cool perks, benefits, or incentives you have?

73 responses

Day Camp : Free themed lunch each week Staff kids can come for free Free trainings (lifeguard / archery)

End of summer party

Staff lounge with snacks provided

Wednesday night staff snacks delivered to the cabin, free y membership for the year, free camp for your kids, end of summer bonus for working the whole summer

staff only dorm building and break room area, appreciation ice cream and beverages restock in the fridge,

Uber eats

Pay for room and lodging during orientation (which is separate from the week of camp)

Summer season bonuses, staff lounges, special snack/food items

Certifications in archery, lifeguard, and hatchet throwing

What are some cool perks, benefits, or incentives you have?

73 responses

Special daily late night snack (eg: wing night, homemade pizza, etc.), provide full-time childcare for any adult staff member

Winter party

Certificates that can count for internships, plus CPR and or Lifeguarding

Staff parties, subsidy for cultural trip to Jersey Shore

We pay for whatever certs - CPR, lifeguard, etc

pizza twice a season and an Ice Cream Social with local dairy

End of season "Prom" with catered meal and entertainment

gift cards to local coffee shop, other little gifts

Off season development opportunities

What are some cool perks, benefits, or incentives you have?

73 responses

Comp tickets for local concerts, family camp costs incentives & waterfront access with floats, paddle boards, etc, when they have down time/days off

We basically made our hiring goals

Phones

Nothing

People came back, want to return

Attendance

Staff being invested in the campers first, not their peers

New friendships

Love weekly staff lunch

What are some cool perks, benefits, or incentives you have?

73 responses

We're still in the process of collecting feedback

What was your biggest win with staff this summer?

64 responses

people want to come back!

Our staff felt supported!

Staff meal off every week

Staff want to come back

Older staff returning

My 3 remaining leadership staff, when we started with 7

Everyone stayed as long as they said they would

Nobody quitting mid summer

Fewer phones out

What was your biggest win with staff this summer?

64 responses

So many returning staff, new staff based on referrals from returning

They cared! About the kids, the mission, the job

They thanked me

People felt heard more at Day Camp

More engagement (they wanted to spend time with kids) they wanted to play

I didn't have to fire anyone and was mostly filled for staff

Staff who didn't like us apologizing for their behavior and they said they felt supported and wanted to return.

Only one dismissal compared to previous years!

Great honest feedback in our post-season survey

What was your biggest win with staff this summer?

64 responses

Won over some longtime staff that did not like me in 2022!

Staff being invested in campers first, not their friends

Easier to hire/find staff this summer. We could actually be picky and not take anyone with a pulse.

Meeting our staffing goal!

Staff felt supported

Half summer staff deciding to stay on

They ROCKED all of the medical emergencies we had

Strengthened connection between day - overnight staff

Solving staff problems on their own/reaching out to senior staff to help them figure out how to navigate the relationships

What was your biggest win with staff this summer?

64 responses

Staff felt the most supported this summer then they have in years 80% satisfaction rate

had fun, made friends

Still 80% returning staff. And 10 Assistant (junior) counselors who were CIT's the previous year.

Hiring high school aged staff who were so responsible and enthusiastic!

Many more of them really cared about the kids this year.

We had 4 returners from last year and have 4 that want to stay on in year round roles.

most staff really connected during staff training and worked well together

Returning volunteer numbers were high and new volunteers felt connected.

Wanting to return next year

What was your biggest win with staff this summer?

64 responses

They managed to do the thing with a predominantly new staff

More community with staff

Medical emergencies handled exactly like we practiced!

They really supported our LITs

Saw some growth from their start to finish for some.

Fully staffed- able to give staff weeks off when they needed it

We did some SWEET staff morale support during staff training and there was so much buy in

Nobody quit during staff training 😊

We had LIT's from last summer join our staff team Many staff who had limited weeks added more on

What was your biggest win with staff this summer?

64 responses

No lives lost & none created

Culture shift made a difference! People felt heard

successful onboarding of 7 former campers on to staff team!

Our training was way better this year!

They created their own social events unprompted

Burnout

Phone use

Friendships

Resilience

What was your biggest win with staff this summer?

64 responses

quitting mid summer, mental/emotional health support

Last minute schedule issues

Not knowing how to support each other across departments- only really doing what was exactly in their job descriptions

camp cook drama

Not enough time to meet with them all as much as they wanted

Lots of staff returning

Doing easy thing vs the right thing

So so so much hand holding

lack of initiative and problem-solving/critical thinking

What was your biggest win with staff this summer?

64 responses

Working for the whole summer was too much for a lot of them (day camp) even five weeks was too much

What was your biggest challenge with staff this summer?

86 responses

recruitment...

Mental health

Firing staff

Burn out

Communication about missing days

1 left 2 days into training, we've never had that happen before

Call Outs

Keeping them off their phones.

Motivation/initiative (lack of)

What was your biggest challenge with staff this summer?

86 responses

Very low intrinsic motivation

Not following medical protocols

Director quit partway through the summer for the 2nd year in a row!

Interpersonal drama and balancing personalities

The steep learning curve

They're stuck in the old ways because "that's how camp has always run".

Coaching Basic Skills

Co-leadership staff issues

Staff recruitment

What was your biggest challenge with staff this summer?

86 responses

Mitigating burn out

Staffers trying to "white knuckle" through tough stuff, no one wanted to be the one who "couldn't do it"

Equestrian staff quitting week 1, leaving me in the barn

Frustrations managing camper behaviors which caused a really big last two week slump

Cross-staff conflicts

Phones

Phone use

Keeping up staff morale and responding to "demands"

Drama!!!

What was your biggest challenge with staff this summer?

86 responses

Putting phones away & engaging

Burnout

Veteran counselors thinking they know better and don't have to follow policies

Pre-existing friendship problems

a small number of staff were REALLY upset at leadership but we never really got to understand why.

Work life balance with a new baby

initial buy in

hostile to me as a new director, open negativity and disrespect leading to insubordination.

Staff not sticking it out the whole summer

What was your biggest challenge with staff this summer?

86 responses

Peer conflict in small camp

Having them recognize time and place for balancing having fun and doing their job

Group texts created by admin staff that they told all confidential information to all staff. Burnout.

Staff were entitled. Came to camp with the "what can camp do for me" mentality not "what can I do for camp"

Finding domestic staff

We had to let / ask someone to leave 1 and 1/2 weeks into training who had been long time camper/LIT

Staff Call outs (Day Camp)

Phones

End of summer slump was tough this year

What was your biggest challenge with staff this summer?

86 responses

Not turning in time off requests

Phone use

Not being able to verbalize boundaries and this compounding into a huge issue

Take out the trash—we have bears!!

staff not connecting with students or having their own cliques

Staff needing time off for various reasons.

Vaping

no returning staff

Small avalanche of egregious choice making and failure to report

What was your biggest challenge with staff this summer?

86 responses

Off time

Poor attitudes with returning staff

We had one staff member that had a high level of unrealized social privledge and often made other staff members uncomfortable.

Mental health lack of coping mechanisms in place

Influence of former staff on current camp culture

Then running their own groups rather than just leadership

Our parent organization has disorganization in its hr department which caused a lot of drama

Not adhering to camp policies when it came to our smoking policies...basically vaping everywhere but the designated area

First time I dismissed someone!

What was your biggest challenge with staff this summer?

86 responses

Not enough staff

Getting comfortable with changes to camp programs

New assistant director willing but no experience so hard to train

mental health and feeling camp should stop altogether in order to accommodate. a few instances of weed use.

Phone usage and staff making unsafe life choices

Motivation in the midsummer slump

Gossip and rumor spreading

They struggled to make their own adult decisions

lack of resilience - overly critical - big anxiety, lots of complaints

What was your biggest challenge with staff this summer?

86 responses

Struggling with what to do when campers gave even slight push back

Vaping

Staff thinking/ getting mad at leadership when they did not create the magic. It's also their job. We can't do it all.

Lack of initiative

Learning how to work with children on the spectrum with the goal of keeping them in camp if possible.

Lack of leadership support in my call for support for staff

Not knowing how to support across departments- only really doing what was exactly in their job descriptions

Gossiping

learning how to supervise staff on the spectrum

What was your biggest challenge with staff this summer?

86 responses

Younger returning staff being snotty toward older, first year staff

Lack of in person board support for myself and the staff

Staff finding me to tell me what my kid did

Skipping "hard" jobs

Needing to get involved in interpersonal issues with staff

What feedback did you get from staff this summer?

93 responses

"This person is too strict and doesn't trust us"

Really appreciated our leadership team this summer

Our living accommodations are too crowded

Loved staff training.

They want MORE training

thought I should be "out in the community" more, thought I should spend more time with campers

Great interview process!

I was not present enough... but for "good reasons"

They were there for themselves more than the kids

What feedback did you get from staff this summer?

93 responses

Camp was a life changing experience

Leadership staff did not explain my new role at camp

Time off wasn't restful enough

"You were a true mentor"

Intern and staff both loved camp and said it was intense/exhausting

more training that includes mock camp scenarios

Things are growing and it's going in a direction they like

Learning new Behavioral Guidance skills.

Very minimal; a lot of whining about how "hard" their jobs are

What feedback did you get from staff this summer?

93 responses

I will only come back if you are here

Staff really wanted to know what's going on when it's not their job to know (being nosey)

They wanted more support (off time, mental health)

Want more training

need a better staff "break room"

More fun than expected

Not getting enough time off (they had the most off this year)

Don't love our host site

Camper behaviours and mental health issues were challenging for them

What feedback did you get from staff this summer?

93 responses

Need more staff

Need clearer communication about rules and regulations

great, thorough training

Leadership wanting more specific and focused training

New on boarding process-Good

Didn't think training was necessary, then complained they didn't know how to deal with situations...

This is the first year we did any feedback. Not much came back.

"We didn't have enough time to learn how to teach the academics or how to manage behaviors"

Loved the ending of camp. Life changing. Time off longer. They felt burnout but never said anything.

What feedback did you get from staff this summer?

93 responses

Wanted more training -- but it's hard when they don't commit until right before or cancel night before

Staff feel the need to know every detail as to why you have an expectation for their working duties.

More down time without phones

Felt there was a disconnect between leadership and leadership styles

People felt supported but always always want more communication

Not being in the moment realizing afterwards

more breaks

Felt prepared and well trained

Really liked working with the kids

What feedback did you get from staff this summer?

93 responses

Loved working with the kids but it was more exhausting than they anticipated.

Too many kids and too chaotic

Connecting with the staff community and Nature

Not feeling supported by our leadership staff in terms of empathy when they were feeling overwhelmed, didn't feel their supervisors were empathetic since they have been there did that

Said I was a great first boss!

more support for staff that unexpectedly need to change roles mid-summer

Appreciated scheduled time off

Returners would return only if they are not directly supervised by ED

Staff loved each other and the admins, for the most part

What feedback did you get from staff this summer?

93 responses

Not as scary as expected

Needing a pay raise

need more staff

Such mixed feedback, and really depended on the campers they were working with. Many felt understaffed.

Lack of fairness in accountability

Also had great feedback on what types of training they'd like to see next year!

Made great connections with other staff

overprogrammed

Staff wanted more practical skills training especially for behaviour management.

What feedback did you get from staff this summer?

93 responses

Made close and new friends

Onboarding and paperwork sucks

Staff expected to see me 24/7. They don't understand that theirs 100s of kids to deal with.

Didn't feel like they were kept in the loop about the "why" behind decisions

we allow staff who are not doing their jobs to stay on/don't fire them right awayreally need more time off (shifts are 7.5 hrs/6 days)

tired, overworked

Pay is a barrier for future

Wanted a stricter schedule

Hot and long days

What feedback did you get from staff this summer?

93 responses

Too many kids who are defiant, didn't know how to cope

Communication

Need more training on behavior management

Get the camp magic at campfires

Would return if more money offered

They wanted me to be more of their friend and not their boss.

Camp felt like "family"

They want more than an hour off during the day which is our standard.

higher pay

What feedback did you get from staff this summer?

93 responses

some folks loved staff training, others said it was the worst (of course)

Goof support for mental health

Wanted more training for staff coming in partway through the summer

"Thanks for gentle parenting us"

Not enough training due to school schedules

Too many kids at camp. Even when it's the same number per group as it's always been and it didn't make extra work for any one person.

We're still in the process of collecting it

Expected 40 hours with breaks. Expected hourly pay type of work

Enjoyed training

What feedback did you get from staff this summer?

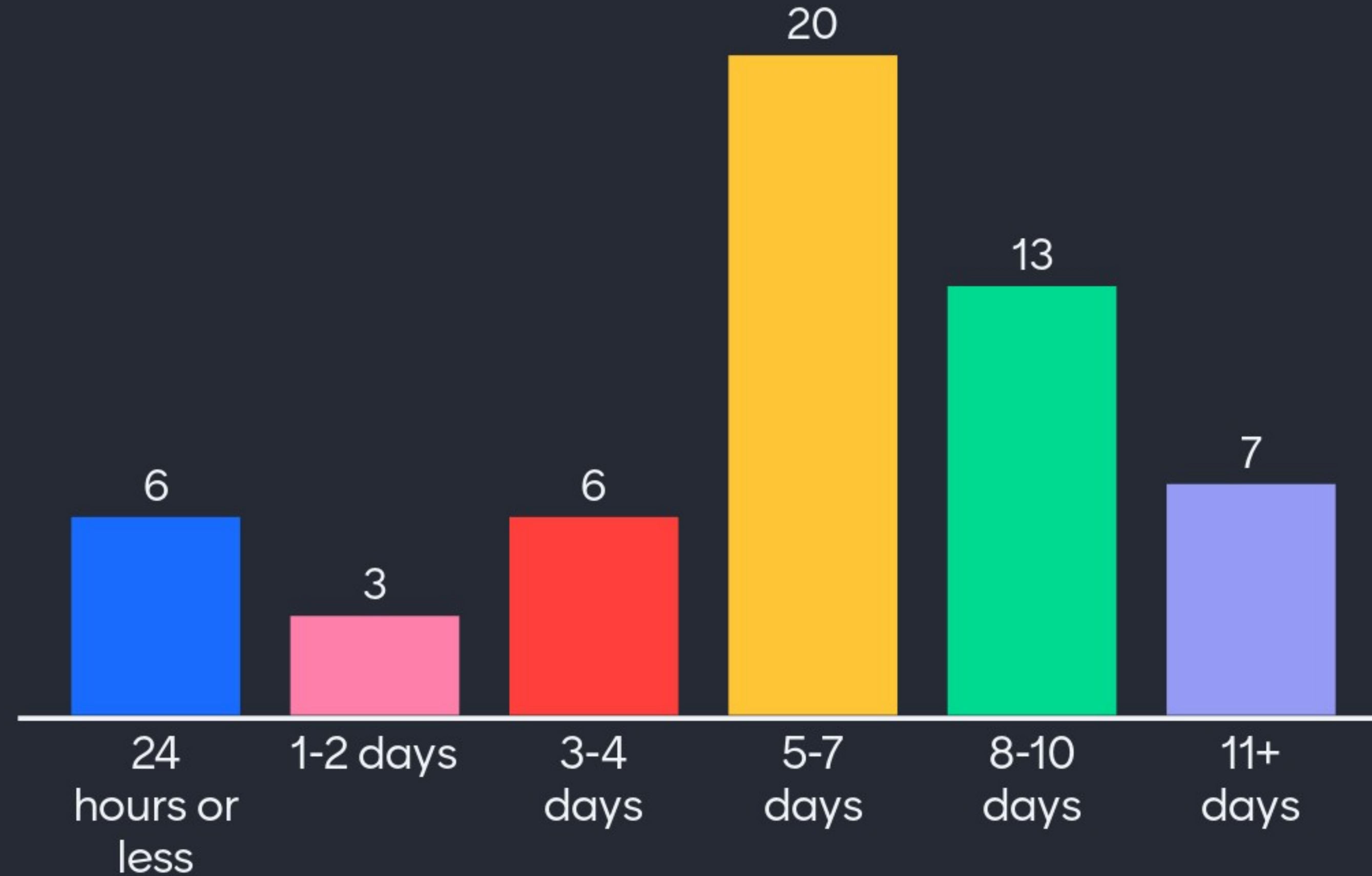
93 responses

staff feel like our camp is their home

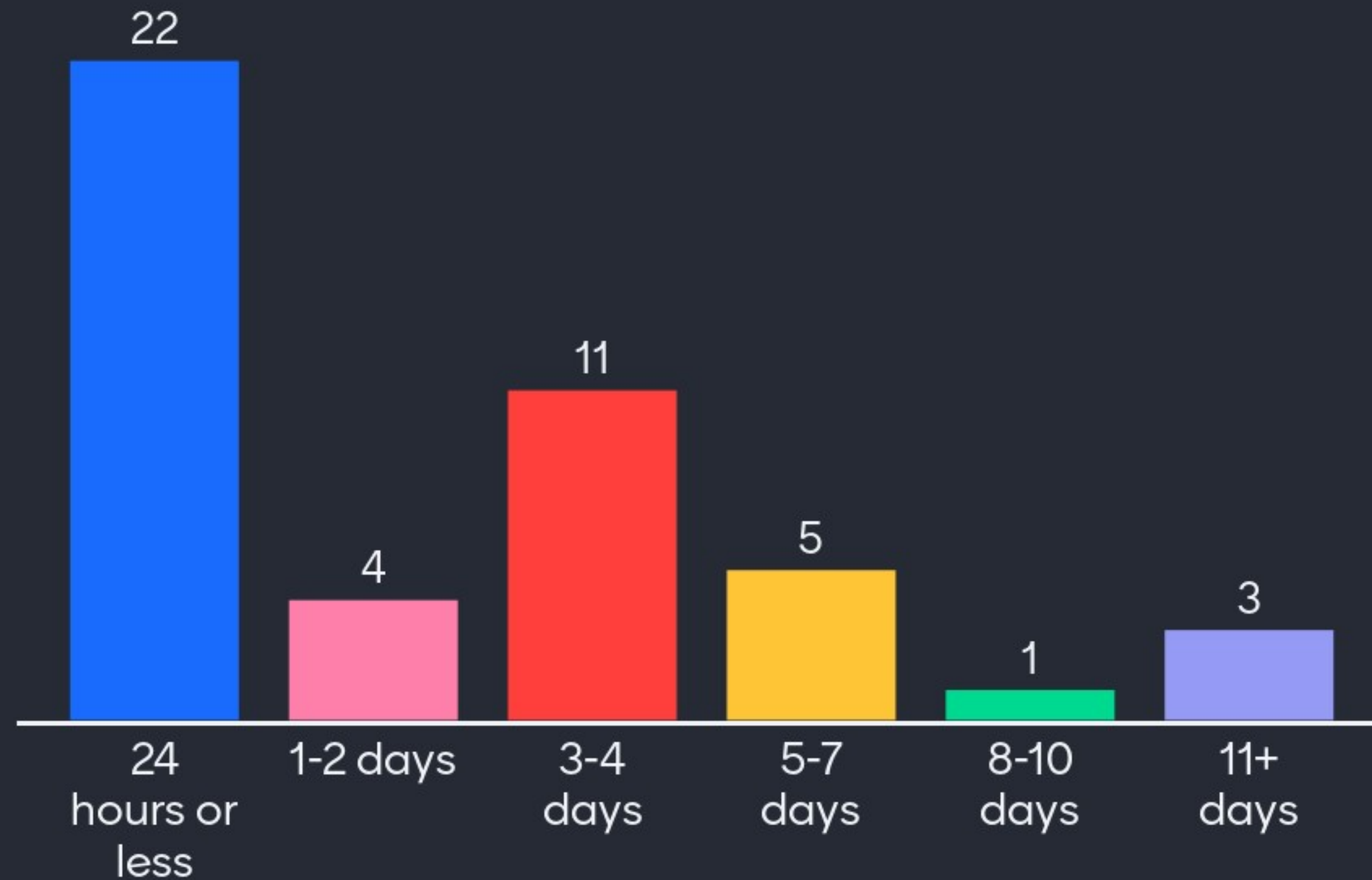
Staff were fed up of the camp food menu 😞 (and I feel it too)

Not prepared to "deal with parents"

How long was your staff training?



How long was your LEADERSHIP staff training?



Discussion Time



Navigate to our website to find Discussion Questions for your group.

Make a copy of the questions, and take notes.

Share the notes with Allison:
allison@thesummercampsociety.com.

What topics did you feel unprepared to train on or uncomfortable training on?

50 responses

Dealing with bullies.

How to handle the conversation around food in a constructive and safe way

Child abuse prevention - always DEI- recently

DEI

transgender topics as single-gender camp

conflict management

Supporting neurodivergent campers - fortunately we had a board member who is an expert!

behavior management is always hard - requires so many soft skills and social-emotional awareness and staff struggle these days with that

Restorative justice

What topics did you feel unprepared to train on or uncomfortable training on?

50 responses

Mental health first aid. Even with the certification I was not prepared for the amount of staff that had to walk out mid-training

Consequences of rule breaking

DEI - racial issues popped up that I (white) feel unprepared to speak to

Camper mental health

Sexual Harassment training that is understandable for people whose first language isn't English

Behavior management. Never feel like the situations feel real enough and don't help

Gender Inclusion

Very basic stuff about what a job involves.

hard conversations with campers like suicide, abuse, etc

What topics did you feel unprepared to train on or uncomfortable training on?

50 responses

Had a few VERY vocal people against our inviting transplaining to present at orientation

Time keeping when mine is so crap

our GS council cookie cutter "tricky topics"

How to do DEI without "triggering" people

"girl drama" as a male at girls camp

MESH tools to train counselors in for their campers

Staff mental health and how to cope

Neurodivergent camper behavior

Behavior management

What topics did you feel unprepared to train on or uncomfortable training on?

50 responses

Behavior management.

Mh care for campers

somatic illness

completely unaware of such immense need for cultural awareness, drug use prevention, mental health training

under 18 year old staff versus over 18 yo staff...

Neurodivergent campers

LGBTQ+. Mental health. Incident reporting. Difficult behaviors and how to manage

Providing support for folks who have English as a second language

Staff relationships/conflict resolution

What topics did you feel unprepared to train on or uncomfortable training on?

50 responses

Partnering with campers

Staff cultural expectations in the USA. It's hard to facilitate that understanding.

How to separate sexuality/LGBTQ from sexual topics. What is okay to talk about and how.

How to teach kids about pronouns

Mental health

What is ok to talk about at camp

When to report versus what can you handle alone

de-escalation strategies

How much time off everyone gives off

What topics did you feel unprepared to train on or uncomfortable training on?

50 responses

how to include and work with neurodivergent campers

Supporting BIPOC campers, understanding historical/statistical realities and understanding tendency to over-underline police them as a remote learning tool. To give basics *before* folks arrive at camp.

Teaching new leadership staff re: feedback and performance management

More supervisory level training

Lifeguarding, RTE, ropes course training

What support do you need when it comes to staff?

51 responses

Resources I can directly share with them

All the things! :)

Behavior management situations to role play

More restorative justice stuff I can share with my staff!!!

how to handle hostility, negativity and sabotage by staff as a new director

Take and use trainings Camper behavior management for post Covid kids

DIY trainings on behavior and group management

Articles, videos, blogs etc

Neurodivergent campers

What support do you need when it comes to staff?

51 responses

Blogs

Team building Fun factors to keep returners engaged

printable resources that I can provide them to reference throughout the session

How to handle staff mob mentality

Your training sessions we sampled were great. I find the variety useful. Would love more behaviour management roleplay

Decentering capitalist structures when considering employment and what we are instilling in young counselors

how do we get them to buy in

Staff behavior management

How to have challenging conversations with kids, parents, peers

What support do you need when it comes to staff?

51 responses

Training sessions around how counsellors can support camper mental health without absorbing it all

Director training for understanding how to supervise staff that are Neurodivergent

How much time off everyone give staff

Trans education and inclusion

How to make the boring stuff (policy and procedures) fun

How to teach them self-care that's applicable at camp

more brainstorming with other camp directors dealing w/ specific issues matched with a mentor who has ideas, strategies, and experience with success. group mentoring session!

How to turn boring topics into fun activities!

All these!!!

What support do you need when it comes to staff?

51 responses

Lgbtq+ info and how to support resources

Helping them understand that THEY CAN BE UNCOMFY AND DO HARD THINGS!

Workshops for building/refreshing handbook

Accountability and Responsibility in terms of adulthood

videos to show at staff training that cover common issues

how to get overnight camp staff more breaks during the day

Training session or add ins to help develop and demonstrate and empower problem solving

Love listening to podcasts on anything as they typically give me some nugget of gold

Supporting BIPOC campers and understanding tendency to over-under police them. To give basics *before* folks arrive at camp.

What support do you need when it comes to staff?

51 responses

How to make the onboarding process easier and help staff feel more comfortable and excited!

Higher level trainings for supervisors

pre-camp trainings to share with them - especially for leadership staff

How to train in segments through the summer

counselor specific podcast episodes - like tips and tricks for frontline staff

How to keep leadership staff from rescuing and micromanaging

Mid-summer PD (outside of Staff Training)

providing feedback and building relationships with staff

Teaching new leaders on giving feedback/performance management

What support do you need when it comes to staff?

51 responses

Archery	First aid/CPR, archery, lifeguard, hatchet throwing, mental health first aid	none
Trauma informed care training	WSI certification, OSHA 30 for maintenance staff	CPR, water safety, ACCT level 1, archery certs, serve safe cert, lifeguard training

What certifications/special trainings do you pay for and offer your staff?

44 responses

Lifeguard, RTE, Public Vessel Operator

Lifeguarding

Lifeguarding, Wilderness First Aid, Wilderness First Aid, Archery

Currently none (also don't have a need for certifications at this time)

first aid, CPR

mental health first aid

CPR/first aid

N/A :(

Youth Mental Health Frist Aid



What certifications/special trainings do you pay for and offer your staff?

44 responses

CPR/FA, LG, Ropes

1st aid and CPR we pay for that and offer it before camp and once in the first week

lifeguarding, ropes, archery, boating, canoe, sailing, small craft

Archery

Lifeguarding, first aid/cpr

Lifeguarding

Wilderness, first aid & CPR

Lifeguard, cpr, WFA

Only specific staff receive lifeguard and ropes training



What certifications/special trainings do you pay for and offer your staff?

44 responses

High ropes

PMT

First aid/CPR

wilderness first responder

We do not offer certifications at camp but will pay if hired

CPR/First Aid, Bloodborne Pathogens, Lifeguard

Camp leads - First aid/CPR training, all staff -
Kulture City training on working with guests with
sensory sensitivities

Lifeguard, cpr, WSI

Lifeguard, belay certification



What certifications/special trainings do you pay for and offer your staff?

44 responses

Lifeguard, archery, waterfront, high ropes, zip line, climbing wall.

First aid. Managing aggressive behavior

Next year - CPI

camp mental health

wsi for waterfront coordinator

CPR/First Aid, Lifeguard, Archery, canoeing, air rifle, hatchets, belay

Lifeguard, archery, and ropes all done in house. Lifeguards receive American red cross certification

Cpr/first aid. Although thinking about bringing in house

Lifeguarding, RTE, ropes course training

What certifications/special trainings do you pay for and offer your staff?

44 responses

waterfront lifeguarding, archery, ropes, first aid, wilderness first aid

Currently - fa/cpr/aed, archery (specialists), lifeguard (specialists), boating (specialists)

Alternate in different years but: Lifeguarding, Wilderness First Aid, CPR, Canoeing Mental Health, Justice/Equity/Diversity/Inclusion.

LG, ACCT Level 1, USA Archery Level 1, CPR/FA, Food Handler, Water Safety

We do WHMIS, AODA certs at camp

LGI, Archery, WSI, ACCT level 1, riflery,

"Care specialist" level 1 and 2

Lifeguard, WSI,



Thank You!

Next week:

Staff: Successes, Challenges, and More

September 20 at 2pm ET

Same link!

