
A Future for Camping Ministry:

Assessing and Improving Camping Ministries in BC Conference

Final Report & Recommendations – Summary

CONTENTS

1	BACKGROUND & OVERVIEW	3
2	NEGOTIATING FRAMEWORK	4
3	EMERGENT ISSUES	6
4	REVISED FINANCIAL FRAMEWORK	13
5	PROJECT IMPLEMENTATION PLAN	23
6	NOTES	26

October 2006

1. BACKGROUND & OVERVIEW

The Camp Futures Project (March 2004 – November 2006) was established to assess the camping ministries and properties under the supervision of the BC Conference of the United Church and to prepare a mission plan for the financially sustainable future of a quality camping ministry in BC Conference. The Terms of Reference for the Project stipulated that the eventual plan would need to reflect four key values: camping ministry would need to be mission-oriented (integrated with the goals of healthy congregations, effective leadership and faithful public witness); excellent (characterized by high quality in program, facilities and operations); accessible (physically, financially, geographically); and sustainable (able to rely on human and financial support for the long term). The Project was designed and evolved to be carried out in three phases:

A. Research & Recommendations (March 2004 – December 2004)

A comprehensive documentary review was undertaken, and site visits were carried out at nine of the ten United Church Camps in BC. Two stake-holder surveys were developed and carried out. One survey was addressed to BC Conference leadership and focused on ministry priorities and policy concerns. Policy options were tested with the Conference Executive and the results of the survey were published (*Conference Leadership Survey: Compilation of Responses*, October 2004). The second survey was addressed to Camp Boards and focused on matters of vision, governance and operations. Material generated fed directly into the analysis presented in the final research report (*A Future for Camping Ministry: Report and Recommendations*, December 2004 – “the Report”).

B. Consultation & Adjustments (January 2005 – May 2006)

Meetings were held with all Ownership groups (Conference Executive, Presbyteries, Congregations) to provide clarification and receive feedback on the Report. Meetings with additional stake-holder groups, such as individual Camp Boards, the Outdoor Ministry Committee, and community organizations, were held on request. Alternative proposals were invited from the broad constituency and assessed by a review committee. Follow-up research was conducted and the Conference Executive affirmed the revised framework of recommendations developed by the alternative proposals review committee as the basis for negotiations with Ownership groups. Written and oral updates were presented to and discussed by the Conference General Meetings in 2005 and 2006, and the General Meeting affirmed the vision and principles recommended by the project.

C. Negotiation & Planning (May 2006 – November 2006)

Meetings were held with Ownership groups (Congregational Boards, Presbytery Executives) to ensure clarity with respect to the proposed framework and to identify outstanding issues that would need to be resolved in order to foster agreement on and support for an integrated plan. Proposed means to address the issues were tested with those concerned. Individual leaders, members of Camp Boards, and specialists in a number of professional fields were consulted to verify data with a view to developing a viable joint plan to recommend to the Conference Executive in November 2006.

2. NEGOTIATING FRAMEWORK

The alternative proposals review committee examined about 25 submissions concerned with issues related to individual camps or the general approach advocated by the Report. Mandated to act in continuity with the previous decisions of the Conference General Meeting and Executive, the review committee affirmed a number of elements recommended by the Report.

Taking into account the results of the consultation process and input provided by the alternative submissions, the review committee also proposed a number of significant alterations to the original framework. It was recognized that the changes to the original proposal would require recalculation of the financial structure of the project.

Taken together, these affirmations and alterations were recommended to the Conference Executive in March 2006, and adopted by them as the framework for negotiations with Ownership groups in moving toward a joint agreed plan.

2.1 AFFIRMATIONS OF THE REPORT'S RECOMMENDATIONS

- 2.1.1 The Mission and Intended Beneficiaries of Outdoor Ministry (as set out in section 4.2 – page 59 of the Report);
- 2.1.2 The Values and Standards, including in relation to ensuring physical and financial accessibility, staffing and the Christian character of the program to be offered (as set out in section 4.1 – pages 57-58 of the Report);
- 2.1.3 The Integrated approach based on the Regional Camp model (as set out in section 4.1 – pages 57-58 of the Report);
- 2.1.4 The Scale of camping ministry to be offered by Conference Camps, based on the optimal capacity of about 2,500 children per year, including provision for growth of about 20% from the current level of participation (as set out in section 2.2 – pages 10-12 of the Report);
- 2.1.5 The approach to Financing of the Conference Camps, in which the level of investment in camping is based on the scale of the ministry to be provided (as set out generally in section 4.4 – pages 60-63 of the Report);
- 2.1.6 The selection of Camps Fircom, Grafton, and Pringle as the most suitable locations for the development of Conference Camps (as set out in section 4.1 – page 57 of the Report);

- 2.1.7 The sale of the other Conference-owned Camp properties – Koolaree, Kwomais, Moorecroft and Rock Lake (as set out in section 4.4.2 – pages 61-63 of the Report).

2.2 ADJUSTMENTS TO THE REPORT’S RECOMMENDATIONS

- 2.2.1 Withdraw any proposals for the development of a specialized or dedicated retreat centre, including at Camp Kwomais, but ensure that facilities developed at Conference Camps provide for adequate “places of retreat” for congregational and other use;
- 2.2.2 With respect to Camps Kwomais and Moorecroft, ensure that public access and the environmental assets are protected, and explore the possibility of retaining some portion of these properties under United Church ownership under lease or other arrangements;
- 2.2.3 Explore, through experimental multi-year projects based on a proposal submitted by Cariboo Presbytery, alternative models for supporting church camping programs, particularly in regions where the United Church does not own or operate a camp property;
- 2.2.4 Increase the level of staffing support for camping ministry at Conference level, possibly to full-time for at least a transitional period (3-5 years), focused on management development and institution building rather than program support or provision;
- 2.2.5 Recognizing the issue of human resource capacity as a serious limiting factor in the life and work of the United Church in BC, particularly in relation to governance and management, pursue the development of a strong centralized governance system for the three Conference Camps, while emphasizing the role of local volunteer leadership in local support and program delivery;
- 2.2.6 Recognizing and respecting the decision of Trinity United Church, Vernon, to renew its commitment to camping as a core ministry of the congregation, withdraw consideration of Camp Hurlburt as a factor in the development of the Regional Camp plan.

3. EMERGENT ISSUES

During the negotiation phase all ownership groups were consulted on the basis of the revised framework. The approach was guided by an understanding of “ownership” that recognized both those who hold title to property as well as those who have responsibility for a ministry within the United Church. In all cases, this involved at least one meeting with the relevant Congregational Board or Presbytery Executive, and follow-up correspondence. In some cases, the ownership group also included participation from Camp Boards or arranged for additional forums – such as a special meeting of Presbytery or a joint Camp Board-Presbytery Executive meeting – to provide for wider consideration of the issues by stake-holders. In most cases, ownership groups engaged in the negotiation phase with a view to coming to a decision by the end of October 2006.

In each case, the ownership group was asked to identify any issues that would need to be resolved in order for them to be able to support the Conference moving forward in decision-making and implementation of the revised Camping proposal. In each case, several issues were identified at the consultative meeting. Each group was invited to forward in writing any additional issues that may have arisen subsequent to the meeting – no additional items were received by the consultant.

Proposed resolutions to each of the issues identified by the ownership groups were presented in writing to the respective ownership groups for their consideration within three weeks of the consultative meeting. The proposals were developed in a manner that sought to create a consistent approach as possible elements in a shared plan, rather than simply as a set of individual “deals”. The issues identified and the proposed resolutions have been published elsewhere. In summary, the proposed resolutions make the following additional adjustments to the Negotiating Framework:

- 3.1.1 Retreat Facilities: although the development of a retreat facility at Kwomais is not part of the Negotiating Framework, plans for the redevelopment of Fircom and Grafton as Conference Camps will be revised to provide for year-round retreat facilities at a comparable scale and standard to that currently available at Camp Pringle.
- 3.1.2 Governance Model: It is proposed to revert to the recommendation of the original Report, instead of the model recommended in 2.2.5. That is, each of the new Conference Camps will have its own governing Board, in the case of Camp Pringle to include members from Comox-Nanaimo. The three Boards will undertake some work jointly and will convene as a Conference Camping Ministry Council, with responsibility and authority in certain areas (standards, evaluation, long-range planning, etc).
- 3.1.3 Guaranteed Places: Camp Pringle indicates a willingness to reserve 200 places for children from Comox-Nanaimo region, and for inclusion of

persons from the Presbytery on the Board. Additional places can be guaranteed at Camp Fircom.

- 3.1.4 Congregation and Presbytery Camps: The revised framework is primarily focused on the development of the three Conference Camps. It is assumed that Fraser Presbytery will seek to renew Cultus Lake Camp's lease when it comes due in 2014, although this would depend on the terms available and the Presbytery's resource capacity and ministry priorities at that time. As provided in the original proposal, financial provision will be made to cover possible restoration costs in the event that Cultus Lake is closed or the lease not renewed. Although not part of the Camping Futures framework per se, Cultus Lake and other camps continuing to operate as Congregational or Presbytery ministries may benefit from administrative, program or capital resources that may become available in the future as a result of the Conference Camp work or other outcomes of the project.
- 3.1.5 Financial Compensation: Actual capital investments (providing for neither inflation nor depreciation) made by Presbyteries in Camps to be sold will be confirmed and reimbursed from proceeds of sales. It is proposed that options be explored with a view to providing Kamloops United Church with capital or income from the Grafton property.
- 3.1.6 Distribution of Financial Assets: Balance of proceeds from property sales, not required for implementation of Camp Futures project will be used to create a Conference Ministry Fund accessible to and supporting all Presbyteries.
- 3.1.7 Opportunity for Volunteers: Where appropriate, current Camp Board members should be invited to take an active role in the re-design and development of the new Conference Camps, and be invited to form a Local Management Committee to provide support and assistance to the Director in the program delivery and operation needs of the Camp.
- 3.1.8 Mission and Constituency: The Conference Camp model envisions an integrated, professional, and ministry-based approach. Business planning for the camps will include a joint approach to marketing, recruitment, and follow-up throughout the Conference. These will necessarily involve developing effective communications and relations with congregations. This should be addressed through a collaborative process led by a proposed Conference Camping Ministry Council.

One of the most important outcomes of the negotiation phase was that in almost all cases discussions increasingly tended to focus on issues that are broader than either outdoor ministry or property. Increasingly the key questions came to be recognized as: What is the real mission of the United Church in our region in the coming decade? How should we equip ourselves and invest in order to respond effectively to that mission?

4. REVISED FINANCIAL FRAMEWORK

The various phases of the project have resulted in many alterations to the original recommendations of the Camp Futures Report, some of them quite substantial. While the focus of the original Report and recommendations was very specifically on the creation of an excellent, accessible, mission-based, and sustainable camping ministry, the focus of discussions in some cases is no longer primarily about camping but increasingly more about property oriented concerns. While this is understandable, they pose a number of different questions that will need to be addressed in shaping a definitive plan.

4.1 SCOPE OF CAMP FUTURES PROJECT PLAN

In terms of financial and planning implications, the number of Camps actively taken into consideration as part of the revised framework has been reduced from ten to seven. As a result of discernment and decision-making undertaken by the respective ownership groups, the following Camps are understood to be intending to continue to operate as ministries directed by and accountable to other appropriate courts of the United Church:

- CAMP HURLBURT – owned by Trinity United Church, Vernon, the congregation has actively determined that the Camp will continue to be one of its ministry priorities.
- CULTUS LAKE CAMP – operated under a lease arrangement with the Province, subject to renewal in 2014, Fraser Presbytery has actively reaffirmed its commitment to the Camp as one of its supervised ministries.
- MACKENZIE CAMP – owned by the General Council, Kamloops-Okanagan Presbytery has actively reaffirmed its commitment to supervision of the Camp as one of its ministries and the General Council has given no indication of its intent with respect to the disposition of the property at this time.¹

It is the recommendation of the Camp Futures project that Congregations and Presbyteries that own Camps and have discerned a commitment to continuing to offer church camping as a ministry priority should be encouraged to do so. Such Camps may eventually be regarded in some manner as associate or “affiliated camps”. However, these local ministries are not seen as part of the Camp Futures framework per se, which is focused on the development of the Conference Camps integrated within Conference accountability. While they may benefit from administrative, program or capital resources that may become available as a result of the development of Conference Camps or other outcomes of the project, these Camps are not included as contributing to or drawing from the Camp Futures project in terms of finances or planning.ⁱⁱ

The Camps included within the financial and planning framework of the Camp Futures project are Camps Fircom, Grafton, Koolaree, Kwomais, Moorecroft, Pringle,

and Rock Lake. The financial and planning framework has been prepared on the basis of the outcomes of the negotiation process, as set out in Table A below.

Table A: Ownership Negotiation Outcomes

<i>Camp</i>	<i>Negotiation Proposal</i>	<i>Ownership Response</i>	<i>Recommendation</i>
Fircom	Develop as Regional Camp	Support, per Vancouver-Burrard Presbytery, 24 October 2006	Proceed as per Implementation Plan
Grafton	Develop as Regional Camp	Support in Principle, pending decision of Kamloops United Congregation, mid-November 2006	Without prejudice, ⁱⁱⁱ include for planning purposes as per Negotiation Proposal
Koolaree	Cease operation, Sell property	Decision-making planned for Kootenay Presbytery meeting, Spring 2007	Without prejudice, ^{iv} include for planning purposes as per Negotiation Proposal
Kwomais	Cease operation, Sell property	Partial Support, per Fraser Presbytery, 24 October 2006 ^v	Proceed as per Implementation Plan
Moorecroft	Cease operation, Sell property	Conditional Support, per Comox-Nanaimo Presbytery, 14 October 2006 ^{vi}	Proceed as per Implementation Plan
Pringle	Develop as Regional Camp	Conditional Support, as per Victoria Presbytery, 24 October 2006 ^{vii}	Proceed as per Implementation Plan
Rock Lake	Cease operation, Sell Property	Decision-making planned for Kootenay Presbytery, Spring 2007	Without prejudice, ^{viii} include for planning purposes as per Negotiation Proposal

This is only a summary presentation of the outcomes of the negotiation process, and does not reflect the range of views, feelings, attitudes and positions that are present in the various courts on the various issues. Addressing the issues arising from this project, whether related to outdoor ministry or property, has been challenging and difficult for all involved, since inevitably they have involved questions of identity and mission.

4.2 PROPERTY VALUATIONS & REVENUE ESTIMATES

Revenue for implementation of the Camp Futures project will derive primarily from property sales. The reduction of the number of properties included within the project, and

changes in valuation of the properties during the past two years, has required a recalculation of the financial estimates of the project. In order to ensure a valid basis for decision-making and planning, a professional valuation of the properties proposed for sale was commissioned. The valuation of Camps Moorecroft, Koolaree, Kwomais, and Rock Lake was undertaken by Colliers International, and was carried out in a confidential manner in order to not foster rumors or prejudice future negotiations.^{ix} The independent valuation has broadly confirmed the revenue estimates provided in the original Camp Futures Report, as affected by the growth of the past two years.

Discussions with the respective ownership groups also indicate that a portion of two of the properties proposed as Conference Camps – Fircom and Grafton – should likely be considered as surplus to any foreseeable needs of the new operations. While any decision to sell portions of these properties should only be taken on the basis of a needs assessment following the development of a business plan for the new camps, a provisional amount of revenue has been included for these possible additional land sales.

Following the financial approach used in the original Report, we believe it is prudent in planning at this level to provide for a substantial margin of error to accommodate possible errors in relation to both estimates of revenues (by discounting values by 10%) and estimates of expenditures (by inflating costs by 10%). Including a negative contingency on revenue also allows for accommodation of some of the costs associated with property sales. Accordingly, and recognizing that decisions related to some elements are pending and without prejudice, the prospective revenue to be realized by the Camp Futures project is estimated at \$ 26,212,500.

The independent valuations suggest that a key question of due diligence that needs to be addressed is the Conference's approach to the issue of stewardship. That is, Conference and other groups have consistently placed a high value on maintaining public access to and preserving the natural condition of the Kwomais and Moorecroft properties. As with any real ethical principles, these values are not abstract. In this case, the values are specifically estimated to cost as much as \$ 22,250,000, which is also a significant potential material resource for which the Church must act in stewardship. In order to guide implementation of the Camp Futures project, the Conference will need to determine whether the stated values are absolute, or whether they should be balanced in some way with achieving fair market value. We recommend that the Conference adopt a position that allows for some flexibility, seeking to optimize both protection of the environment and realization of revenue. This is likely to be a practical necessity in seeking to negotiate the sale of either property.

4.3 COST ESTIMATES FOR PROJECT IMPLEMENTATION

Cost estimates the project have been revised for three main reasons: an increase in programmatic and operational costs due to adjustments to the framework as a result of the consultation and negotiation processes; general increases in construction costs during the interim two years; an increase in debt and other liabilities during the past two years. Once again, we have considered it prudent to apply a 10% contingency on all costs.

Building and refurbishment costs for the Conference Camps are intended to provide for appropriate facilities and infrastructure to accommodate up to 100 summer camp participants and between 25 and 75 winter retreatants. Transition and organizational development funds are intended to provide for the establishment and training of new governing boards, recruitment of Executive Directors, and the development of business, marketing and operating plans. Conference Camp operating budgets will be designed to cover both operating and capital needs. Development and transition investments are therefore one-time costs, and are estimated at \$ 5,874,000.

Table B: Development & Transition Expenditure

Regional Camp	Development Investment	2004 Estimate	Revised Estimate
Fircom	<ul style="list-style-type: none"> ▪ Building & refurbishment of facilities (approx. \$ 1,950,000) ▪ Transition financing & organizational redevelopment (approx. \$ 200,000) 	\$ 1,725,000	\$ 2,150,000
Grafton	<ul style="list-style-type: none"> ▪ Building & refurbishment of facilities (approx. \$ 1,560,000) ▪ Transition financing & organizational redevelopment (approx. \$ 75,000) 	\$ 1,250,000	\$ 1,635,000
Pringle	<ul style="list-style-type: none"> ▪ Building & refurbishment of facilities (approx. \$ 1,430,000) ▪ Transition financing & organizational redevelopment (approx. \$ 75,000) 	\$ 1,150,000	\$ 1,505,000
Total		\$ 4,125,000	\$ 5,290,000
Add 10% Contingency (\$ 529,000)			\$ 5,820,000

Another set of proposed one-time costs is to provide for issues of liability and compensation. Liabilities are the outstanding debts of Camps to be developed as Conference Camps, and the provision for restoration of Cultus Lake Camp in the event of its closure by action of the provincial government. The issues of compensation arise from the negotiation phase of the project, and are of two types. In one case, it is necessary and appropriate to recognize that, in the life and work of Kamloops United Church Camp, Grafton has for some time primarily represented a capital asset rather than an expression of its core ministry, and further that the congregation faces real needs for capital development. It is recommended that it is reasonable to regard the proceeds from the sale of any portion of the Grafton property as belonging to the congregation.

The second type of compensation recognizes that properties to be sold have benefited from capital investment by the Presbyteries responsible for the ministries carried out at the Camps. It is recommended that it is reasonable that the Presbyteries be reimbursed for verified actual capital investments made in Koolaree, Kwomais,

Moorecroft, and Rock Lake during the past 20 years. It is proposed that no provision be made for either inflation or depreciation. The one-time cost of all these liabilities and compensation arrangements is estimated at \$ 2,550,000.

As proposed in the 2004 Report, it is recommended that an endowment fund be established to provide a secure and sustainable source of income to support a number of the key program and operating costs of the Conference Camps. These are items directly related to ensuring the fulfillment of the core values and success criteria identified as the basis of excellence for this ministry, such as professional staffing. Some new items have been included as a result of the consultation process, such as funding for experimental projects in outdoor ministry. The consultation and review process also recommended that the level of staffing at Conference level be increased. These program and operating costs are now estimated at \$ 355,000 per year. Funding this on-going annual cost would require the establishment of an endowment of \$ 7,100,000.

Table C: Program & Operational Expenditure

<i>Function</i>	<i>Details</i>	<i>2004 Estimate</i>	<i>Revised Estimate</i>
Staffing	<ul style="list-style-type: none"> ▪ Subsidy to provide up to half of salary costs for a Director and a resident Care-Taker for each Regional Camp 	\$ 142,500	\$ 150,000
Training	<ul style="list-style-type: none"> ▪ Travel and tuition bursaries to support training and training programs for young adult leaders 	\$18,000	\$ 10,000
Oversight	<ul style="list-style-type: none"> ▪ One half-time Conference staff position focused on management development and institution building, and ancillary costs 	\$ 25,000	\$ 55,000
Participant Support	<ul style="list-style-type: none"> ▪ Travel and tuition subsidies to support up to 20% (500) of camper participants @ \$200 	\$ 100,000	\$ 100,000
Projects	<ul style="list-style-type: none"> ▪ Funding to support experimental multi-year projects on alternative forms of congregation-focused outdoor ministry 	n/a	\$ 40,000
Total		\$ 285,500	\$ 355,000
Endowment Required to Fund @ 5.5% Annual Income		\$ 5,400,000	\$ 6,455,000
Add 10% Contingency (\$645,000)		\$ 7,100,000	

4.4 FINANCIAL SUMMARY & BALANCE OF FUNDS

The project as described in this Report is expected to generate a surplus of between approximately \$ 10,750,000 and \$ 15,000,000. At the 5.5% rate of return used for endowment planning, this would provide an approximate annual income of between \$ 590,000 and \$ 830,000.

Table D: Financial Overview of Project

<i>Category</i>	<i>2004 Estimate</i>	<i>Revised Estimate (with contingency)</i>	<i>Revised Estimate (no contingency)</i>
Project Revenue	\$ 20,450,000	\$ 26,212,500	\$ 29,125,000
Project Expenditure	\$ 9,995,000	\$ 15,470,000	\$ 14,045,000
Development & Transition	\$ 4,125,000	\$ 5,820,000	\$ 5,290,000
Liabilities & Compensation	\$ 470,000	\$ 2,550,000	\$ 2,300,000
Program & Operations	\$ 5,400,000	\$ 7,100,000	\$ 6,455,000
Other Allocation ^x	\$ 4,500,000	n/a	n/a
Balance of Funds	\$ 5,955,000	\$ 10,742,500	\$ 15,080,000
Annual Income @ 5.5%	\$ 327,525	\$ 590,837	\$ 829,400

It is beyond the remit of this project to address the specific use of the balance of funds. In discussions with ownership groups in the consultation and negotiation phases of this project, it has been a stated assumption that any balance of funds arising from the project would be used to support other ministry priorities. It is recommended that any balance of funds not required for implementation of Camp Futures project should be used to create a Conference Ministry Fund, accessible to and supporting ministry priorities in all Presbyteries.

5. PROJECT IMPLEMENTATION PLAN

5.1 IMPLEMENTATION TIMELINE

A. JAN – JUNE 2007

- Advise current Camp Boards regarding 2007 operations;
- Appoint professional real estate Agent
- Clarify with Comox-Nanaimo, Fraser re retained land
- Initiate property sales process re Kwomais, Moorecroft
- Recruit Project Manager
- Work with Victoria to adjust Pringle Constitution re Governance
- Initiate development and business planning with Pringle
- Decision-making with Kootenay Presbytery re Koolaree and Rock Lake

B. JULY – DEC 2007

- Recruit Boards for Fircom and Grafton
- Recruit Executive Directors for Fircom and Grafton
- Initiate development and business planning with Fircom and Grafton
- Initiate property sales process re Rock Lake, Koolaree
- Consult and plan re use of balance of funds

C. JAN – JUNE 2008

- Initiate property sales process re Fircom, Grafton
- Board training

D. JULY – DEC 2008

- Implementation and successor planning

5.2 DECISION-MAKING PROCESSES

- A. **PROJECT DEFINITION:** Conference should agree to a definition of the Camp Futures project that encompasses the negotiating Framework (section 2 above), as modified by this final Report.
- B. **CAMPING IN 2007:** The seven Camps involved in the Camp Futures project should be advised that, if they are able, they should plan to operate according to their current practices and accountabilities during the 2007 season.
- C. **KOOTENAY PRESBYTERY:** The Conference Executive should acknowledge and affirm the delay of decision-making in relation to Koolaree and Rock Lake in order to accommodate the discernment process of Kootenay Presbytery. Without prejudice to the outcome of that process and negotiations arising from it, however, planning assumptions should continue to be based on the eventual closure and sale

- of the those two properties as indicated by the 2004 Report and the 2006 negotiating framework.
- D. TOWARD RECONCILIATION: Drawing on previous experience of dealing with difficult issues in the United Church, Conference should develop a strategy for fostering a spirit of respect and reconciliation with those who may be experiencing a sense of alienation, disaffection or grief as a result of decisions taken or not taken in relation to the project.
 - E. BUILDING TRUST: the Executive should recognize that reconciliation will depend in large part on Conference's ability to create trust, which in turn will largely be determined by its ability to effectively deliver the implementation of the project and develop the Conference Camps. At present, there does not appear to be a high level of confidence among Presbyteries in the capacity of Conference in program management. The Executive will need to ensure it accords due priority to the support and monitoring of the project.
 - F. ENDOWMENT STRUCTURES: given the potential receipt of endowment funds in excess of \$18 million, Conference should review the adequacy of its investment, management, and decision-making arrangement with respect to endowment funds, and make adjustments if necessary to ensure security and enhance performance.
 - G. MINISTRY FUND: Conference should relatively quickly consider its approach to the use of the balance of funds arising from the project. If it decides to establish some form of endowment to support ministry priorities across the Conference, the Executive should consult with Presbyteries and draft proposed Terms of Reference for criteria and a mechanism for decision-making.

5.3 DISPOSITION OF PROPERTIES

- A. PROFESSIONAL AGENT: Following due process, Conference should appoint a qualified professional commercial realtor to develop strategies for the sale of the Camp properties, and to act as its Agent in negotiations with prospective purchasers.
- B. SALES POLICY: Conference should adopt a clear policy to instruct its Agent with respect to the treatment of the Kwomais and Moorecroft properties. It is recommended that this reflect an approach that allows for some flexibility, seeking to optimize both protection of the environment and realization of revenue. With the assistance of the property Agent, Conference should clarify with Comox-Nanaimo and Fraser Presbyteries the question of retaining portions of the Kwomais and Moorecroft properties, and the approach to preservation of the natural state of the properties.

- C. **TIMING OF SALES:** Pending the advice of the agent, the offering of properties for sale should occur in stages:
- a. Kwomais, as it is not currently in operation as a Camp;
 - b. Moorecroft, as the replacement facilities are more immediately in place;
 - c. Pending the outcome of discernment and decision-making with Kootenay Presbytery, Rock Lake and Koolaree;
 - d. Portions of Fircom and Grafton, following development of planning for Conference Camps.

5.4 GOVERNANCE

- A. **REGIONAL BOARDS:** Taking into account the input of the negotiation process, it is recommended that Conference revert to the governance proposal set out in the original Report. That is, a governing Board should be established for each of the three Conference Camps, rather than a single Conference-wide Board as advocated by the Review Committee. This will simplify the transition process and facilitate the development of distinctive identities for the new Camps.
- B. **GOVERNANCE ROLE:** the role of the Regional Camp Boards will be to provide strategic direction and accountability for management. Volunteerism will be encouraged in the Camps, such as through the development of Management Committees to assist the EDs in various aspects of the program and operations.

5.5 MANAGEMENT

- A. **PROJECT DIRECTOR:** the Conference should recruit a full-time Project Director to manage and coordinate all aspects of the implementation. It is recommended that this be established as a fixed-term contract position, perhaps for three years, with a view to being succeeded by the half-time, permanent staff position referred to in section 4.4 above (Program & Operating Expenditure).
- B. **MANDATE:** the Project Manager should work directly with the Regional Camp Boards, and be the Conference point of reporting and accountability for them. The Project Manager will oversee and ensure the development and training of the new Boards. The Project Manager will participate in the hiring of Regional Camp Executive Directors.
- C. **INTEGRATION:** The Project Manager will work directly with the EDs to oversee and ensure the preparation of business and marketing plans and the fulfillment of the Camp Futures strategy. The Project Manager and the EDs will work collaboratively to promote integration of the three Conference Camps.

6. NOTES

ⁱ The General Council office has indicated that it is not opposed in principle to the proposal to sell Mackenzie Camp, as recommended in the 2004 Report. At this time, however, the GC is studying its own report on camping sustainability, and will be undertaking further review “to clarify what is the GC’s role in camping and whether a more future oriented proposal needs to be developed.” Decisions related to Mackenzie Camp, would likely occur within that context.

ⁱⁱ The sole exception to this approach is the proposal to make provision for the possible liability of restoring the Cultus Lake property to its original condition should the leasehold be terminated. This was included within the financial framework of the original Camp Futures Report.

ⁱⁱⁱ Kamloops United Church, in its submission to the alternative proposals review process and subsequently, has indicated that it is in principle willing to make Camp Grafton available to the Conference for the Camp Futures Project. Formal decision-making, however, will not take place until mid-November 2006. It is assumed that “without prejudice” in relation to Camp Koolaree should mean, for planning purposes, the position advocated by the current Negotiating Framework and the proposed resolutions to the emerging issues identified by Kamloops United.

^{iv} The Kootenay Presbytery process is noted above. In view of the timeline for decision-making established by Conference, it is assumed that “without prejudice” in relation to Camp Koolaree should mean, for planning purposes, the position contained in the Negotiating Framework.

^v Fraser Presbytery affirms the principles and direction of the Camp Futures project, and endorses the sale of most of Kwomais. However, the Presbytery proposes that approximately five acres of the property be retained with a view to a possible use in the future.

^{vi} Conditions relate to Comox-Nanaimo Presbytery’s expectations to be involved in full exploration of ways in which a portion of the Moorecroft property may be retained for future United Church purposes; ongoing consultation as to the most suitable prospective purchaser that will seek to conserve its essential character as a place of natural beauty; and further consultation as to the appropriate division of proceeds from any sale of property.

^{vii} Victoria Presbytery’s conditions are that the proposed resolutions identified in the negotiation process, particularly that related to the approach to governance, are part of the new model.

^{viii} As per note iv above.

^{ix} Colliers International *United Church Camp Portfolio – British Columbia Valuation*, September 2006. Since Conference may be engaging in financial negotiations in these matters, this document is being treated as confidential to the Executive Secretary and the Mission Through Finance Council. It should be noted that Colliers have provided a valuation, not an appraisal.

^x The withdrawal of the proposal to develop some kind of retreat facility on the Kwomais property is noted in the Negotiating Framework as one of the specific adjustments made to the project as a result of the consultation and alternative proposals review process.