

Synod of Alberta and the Northwest

Audit report

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Introduction

Vandersall Collective, a faith-based consulting firm in the United States, was hired at the beginning of 2022 to conduct research for the Synod of Alberta and the Northwest of the Presbyterian Church of Canada. Specifically, our charge was to assess the feasibility of the funding of Camp Kannawin and the Regional Director position. Our research explored the:

- Overall desire to support these two projects;
- Unexplored possibilities and potential for diversification of income;
- Alignment of outcomes, real and perceived, with missional purpose, and;
- Fundraising feasibility for both the camp and director position.

These areas of exploration helped us respond to the stated areas of consideration of the performance of these two expenses from the request for proposals, as found in the appendix:

1. A review of their ministries. Is scope and vision clear enough?
2. Effectiveness and efficiency of delivery. What are the areas for growth? Are they responding to real or perceived needs? Are they delivering actual or aspirational goals?
3. How do they measure up to other ministries of their kind?
4. Review of the Reports on these 2 ministries contained in the Synod minutes from the past 10 years.
5. Interviews with relevant stakeholders.

The RFP also reported a 33.3% decrease in membership households in the Synod over an 11 year period and an \$800,000 net revenue in loss over the same period. This is the context within which we conducted our research.

What we did

With support from both the Synod Administrations Committee and the Synod Options Committee, Vandersall Collective, through Consultants Rev. Mieke Vandersall and Erin Weber-Johnson performed a document review which included:

- Reports and documentation from Synod options committee
- Budget vs. actual from the Synod from 2012-202
- Balance sheets
- Standing orders for Synod
- Regional director reports
- Relevant Synod minutes

Camp:

- 2021 Letter sent to presbyteries with options for a way forward
- Response letters
- Camp reports to Synod
- Job descriptions
- Publicity materials
- Budgets
- 1968 Brief history of the camp
- Run River Report from 2017

What we found

Camp Kannawin

HISTORY

Camp Kannawin, according to the 1968 history, began with a great degree of generosity of spirit, financial resources, and manual labor. “The purchase of the site, the cutting of the original trail, the clearing of the square, and the erection of the first buildings, must be attributed to the vision, the faith, the loyalty and concern of a large number of men and women.”

Unsure of how many full-time directors had served Camp Kannawin previously, we gathered that there have been few. Camp Kannawin, from its inception, has been a place that gathers many hands for work. The Camp, from what we read and heard, has a culture of volunteer control and management.

VOLUNTEERS

That said, the hands gathering for work are waning in number and in age. Only 24% of respondents said they are willing to volunteer. 20% of respondents believe that their congregation is willing to volunteer, and 10% said they would be willing to recruit other volunteers. We spoke to, and read surveys from, many individuals who are simply getting on too much in years to be able to support the Camp, and whose congregations are also aging and dwindling and are in need of leadership and financial support. Camp Kannawin, as does any camp, takes many hands for its production and execution. An aging population of Synod members, combined with Covid realities that have disrupted an ability to gain momentum, pose a dual dilemma for the future of the camp.

FUNDRAISING

When it comes to fundraising, a slightly higher percentage of respondents (26%) are willing to engage in a “Sponsor a Campership” program. However, we did not find an effective structure for fundraising to support a fundraising program such as this, alongside the significant level of division around whether to support Camp Kannawin; we do not see outside fundraising opportunities as a significant source of revenue.

What we found

EARNED INCOME

The report by the reputable Run River consulting firm articulated a clear plan for living into a sustainable and profitable model for Camp Kannawin. Among many recommendations, this included a great investment of financial resources, in addition to an investment in a long-range plan and volunteer and fundraising infrastructure. It also called for a shift of understanding of role for the committee that moves from a “management group that literally runs the camp to an oversight an oversight team.” It found a significant population surrounding the Camp which could be attracted to an upgraded, expanded facility. Our understanding is that Camp Kannawin has not implemented these critical recommendations to set the Camp up for a truly sustainable earned income model.

CHANGING CONTEXT

In an environment of shifting and changing relationships to the church in general, an aging Presbyterian Church in the Synod of Alberta and the NW, and with the many demands placed on children, families and congregations, and long distance to travel for many families to Camp Kannawin, we found a low number of individuals who could actually access the programming that Camp Kannawin offers (or will be able to offer during what we consider now to be another phase of Covid). Many people we heard from are already using regional and local camping opportunities, if they are camping at all.

GREATEST NEEDS

Respondents identified the greatest needs for local ministries as financial resources, energy, leadership, vision, and increased membership. While leadership and vision can be developed at Camp Kannawin, considering the great deal of distance many need to travel to the Synod, with significant current needs of congregations, and a Synod in decline, we do not see this to be feasible.

SENSE OF CALL AND VISION

The respondents did not articulate a clear sense of call into the future for the Presbyterian Church of Canada in the Synod of Alberta and the NW, nor could they clearly state how the camp dovetailed with their understanding of this call. The

What we found

greatest understanding of the future, how they believe God is calling the Presbyterian Church of Canada into the future in particular, is a call to change.

LACK OF TRUST

There is, at minimum, a perception that the culture of Camp Kannawin cannot meet current standards of accountability and transparency and cannot live into the change that is the uniting factor in considering a sense of call and vision. Many recounted experiences of asking basic questions of the camp and feeling like they “had a bullseye on [their] back” at the end of Synod meetings. It was these same individuals who had tried to recruit volunteers at the camp and found a culture of stubbornness, fueling the distrust that is pervasive throughout the Synod.

CONCLUSION

Clearly Camp Kannawin holds a very special place in the hearts and spiritual journeys of many, but as things stand, we do not see a way forward without significant additional resources and change.

We close this section with a quote from the 1968 history: “The future of this camp is not open to speculation. It is enough to say that we are entering a new age. There are a large number of such camps and youth is restless, inquisitive and experimental. Pastoral charges are more demanding and pastoral work is becoming specialized.”

Regional Director

A POSITIVE FORCE

A significant uniting force of respondents was the ministry of Dianne Ollerenshaw, previous Regional Director. We did not hear one negative comment about her, and to the contrary, all who had interaction with her were grateful for her ministry, her pastoral presence, and her commitment to justice and social issues. To a person, no one believes that anyone else could fill her shoes; what comes next is not as simple as hiring a new Synod Regional Director.

FUNDRAISING

Over 50% of respondents do not believe that the needs of the Synod Regional Director position could be met outside of the position. We believe this is because of the particular personality and skills that the previous Director brought to her work. In addition, many respondents acknowledged that the Synod boundaries are large and wide, and travel from one point to the other is laborious and time consuming.

Only 20% of respondents said they would be interested in personally contributing to the Regional Director position, and they believe that 20% of congregations would also be willing to contribute. Not out of a lack of love for the previous Director, and perhaps because of the love for her, we believe funding this position in a different way is not the way forward.

RESTRUCTURING

The areas of focus that Dianne brought to her position—mission coordinator, pastoral care (especially for clergy), resourcing and strategic planning—are all critical to meet the needs of the Synod. Without the position filled, the needs are not getting met, but there is openness to how they might be met. Most pronounced is the possibility of diverting funding from a single position to hiring a variety of presbytery-specific support people, especially if some of the presbyteries are willing to merge.

What we recommend

1. Gain deeper clarity into the needs of individual congregations in the Synod.
2. Consider a strategic vision for the future that requires significant change. The decline can be seen not only in numbers but also in fatigue of those who responded to this study. We have seen that churches and judicatories who are energized and meeting the needs of their communities have embraced change as part of their Christian call, with a clarity of vision that necessitates that change.
3. According to the Camp Kannawin website, the land it functions on belongs to the Presbyterian Church of Canada. Camp Kannawin is its own non-profit organization. Considering our findings, either wind down the contributions over a period of years to the Camp or simply cease contributing. Navigate what might be next for the property, or if it is time to explore the Trust that it is held in and see what is possible for next steps.
4. Do not fill the position of Regional Director but consider more localized options for support and change-making work.
5. Consider how presbyteries might be resourced, driven by a strategic vision rooted in change, by reallocation of funds from both the Regional Director position and Camp Kannawin.
6. No matter what, consider a celebration of ministry for Camp Kannawin, the many souls who built it and who were fed by it.

Our research, in summary

The document review resulted in analysis spread throughout this document into these two particular breakdowns:

1. A review of the previous director's time and programmatic initiatives from 2013-2020:

Duties	2020	2019-No separate report	2018	2017	2016	2015	2014	2013	2012- Categories not identified
Reactive to new situations									
Serving as a liason between ministries and presbytery									
Divides time between 4 presbyteries through travel and support									
4 Outlined Ministry Areas:									
Mission Strategizing	Shared in conversations with existing partners		Brought in Centre for Progressive Renewel-- offered visioning but no interest, continued conversations. Experienced 2 other visioning models via prof. development	Shared in conversations with existing partners	3 staffing subs, continue partnerships	2 Staffing subs, same collaborative partners	3 collaborative partnerships and 2 strategic moderations	6 collaborative partnerships w/activities	
Mission Education and Coordination	3 events		2 events	Trip to Taiwan-- returned and shared with others about partnership	1 youth trip, 1 workshop	3 events	2 coordinations with partners re: disaster relief	5 different events, 3 regularly occuring through year	
Pastoral Care	2 clergy/ "attended mtgs of presbyteraies"		As needed	As needed "in 3 presbyteraries"	As needed, 1 staffing sub	2 groups created	As needed	Met with all clergy	
Leadership and Program Development	2 workshops, meetings with clergy/sessions to discuss COVID response		5 staffing subs, 4 workshops	5 workshops, 5 staffing subs	4 staffing subs, 3 events	1 new regional policy, 2 staffing subs, 6 workshops	10 workshops and 3 staffing subs	5 different workshops and interim moderator	
Preaching throughout the presybteraies	7 times		21 times	22 times	As needed	12 times	As needed	17 times	
Communication (blog/website)	n/a		N/A	N/A	N/A	Maintained website	Website built	N/A	

Our research, in summary

2. An independent financial review of the camp from 2012-2021:

	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Synod Total Income	\$152,162.00	\$210,478.00	\$238,784.00	\$224,609.00	\$224,145.00	\$234,578.00	\$207,030.00 ?		\$219,124.00	\$219,187.00
Synod Total Expense	\$64,149.00	\$203,081.00	\$223,163.00	\$231,064.00	\$223,367.00	\$227,542.00	\$205,816.00 ?		\$204,607.00	\$203,125.00
Synod Camp Grant	\$45,000.00	\$93,000.00	\$90,000.00	\$90,000.00	\$100,000.00	\$90,000.00	\$77,000.00 ?		\$77,000.00	\$77,000.00
Camp % of Synod Income	29.57%	44.19%	37.69%	40.07%	44.61%	38.37%	37.19%		35.14%	35.13%
Synod Staff Expense	\$10,219.00	\$100,865.00	\$110,348.00	\$113,205.00	\$105,015.00	\$108,835.00	\$103,546.00 ?		\$99,501.00	\$93,597.00
Staff % of Synod Income	6.72%	47.92%	46.21%	50.40%	46.85%	46.40%	50.01%		45.41%	42.70%
Synod Total Profit	\$88,013.00	\$7,397.00	\$15,621.00	-\$6,455.00	\$778.00	\$7,036.00	\$1,214.00 ?		\$14,517.00	\$16,062.00
Total Liabilities & Equity	\$210,133.00	\$116,574.00	\$108,949.00	\$93,119.00	\$100,481.00	\$100,982.00	\$93,916.00	\$92,666.00	\$155,272.00	\$140,523.00
Camp Total Income		\$217,436.00	\$262,405.00	\$259,022.00		\$281,788.00	\$255,529.00	\$248,233.00	\$274,697.00	
Camp Total Expenses		\$121,388.00	\$277,839.00	\$268,201.00		\$291,624.00	\$254,232.00	\$358,365.00	\$233,650.00	
Net Income		\$96,048.00	-\$15,434.00	-\$9,179.00	\$0.00	-\$9,836.00	\$1,297.00	-\$110,132.00	\$41,047.00	\$0.00
Camp Current Assets		\$79,475.00	\$5,013.00	-\$3,698.00		\$5,713.00	\$11,752.00	\$9,733.00	\$110,513.00	
Camp Current Liabilities		\$2,560.00	\$24,145.00	\$11,667.00		\$52,593.00	\$48,795.00	\$48,073.00	\$1,919.00	
Financial Standing		\$76,915.00	-\$19,132.00	-\$15,365.00	\$0.00	-\$46,880.00	-\$37,043.00	-\$38,340.00	\$108,594.00	\$0.00
How many served?	covid	covid		221	188	166	230	215	154	300

Our research, in summary

Following this document review, Vandersall Collective created a 30-question survey for distribution across all four presbyteries. This questionnaire was guided by the content from the previous analysis and was edited by both the Synod Administrative Committee and the Senate Options Committee.

In addition to being sent out electronically, Mieke and Erin personally interviewed 4 individuals from Peace and Northwest, 6 from Edmonton Lakeland, 4 from Central Alberta, and 5 from Calgary-Macleod. With these interviews we walked through the same questionnaire. In addition, after all interviews were completed and data was analyzed, Mieke Vandersall spoke with Cara Penman, former director of the Camp.

Including the 19 interviews, 50 questionnaires were completed. 31 were submitted electronically. The names of those interviewed were:

Gerry Rigler
Edna Tunke
Sherry McDonald
George Malcolm
Mildred Koranteng
Annabelle Wallace
Carol Selte
Lynn Vaughan
Don Hannah
Rev. Mark Chiang
Connie Madsen
Bev Reynolds
Catherine Ellis
Charles McNeil
Rev. Jean Morris
Rev. Peter Coutts
Sandra Cameron Evans
Rev. Dewald Delpont
Rev. Murdo Marple

Below you find the responses to our interviews and surveys.

Our research, in summary

QUESTION 1

What is your presbytery?

Calgary-Macleod: 40%
Central Alberta: 20%
Edmonton: 30%
Peace River: 10%



QUESTION 2

What is your role in the Church?

Minister on the roll: 36%
Elder: 48%
Presbytery Staff: 6%
Other: 38%

*due to ability to give more than 1 category, %'s are more than 100%

QUESTION 3

As you look into the future, how do you believe God is calling the Presbyterian Church in Canada in church and society?

The responses to this critical question for our research were wide and varied. It is clear that there is not a common vision or dream for the Presbyterian Church in Canada within the Synod of Alberta and the NW. That said, the biggest umbrella categories are: change and spreading the gospel. What that means in actuality is as diverse as the number of people who were interviewed and filled out the survey.

“PCC has been in decline since 1958. That is a trend. We have a shrinking number of new clergy, and congregations and are substantially stuck in a church model. That is not helping us at all. Churches are coping, not evolving. We have to help some congregations discover church in a very different way. We have to provide pastoral care to congregations in decline and just won’t move. The biggest concern is how do we help congregations who “might” evolve. We have to give up

Our research, in summary

attractational church model to missional church model. I think this is a natural. We have to be ready for having fewer, somewhat strong congregations and figure out how to give witness to the kingdom of God within that in a growing secular world. We continue to operate with a sense of--the way we have always done it is just fine. The pool of people looking for church is tiny. Missional church!”

“While the sharing the gospel and the love of God with our neighbours is at the heart of what we are called to do, the way in which we share and teach is changing.”

“Creative and cooperative ways of sharing the gospel, caring for those in need, training/equipping Christians to use their gifts for ministry right where they are, coming together for fellowship, encouragement and education for all ages.”

“Working cooperatively and respectfully with Canada’s Indigenous peoples for the betterment of all of society.”

“Proclaiming and living a broad, inclusive and progressive welcome of all peoples, with an affirmation of God’s love to all.”

“I believe the PCC is called to become a community thought leader coupled with a community relationship builder. I think we could provide a meaningful ministry to new Canadians.”

QUESTION 4

In your own congregational context, what are your congregation and leadership’s biggest needs?

The response to this question came down to several categories: financial resources, energy, leadership, vision, and increased membership.

These questions reflected an increase in the age of congregants which results in waning energy, vision and leadership capacity. While vision for the future is critical to the survival of the church, this comes up against the reality that those to enact future vision are few, and becoming fewer and older by the day.

Our research, in summary

“I see most of the leaders that I work with needing the support and resources to try new things. There is no shortage of ideas or vision for what we could be doing, however, there is such a focus on keeping the system and buildings running that the new opportunities are not always pursued. There needs to be a balance between new and old (new is not always better), but leaders need permission to stop doing what isn’t working, and to try some different things which might work better.”

“We need a strong spiritual leader and lay people who are prepared to work together with that leader.”

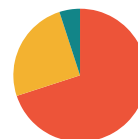
“As in many congregations we are having trouble with maintaining young families with children and teenagers and youth. But maybe our biggest need is knowing our strengths and how to let people outside the church know what we are about. Those who come to our church find the service, the community, the preaching and the music good, but how do you get people in the doors in the first place.”

“Many of our churches are not facing reality, they need a good reality check. That is: can we really survive? What are we there for? People answer this question as a wish rather than a reality.”

QUESTION 5

Have you or your congregation been directly involved in Camp Kannawin?

Yes: 70%
No: 25%
Did not answer: 5%



QUESTION 6

If yes, what has been the involvement?

There has been deep involvement in Camp Kannawin for those who are or have been involved. Respondents have been campers themselves, staffers, volunteers, donors, and on the camp committee. Many also sent their own youth to Camp Kannawin in the past.

Our research, in summary

QUESTION 7

How does the role of Camp Kannawin align with how you see the future role of the Presbyterian Church in Canada (see your answer to the above question)?

Of those who responded to this question, 43% of respondents said that it does not align. Of the remainder, they see or could potentially see Camp Kannawin as a place to explore the vision and future of the church, leadership development, and evangelism.

“It doesn’t. The time for church camps is past. Community-based day camps better meet the needs/wants of parents now.”

“As much as I personally appreciate camping ministries - currently, there is nothing that happens at Camp Kannawin that addresses those needs I articulate.”

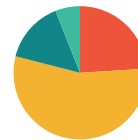
“Camp could be a leader and visionary in the synod for how to experiment and pivot well.... but it would take a significant leadership investment.”

“Camp is a unique opportunity to live in Christian community, to use gifts, develop leadership, grow in faith. Fun and fellowship too! Good opportunity if developed for congregational retreats etc.”

QUESTION 8

Are you personally interested in volunteering?

Yes: 24%
No: 55%
Don’t know: 15%
Did not answer: 6%



Our research, in summary

QUESTION 9

If you are a minister of a church, are members of the congregation you serve interested in volunteering?

Yes: 20%

No: 28%

Don't know: 30%

Did not answer: 22%

QUESTION 10

If you are a minister of a church, are members of the congregation you serve interested in recruiting volunteers?

Yes: 10%

No: 32%

Don't Know: 34%

Did not answer: 24%

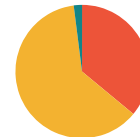
QUESTION 11

Are you personally a donor to Camp Kannawin?

Yes: 36%

No: 62%

Did not answer: 2%



Our research, in summary

QUESTION 12

If yes, what excites you about giving?

Of the 17 individuals who responded to this question, the motivations for giving revolved around the desired impact for kids, and to maintain the space. A few others gave previously but no longer do.

“I think it is a beautiful spot! I wish every youth could have a weekend there, if they could just go once and fall in love. It is a wonderful spot! We are surrounded by camps: hockey, climbing, Pioneer Ranch, all these kinds of things. A lot of youth not connected with church have all sorts of places to go. I see potential in that camp to join forces with some of the other churches to have ecumenical camp. I could see them working with other groups. There is great potential.”

“Seeing the impact the camp has on the lives of children in our Synod.”

“To keep the camp going, the very basics to keep it up. I just really feel that we just have this one camp and it is vitally important to have a camp for the youth so that they learn about God. If we don’t have that one, there are a few smaller camps within Alberta, but they don’t have the same quality of activities or people who work there that this camp has.”

“I had hopes that some changes would take place, but none have. I haven’t given in the past 2 years.”

QUESTION 13

If you are a minister of a church, is the congregation you serve a donor to Camp Kannawin?

Yes: 32%

No: 42%

Did not answer: 26%

Our research, in summary

QUESTION 14

If yes, what excites them about giving?

Of the 10 individuals who responded to this question, four give because of the work with children and the impact they see or perceive, three due to a personal relationship, four because of a special appeal.

QUESTION 15

Currently Camp Kannawin spends about \$1,000 per camper each year. Would you, or do you believe the congregation you serve, be interested in providing a campership for Camp Kannawin?

Yes: 26%
No: 30%
Maybe: 36%
Did not answer: 8%



QUESTION 16

What questions do you have about the support the Synod provides to Camp Kannawin?

The responses to this question focus on transparency, sustainability, and impact/mission alignment. There are also a few outliers to these themes. We are including all responses to this question below

Impact/mission alignment:

- What is the head count relative to expense?
- What is the impact of the support? How many campers attend/year and return year over year, how long do they stay? What is their subsequent role in the church and community? How does camp influence their faith journey?
- What plans are in place to ensure the camp has a sustainable business model that accords with its mission?
- What other ways could the Synod support youth ministry in AB? ie a more impactful use of the same dollars”

Our research, in summary

- “When congregation financial and people resources are under constant pressure, what does camp ministry offer that a good Sunday school in a congregation cannot offer in terms of Christian Education and growth in faith?
- If we closed the Camp would most congregations notice?
- How many campers in the last couple of years of “normal” operations came from Presbyterian congregations.
- Does the camp maintain any contact after camp with non-Presbyterian campers?
- How is Camp Kannawin helping to make disciples, and not simply serving as a rental space for various individuals/groups?
- We as a congregation have in the past sent some support to Camp Kannawin, and in fact we have a “credit” there. If I have donated personally it has been a while. But our church does not even have a part - time minister, much less a full time minister, and we as a congregation have not donated substantially in the past, though we have occasionally contributed. We have the financial information on the support Synod supplies, it is in every annual report. We had one family who sent several children to Camp K and I believe the Church may have contributed some assistance. Another family had one child go. There may have been one more child recently. None of my children went. I never went to a camp.
- Why does the Synod believe it is important to provide financial support to the Camp? How does the Camp support and promote the ministry and mission of the Synod? What are the metrics used to measure the ministry effectiveness of the Camp’s work?
- Does the Synod believe the ministry to still be sustainable and relevant?

Sustainability:

- Because of the fact that Camp Kannawin has the facilities to offer rentals to outside groups for retreats and youth camps, I firmly believe that the camp can become largely self-sufficient financially in the future which will remove the need for a lot of Synod funds going to support of the camp. There is no doubt in my mind that the “market” is there in our communities for rental space to outside groups. There is ample evidence of this in the number of inquiries and actual bookings that I am receiving. With efforts to further promote this, the camp can become much less dependent on Synod funds. The greater need from Synod will be the need for the actual existence of the facilities under church ownership to continue and for spiritual support and help with program development for our own youth camping programs and the promotion of these programs.

Our research, in summary

- Does the camp model align with the calling of the Synod? Are there sufficient children attending Camp to deem this a worthwhile use of funds or should the property be used for another function such as a wilderness center and/or an Indigenous retreat center? I see that the buildings are outdated and in need of upkeep, so I'm not sure the Synod alone can provide enough resources to re-imagine this facility.
- How are the funds that Synod provides allocated in Camp Kannawin's budget?
- Camps are increasingly becoming more reliant on either steeper pricing models or outside support. If the Synod were to withdraw its support from Camp Kannawin, what is the plan to make up this budget shortfall?
- How is the camp leveraging support from other parts of the PCC? e.g. national funds
- How is the camp leveraging support from various levels of government, or community agencies for the running of programs?
- I am concerned that there or has been a long term emotional reason by people to have the camp continue without the practical responsibility for good fiscal management.
- Same questions I have had for any year. I deal with a presbytery with few people. It takes 7 hours each way to get there and I am the closest to get there. We are paying for it and we understand that is important, but we have good camps within a short proximity. It's a drain on small church finances for a return on the dollar that they were getting. Many have to spend a lot of time figuring out their very small budgets about how to sustain---so being asked to give may impact our own church ministries.
- Stepping back from full summer to a few weeks of camp poses other challenges.
- The need to recruit well trained and competent staff. You need to pay staff well to get good and capable staff and be able to hire them for more than a few summer weeks. I see this as a great challenge, how can you address this?"
- With a shrinking congregational dollar base, is supporting the Camp our wisest move?
- Why does the camp fail to provide a sustainable business plan that has been requested by the Synod?
- What is their spiritual growth plan for nurturing young christians?"
- I have a general question about how this can sustain itself.
- I put down that our church does not donate to Camp Kannawin. It donates through Synod dues, but not in addition.

Our research, in summary

- The question that many have had is whether we gave too much to Camp Kannawin in Synod dues. The issue is about lowering fees per camper, not giving more to maintain those fees. Most (I) feel that Camp Kannawin does valuable work. The question was whether the costs got out of hand.
- It's hard to know about the support because it's really been centrally located in the middle of the province of Alberta. The people who have supported it have mainly been from this area so it's hard to know.
- Our congregation just voted to support Camp Kannawin.

Transparency:

- As I reviewed the budgets of the past six years for both the Synod and Camp Kannawin, it seems to me that Camp Kannawin has largely operated on grants from the Synod. In December 2019 Camp Kannawin had a debt of \$72,000 and a negative bank account. The contract of the year-round Camp Director was not renewed due to financial restraints. There is a need for greater financial accountability and transparency.
- I sometimes worry about some of the policies to make an informed comment. To invest so much as a church we need to make sure it is well run and all standards a church should have are well-maintained. We need to make sure it is an experience with kids that will prepare them for a life that followers of Jesus should have. More on climate change, indigenous, reconciliation, equipping our youth to be followers of Jesus Christ to address concerns that the church needs to be right now.
- I would like transparency about where funds have been given, what kind of programs are there.
- I would want to know more about their finances.
- What policies of oversight are in place? Why was the last director let go?

Other:

- People with commitment to the goal of christian education?
- The Camp can be self supporting and maybe even a revenue generating enterprise with the proper plan and execution. The current committee has shown its business acumen by eliminating the accumulated debt and responsible spending. Give the committee a chance. The problem with looking at the camp is that the camp itself is an accumulation of all the right and wrong decisions made in the past but the committee keeps changing and they inherit all of this. There is very little consistency in the governance or vision for Camp Kannawin. I can speak

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from personal experience that I have been called in to be treasurer two times and consultant one time to help with the finances of camp because the committee got into such a mess, a new committee came in and realized they needed help and I was able to provide it.

- When we hosted Synod in 2019, and we had to do a large restructuring. Over the years we have been buying down the debt. I think personally that whatever the future brings for Synod and the camp, I hope they retain the camp and have ongoing financial investment in the camp. Let's say, just a pick a number of \$10,000, to show continual support.
- I know it is a large sum of money because any facility like that requires a lot of money. In addition to that cost there is staffing as well. Because the Synod is part of the whole Presbyterian Church, the Synod has a role to play there and through our money to the presbytery we are all donating as well.
- It would be ideal if each of the Presbyterian ministers in our Synod became more involved in the Camp's mission and/or encouraged a greater amount of support from members of their congregation. The success of Camp Kannawin is directly reflected in the support that it is given by ALL members of the churches, especially those in leadership roles. If we want our church to survive and flourish, as a whole, we should ALL get more passionate about Camping Ministry!
- I am just not that familiar with it period.
- There is a need for more than money support. There is a need for people to physically support the camp and allow the camp to be utilized for hosting the Synod and its retreats. Why do people go elsewhere?
- Voluntary work days have so much purpose: It gives the people who are there a chance to gain more interest and ownership. I think we need to get back to some of these kinds of opportunities for people to be involved.

QUESTION 17

Camp Kannawin's leadership has provided a plan to step down its financial request from the Synod each year. As the camp moves into financial independence, what would you like the Synod to know?

Interestingly, responses to this question revolved around arguments for funding or not funding Camp Kannawin into the future. Several others requested more information about the wind down plan. We include the entirety of these responses below:

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Continue support:

- I want to support the leadership in trying to make changes, but I also want the Synod to know that we can't wash our hands of responsibility for this ministry. It is not an independent entity. It is us; we are them. This is how we do things as Presbyterians. Corporately.
- I'd like the synod to know that the camp is a great ministry that we have been involved in all these years. Us providing the funds helps maintain a relationship with the camp that is important to all of us. It is one of the only ministries, as a synod, that we cooperatively work together on. We don't want them to be fully independent.
- What a jewel Camp Kannawin is. What a wonderful resource it is. This is a lot of money they give, I realize that. There needs to be accountability but I wonder whether we have underfunded Camp Kannawin. When I was serving on the committee and chairing it you don't have to be a genius to look around and think: any future development money is not there. The resources are just to keep the place going. There is at least one person who had the ability to shake money out of the trees. She is able to get money out of places that amaze me.
- Whatever our priorities will be, the Synod decides. Even with that said, if camping is our priority we should really get behind it and we should clear away the other stuff. Both have given outlying areas huge blessings and resources.
- Support the Camp when necessary with finances, staff and encouragement. Youth and children are the future of the Presbyterian Church.
- I know there have been struggles and the last two years have been really difficult. I would like to see every effort to make camp a viable spot for the next couple of years. There is talk we can do more rentals. I could see weddings happening there. For those that like the outdoors and nature I could see this as a spot for conferences to be held yearly. It offers outdoor activities where people can do things. They could rent out and make a lot of money. Maybe have less camps in the summer. Zero in on 2 or 3 camps and open to other activities that they could rent out. Would be nice to know that Synod would let them take a different direction but that they wouldn't change the funding to support you if it doesn't work and then look at it a few years from now. Give a new idea and opportunity to move forward. If they stop funding, everything is put in a different light.

Our research, in summary

Discontinue support:

- I think the step down method is a proper way to go. I think the camp still has a role in the synod, but not financially. It should be self supporting.
- I do not think the Synod ought to be providing financial support for the Camp.
- I am happy to see this step down. I know we need to support the camp, but there are other ways we can support it. More power to them if they can step down. We still need to support the camp as a synod but in lots of other ways.
- If the camp can become more of an independent worshiping place for the Synod and not be dependent on grants from Synod that would ease the pressure on the Synod.
- If they have to make up their minds...every 2 or 3 years this question about the Camp comes up and that subconsciously the Synod, well, we are supporting it cause we have to have a camp, not because we want to.
- Camp Kannawin can still be a very viable ministry without the support of the Synod.
- That not all the churches stand in support of the camp.
- That the camp is financially stable and able to fulfill its mission; that Synod be supporting the road to independence whatever that may look like.

What is the plan?

- If the Camp moves to financial independence would it or could it eventually lose its linkage to the Synod?
- If the Camp achieved financial independence would it or could it have gained the world and lost its soul? What would an independent camp look like; would it still serve Synod?
- Would the financially independent camp be a social enterprise with a one month camp program?
- Would there be any downside to operating the camp as a social enterprise and maybe even contributing to synod congregations? Could it be a model experiment for a new means of mission support?
- Financial independence is unlikely to be achieved so long as financial viability is contingent upon Synod grants. To make the Camp financially independent would take some planning. Is there a detailed plan, such as a 5-year plan?
- The Camp Kannawin Committee sent a letter to Synod for its meeting in October 2021. This letter described Camp as a “full-service, year-round conference centre and rental property” and, yet goes on to indicate that the majority of the activity

Our research, in summary

occurring during the summer months, mainly July and August. Presbyterian camping has been shortened to only one month. Some re-imagining ideas by the Camp Committee were presented. If Camp Kannawin wants to encourage a more diverse secular clientele of organizations, groups, and family activities to book its facilities, a re-examining of the Mission and Vision Statements may be in order. “

- Financial support is only a part of the needs, there needs to be restructuring and reimaging of the camp.
- How is this sustainability being achieved? What will the relationship with the PCC be? What ministry impact is envisioned?
- Would the asset be better liquidated and dollars used elsewhere?
- I am not sure the plan is viable but if it works.... great. Our own church gave up its building. I am not sure supporting all the work of Camp K is necessary if we could simply 1. support camperships for presbytery children to attend 2. support children who cannot afford to go 3. contribute these towards a United Church Camp 4. perhaps also supply some volunteers and ministers in a significantly reduced role to a United Church Camp. Not sure why we need our own camp. But I am not a camper type person. None of my family is.
- Can Camp Kannawin be self-sufficient? If the answer is “No” what is needed to move Camp Kannawin towards self-sufficiency?
- It would be helpful for the Synod to have an overview of the different groups that use Camp Kannawin.
- It would be useful to know how Camp Kannawin plans to help different groups know about the programs and spaces it offers throughout the year.
- A five year strategic plan for Camp Kannawin that includes planned improvements, projects, plans for growth, an environmental stewardship and impact plan, and plans for how the camp will be staffed.
- I guess I would like to know how many people are still benefiting and the financials. I want to know the numbers. What about the debt? How are they going to maintain the buildings?
- It is not well set up for adult retreats--it is set up for summer camp. How are you going to do rentals when it is not set up for adults? In Ontario there is a major retreat center. There were dreams that Kannawin would be a western equivalent. It is really unfeasible.
- I would like Camp Kannawin to communicate with Synod how it is fulfilling its mandate and not simply meeting a budget - both are important.
- Choose carefully what programs you do!

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- Is becoming a renter to other denominations, the best stewardship of resources? Is operating without a clear vision and camp director really sustainable? Is holding on, for the sake of tradition, however understood, fulfilling a desirable mandate?
- Needs to be focused on healthy congregations and clergy for the 21st century. We have to do it in order to have a sustaining ministry beyond the short term. We are burning out clergy--we have had them who have 2 years of “production management” with new skills but have not thrived in this time. Some of that is because it is just so hard but...we should be focused on staffing positions, not funding the Camp.
- This has been the plan for many years, but I see actual movements in this way and that is somewhat encouraging. However, if the financial needs increase again (think of a major repair needed), the Synod will once more be expected to step up. I think proactive control and direction would enable a long term vision to be enacted that would allow for the few children who attend camp to do so, while pursuing a solid future in other directions and ventures.
- Would like to know what support Camp needs to make this shift. It doesn't have to be done without the resources and support of the Synod.

Other comments:

- The synod still needs to be a governance provider, even if the financial piece may not be as much. We still have a responsibility to ensure the programming is meaningful and that the buildings are still in good shape. When things become independent, sometimes things get pushed to the side. We still are responsible to this camp.
- I have no feeling about it.
- “Facilities there do not have elevators. There are needs in that respect. The cabins are more for summer time, not winter time so there are things there that limit this.
- If they can become financially independent it is a plus, it is good for the Camp and for the Synod. I don't see the Synod removing financing because if there were more conferences there, that would be their contribution.
- So many of the urban churches are not as connected. We have had more involvement because of location. “
- Any type of camp can not be funded by congregations that don't use it.
- In the past, the camp committee did not have proper oversight of the director. Step back from trying to run the camp and let a competent committee do so. There has been too much meddling in camp operations in the past. There has

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not been appropriate oversight of the director and clear delineation between the functions of the camp committee and the director.

- I would like the synod to know how vitally important Camp Kannawin is to the youth of all of our congregations. I sometimes feel in the cities where there is access to a lot of different things, I sometimes don't think they see the value of the camp. We are on the eastern edge and the distance is long, but when my boys went to camp....we just made this commitment.
- I've had some questions about Camp Kannawin's leadership for many years. I don't want to be too negative but the leadership at the camp has been dysfunctional and ineffective.
- I think that sounds like a very honourable plan, perhaps it's ambitious, I don't really know, so I can't say. I like the idea of maintaining some sort of denominational camping ministry connections, however fluid they are.
- They did need to make changes and it looks like they are trying. Give them a chance.
- As I have stated before, I believe the camp can successfully move into financial independence. I believe this is a very realistic goal that can be achieved. Having said that, I also believe it is very important that the camp remains a faith based facility and that the youth camping programs continue as the main thrust of the camp's reason for existence in the future. In my mind this type of mission is very much needed in today's world and should remain an important part of the total mission of our church. I see the need for Synod to support the camp's mission in ways other than financial in the future. In short, I feel very strongly that the sale of Camp Kannawin would be misguided and indeed would be a grave mistake for the continued mission work of our church.
- I have a strong opinion about this. Years and years ago, the camp committee took the big step to hire a full time director all year around. I really think, if it's done correctly, I do believe the camp can become financially sustainable. We need a person promoting the renting of the camp in the off season. It's unfortunate, I think one of the roles of this FT director, I do think they could generate enough income to pay their salary and allow the camp to pay for itself...or even become profitable. It has not received the care it needed to become sustainable if the right people were in place. It is hard to ask a volunteer committee to get this work done. Most people don't have the same time to commit to this as they have regular jobs. It's a wonderful facility; it should be used. I think sometimes camp isn't seen as a ministry. It's more than a fun place to go.

Our research, in summary

- I would like to thank them for making the camp available to kids who cannot afford the fees.
- The Camp has been led by a dedicated group of very strong and passionate lay people who see the camp as a very important mission of the church. Throughout the years, they have been able to reach out to those who are “unchurched”, often being the first time they have heard the word of Christ in their lives. This IS our calling from God, after all - to go out and minister to people, to spread the word of God, to be the hands and feet of our Lord, Jesus Christ. Originally, the camp was bought and developed specifically to be a MISSION arm of the church. The Camp committee is developing an off-season program that will aid in financial independence.

QUESTION 18

If the Synod stops supporting Camp Kannawin financially, what needs do you think need to be filled by the reallocation of this expense?

The responses to this question were evenly divided between supporting children and youth in other ways, and providing support to individual congregations and presbyteries.

“Supporting kids/youth directly to be able to go to camp - perhaps somewhere closer to them, and hopefully somewhere Christian-based but not necessarily.”

“Broad based resources aimed at children and youth that could be delivered by staff person within Presbytery or congregational bounds.”

“Decrease congregational dues.”

“I would assume the Synod budget requirement would be reduced by whatever is the reduction in funding from the Camp, I doubt that any other needs would be taken on by Synod.”

“I think Synod needs to have a vision. This is not an easy thing to say. We have talked about amalgamating presbyteries, there are some up north that are really challenged. There has always been discussion about the value of the Synod. Do

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we develop a vision for Synod or do we take a different approach? The value of the relationship amongst the four presbyteries has to be seriously considered because it is important. It is easy to forget about our brothers and sisters in the rest of the province and yet we need to be connected.”

QUESTION 19

As we are exploring alternative funding models for the Synod, and if the Synod stops supporting Camp Kannawin financially, how would you or the congregation you serve meet the ministry needs that Camp Kannawin currently provides?

Responses to this question are in the following categories:

Camp Kannawin doesn't meet needs in the first place: 18%

Through congregational resources: 7%

Other camps, many of which are already being utilized: 25%

VBS: 5%

We wouldn't be able to meet the needs: 16%

Did not answer: 29%



QUESTION 20

Have you or the congregation you serve been directly involved with the ministries of the Regional Director?

Yes: 78%

No: 16%

Did not answer: 6%

QUESTION 21

If so, what has been the involvement?

Those who answered in the affirmative for the connection with the ministry of the Regional Director knew her through the leadership roles she provided, the leadership among the Synod she cultivated, and pulpit supply and workshops.

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The previous regional director had four areas of focus. Please define them as best as you understand them.

QUESTION 22

Define mission strategy:

The definitions of mission strategy coalesce around discernment and planning for the future, along with assisting congregations in times of need, and evangelism. While a respondent replied that these definitions have been defined by the Synod, the purpose behind this question is to see what, on a grassroots level and to understand the level of consensus. The responses, while coalescing clearly around a few things, do lack consensus.

Discernment: “The church needs to be a lot more than the four walls and supporting itself. It needs to reach out into the community. Diane was instrumental in helping us think outside the walls. Who do we want to be, what will our legacy be, who are we going to help?”

Planning: “Working with churches to develop a plan that would incorporate work such as combining churches, uniting congregations around a common mission. If we take mission in a very simple way, it is giving to support work within our churches to support those in need.”

Assisting: “She supported congregations who struggled/were challenged to determine their resources for mission... usually very small or isolated congregations needed (desperately) this support.”

Evangelism: “Getting the Word and Gospel out. Sharing Jesus with those who don’t know him or under know him.”

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QUESTION 23

Define Mission education and coordination:

The definitions of mission education and coordination almost exclusively coalesced around connecting people and congregations with denominational resources and educational opportunities.

“Diane did amazing work on educating people on mission and helping to coordinate events to connect people with potential work.”

“Bringing in Presbyterian World Service and Development workers, presentations at synod, but she also did a lot of work around healing and reconciliation with the Indigenous Communities through her leadership.”

QUESTION 24

Define Pastoral Care:

The coalescing definition of pastoral care is care for clergy and congregations.

“Care for clergy, calling to and checking in to, having someone available that a clergy person could speak to about concerns, helping clergy discern what they are called to, having someone to express frustrations with and vent to.”

“Caring for the needs of individual churches. Different needs at different times.”

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QUESTION 25

Leadership and development:

The coalescing definition of leadership and development is training, equipping and teaching congregations and individual members.

“Trainings, workshops, something you observe to make you a leader in your context.”

“To be a resource person for a congregation that had identified its needs. This could be one-time or on-going support.”

QUESTION 26

If the Synod stops supporting this position financially, what needs do you think need to be filled by the reallocation of this expense?

The responses to this question coalesced around supporting presbyteries and congregations. This could be done through hiring more support in presbyteries, giving grants to congregations for mission and leadership, and supplying training opportunities through the Synod or presbyteries. Some also called for reducing congregational “dues” to the Synod. Several individuals called for a more diverse approach to filling the needs of the previous Regional Director.

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QUESTION 27

If the Synod stops supporting this position financially, in what other ways could the ministry of the Regional Director be met?

Over half of respondents said that this ministry cannot be met in other ways, or that they didn't know how it could be met. Many referred to the reality that Dianne was a person with particular gifts and talents and that no one can fill her role. Several others thought that these needs could be met through connections with the national denomination, through the hiring on presbytery levels, or by volunteers who can organize training and workshops.

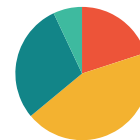
“At the moment, I do not have an answer to this important question. Much of the success of the position was in the character of the person doing it.”

“Now that most people are familiar with the Zoom technology, the national church has resources and resource people that we could call on for workshops.”

QUESTION 28

As we are exploring alternative funding models for the Synod, are you interested in personally supporting this position?

Yes: 20%
No: 44%
Maybe: 29%
Did not answer: 7%



QUESTION 29

As we are exploring alternative funding models for the Synod, if you are serving a congregation, do you believe they would be interested in supporting this position?

Yes: 20%
No: 33%
Maybe: 35%
Did not answer: 12%



QUESTION 30

Is there anything else you believe we need to know?

For those who had more to say, their responses in their entirety are below:

Re Camp:

A strong camping program can bolster and sustain the work of the local congregations. The leadership training provided for our youth enables them to take positions in their home congregation, in youth groups and in Sunday school roles, and eventually serving on boards and committees of the church. There is no other training ground for this specific to the Presbyterian church.

The friendships formed at Camp Kannawin are frequently very lasting. Many of those who have been involved over the years continue to connect with each other their whole lives.

I fully believe that this property, this program, this ministry CAN support itself financially, IF they get people in leadership roles who are passionate about summer camping and off-season programs or rentals. Together, and with the right person/people in place, we can make the camp a success ... in so many ways!! Give the current camp committee a chance and don't be looking over their shoulder all the time. Give them space.

To volunteer at the camp would be lovely (I've done so in other Synods) but the distance is prohibitive. I doubt I'm the only one who feels this way. A re-imagining of the resources that Camp Kannawin represents could fund a program that took those gifts/resources to some of our furthest flung congregations. a combination regional Director - youth activity position could put those gifts where they are needed, rather than (using the camp as an example) trying to find ways to get people to come to Sylvan Lake to access programs, resources etc.

My child came out to us as trans last summer. For today's kids--you aren't just a boy or a girl, there is the whole spectrum. Camps provide things for the binary.

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There are many kids who are bi, trans and everything in between. If we continue that ministry, how do we provide the safe space for these kids. At this moment the atmosphere cannot accommodate it. Whether we like it or not--that isn't the point. We need to provide a safe space for all.

The facility needs to be up to date. In today's world, people rate you on that. If the visual isn't pleasing, then people won't come.

We need staff and children's ministry. Should we have a camp director on the move? We have indigenous ministries, we have an indigenous ministry that moves, the metaphor of a log house that moves. I think about: could we hire some people who could be present and do some camping ministry on that site or do we sell it and have camping ministries with other Christians and appear to do it better than us? Those other people travel to Peace River, Edmonton Lakeland, throughout the Synod, throughout the year. Maybe it is camping ministry of Godly play? We have a vast thing that we have to get to Kannawin and it never moves, always the same and we have so many other needs.

People are picking and choosing where they serve. Been a long time since Calgary-Macleod was involved. That says something to me that people aren't willing to invest. I remember recruiting friends and people I knew who could make a difference but people got burned out.

I used to leave Synod meetings and think I had a bullseye on my back about the camp. Can we please do a risk assessment?

My biggest concern is for Camp Kannawin to continue to be part of the mission effort of our church, even if it needs to move towards financial independence.

My personal feelings towards the camp (which I know are a very touchy subject as the people there have given their lives to it) is that it is very difficult for people outside the area to support it. It is going to be hard to find a balance about whether we should keep it, sell it or what.

No long-term volunteering, more interested in ad-hoc kinds of things.

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We have had a Synod meeting in the past and have had very good speakers about where church is going. I have been suggesting we should be using the camp for these kinds of things. There then might be more interest in making donations for the camp especially for capital purposes, expansions. Maybe Synod finances could be designated.

The physical Camp property is invaluable - a God given resource. Looking at other camps such as Crieff Hills may provide direction, but as it is, it feels like everything is just a patch-up job. I don't see the income ever accommodating the updates that would make this resource self sufficient in the long term without outside investment. The wonderful people who work to support this camp are the same people that did so 30 (and more) years ago and their perspectives and goals were admirable then, but stale now. New people are not stepping up to help, because when they did, their ideas were not accepted by the "old guard." This is a serious challenge that will require courage and new vision to move forward with. I pray that we can keep this beautiful land.

Until the proposed 2022 budget, my congregation was a donor to Camp Kannawin. Due to the current uncertainty of the direction of Camp Kannawin and its finances and the effect of COVID on our budget over the past two years, the recommendation coming to our annual general meeting is not to continue our support of the Camp at the present time. Once we are informed regarding the status of Camp Kannawin, financially and otherwise, as it considers its purpose in the 21st Century, there will be an opportunity to reconsider our support.

Re Director:

The only Synod contact I've had was through the regional director. Distances are always going to be a challenge when putting programs or events together on a Synod level, and I'm sympathetic to that, but many of the questions suppose a level of understanding and engagement that have not been in evidence in this congregation.

Because of the experience we had with the last regional director position, we would be very supportive of giving to a person. We loved Dianne. That said, we are mindful that we can't clone her. There needs to be ways for someone to come in

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and bring workshops and education. Our presbytery would love to see, even if the position isn't funded, if folks could still come in and provide education.

Staffing position that serves the area is vital, but having 1 person drive across our boundaries is 10-11 hours. So that goes back to the presbytery leaders--that will create the same job but better.

I think the regional director position is extremely important. What it looks like moving forward, I don't know. Could it exist in another form? Could it be a rural, online ministry? Could it be a situation of one person in the north and one person in the south? There is a huge opportunity to think out of the box.

Also a plan is needed for ways to fulfill the needs that were being met by the Regional Director if this position is not continued, especially at the local congregational level.

Regional director: is that a job for one person? A lot of travel for one person and so many needs for one area, so it needs to be a very adaptable person.

Regional director would have been a resource to have helped us move down this path. Presbytery leadership--Jean has made herself available but she is part time. There are lots of vacancies within Calgary-Macleod. We have had concern with minister burnout and one of the things I am working on with Jean and with my presbytery cmte, we are trying to put in place an HR assessment of what we need in the way of policies and practices to support ministers.

Dianne was available to presbyteries and congregations at the level they needed.

The previous Regional Director provided much more than the job required. We were so incredibly blessed to have that resource. I pray we can find a smaller, more affordable resource to replace her, but in the process, provide training so that congregations and presbyteries can learn some of those skills for their own benefit.

The regional director was vital for this congregation because of its size. We have limited resources in terms of clergy and we have a number of smaller congregations without consistent settled clergy so there is a real need to find a way for them to redevelop.

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The Regional Position in this synod was really based on the old Superintendent of Mission position. I think the region is too large to be effective.

As the position is presently laid out, it is a Synod and National church program supported by our dues to equalize the cost so that the service is accessible to all congregations, and so I do support this and our congregation supports it at two levels of giving. So I would not personally support financially.

If it was a Presbytery position doing leadership development or supporting the small congregations (many who do not have a minister), with leadership and training of lay volunteers to do pastoral care, worship leadership, planning, perhaps a shared youth or zoom Sunday School program. This I would support personally and expect the congregation would be willing to support through presbytery dues.

Re Camp and Director:

I am very curious what you end up reporting! I think both things have been very valuable, but we just don't know how we continue forward given the reality of our churches. I am not sure.

I'm really a pro camp person and I don't believe we should blame the camp for the fact that it has not thrived as we never fully supported it to begin with.

Both the camp and the director position have different functions and are important. Camp Kannawin is less important to this congregation and presbytery due to the location, but it still has an important role to play. The new camp committee has a more progressive look on things---more open to looking at new ways and how can it run more efficiently and reach a greater number of people.

Both ministries are vital. If it needs to be restructured somehow...and don't too much once churches can bounce back after covid.

I really wonder if some kind of ministry, serving healing and reconciliation, could come out of the consideration of these two ministries together. Each of them transforming just enough to be able to be a new ministry within the same initial

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intents. Serving regionally, with a camping setting as a focal point. I don't know; these are just thoughts.

If I was in charge of the world, I would like to see the area position also be the Director of the camp. Combine the position.

Not really good timing for camp or regional decisions. I understand the finances, but timing isn't great. It is a tough time.

The Regional Director and Camp Kannawin are the only interest Synod has going. The Camp is an outdated mode of mission and evangelism, and the Regional Director is too remote to help individual congregations with mission and evangelism. Both should be abolished.

Re Structure and culture:

The other thing is though that we have a challenge in the Synod that the presbyteries don't cooperate very well. I would be curious to know if the concerns about camp are felt across the synod.

The regional staffing, if it's not one person staffing, we have to figure out a different model that is effective for the synod, presbyteries, congregations and the clergy serving. We can't willy nilly this. If we took \$60k, the concern for me is....how does the money get allocated, how is it staffed. We still need coordination apart from financial resources. Regional Staffing would need to stay in order to figure out the model. Even if they are thinking about contracts for bringing people in.

Who are we now, not who do we want to be. We are not living in the past--in either of these subjects.

How we are organized is that the support we pay for presbyteries and Synod is obligatory. The national church money is not obligatory. A percent of our congregation's income goes to the national church--but the local congregation decides how much to send. Congregations are feeling a financial squeeze. We gave away our connectional sense of church in the 90s--at the end of the day congregations are concerned about their well being. In 2021, Calgary-Macleod gave

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53% of suggested allocation to the national church. We gave 100% of what we had to give to presbytery and synod. What does that mean? Congregations that are insular and struggling with resource crunch is starving the national organization and have little control on what we do with money going to things like camp and the regional director. My concern as someone who is involved with our theological schools and the resource team for things nationally--we are letting our national org bleed to death but we are obliged to fund the camp and the regional director. I would like to see this shift. The pot of money this goes to will be dry in 22 years. The people who love the camp: that our kids don't go to and we have fewer kids in church school, don't have big picture sense.

In addition to which--what is post-COVID church going to look like? In 1980s and 1990s, congregations in trouble were the anomaly, now congregations with challenges are the norm and presbyteries don't get a breath anymore.

I really think it needs to be a congregation allocation because you get into this "we give more so we should get more support from a person." There was already some of that....Dianne ended up being at Calgary more than other places like Edmonton.

I really think, how do I say this, I think some presbyteries are looking very inward and not respecting that the Church is for all. If we are not able to provide, whether worship or something else, a lot of people are being nurtured by zoom which takes energy and time. I really think I have heard comments at the Synod level where they are inward looking at the other presbyteries. The church is not just for us which is very unfortunate.

There are people that just don't seem the need for Synod or the camp or this position. It is definitely an inward focus. This is not what God has been teaching us.

I think having people raise their own funds, it's ridiculously hard on people. If it's worth doing, let's provide the money.

More and more congregations are struggling to survive financially, even when the congregation has good people and dedicated support; there are just too few people. Amalgamating makes sense to avoid maintaining too many buildings, but it loses the local community, rather like closing a school does.

Our research, in summary

My view is coming to a place where I see the cost of a full time minister being an impossible burden on those small groups and that we will need to share ministry resources among small groups of parishioners who can be motivated to action that is meaningful in their own communities. A Regional minister, say within a city or a defined rural area may be worth trying, particularly if that person has more specialized resources available to call in when needed.

Most of us do not know how or believe we can be disciples.

Many older people are on a fixed income so they don't have the means to contribute the same way either. Finances is a big question. Some people like to contribute more to Presbyterian World Services and Development rather than local things because it is doing more good in those areas.

Mainline churches are not doing well.

We're at a critical time with our ministry and resources. Sometimes changes need to be made but that does not mean that they cannot bear fruit. The ending of one ministry can support others, and still enable and support the good work that needs to be done - it just doesn't have to be done by the same group, or the same way, that it used to be.

I am a black and white kind of guy. If we are going to do Synod we should be doing it properly. 40 years ago there was substance in those Synod meetings. The meetings had meat to them. If we are really going to be Synod, let's have an effective Synod that does something, including strategic stuff, camp, Regional Director. OR NOT. If we aren't going to do it then the National Church has provided ways to have Presbyteries take on responsibilities of Synods. “

Thank you for the opportunity to participate.

In a Synod this size and with the diversity of churches, theology and mission outlook there is very little chance that we will come to an agreement as to what should be become of either of these ministries. Deciding what to do with the monies that could be freed up from these ministries could cause quite a lot of division. This has the potential of causing a divide in the Synod.

Our research, in summary

I am aware that finances are stretched within our church. While I know that, I am also hesitant to support shutting down programs that may provide growth potential in the future. Think of a Presbyterian Indigenous Art and Natural Resources Center! or a part-time Director of Regional Ministries who is also the clerk of Synod? Let's try for flexibility and when we pray, follow through with the vision the Lord provides us!

Many things are now more possible with the wide use and acceptance of zoom and other online platforms. This opens up a whole new way of serving our members as well as the remote and rural ministries.

There are two vital positions or roles that have met (or assisted in meeting) needs/ challenges of smaller congregations for sure. The younger generation is a priority for our Church (PCC) to invest in... we will definitely die (as a church) if this does not happen. What that "support" looks like - not sure.

Until the Denomination itself finds a way forward from last year's General Assembly, nothing concrete can be decided. The Synod is putting the cart before the horse.

We already have the model needed for these ministries to be supported: dues from congregations and presbyteries, and funding for Regional ministry from the national church.

Canada does not have nearly the history or experience of directly funding ministries as can be found in the USA. We do not have the same experience of "foundations" or private sources of grants. This is an important cultural context here which needs to be understood.

We always have problems with how we will meet financial needs for everything. There is always the question of how much we need to provide for the church. We are giving a lot through Presbyterians Sharing, presbytery dues etc etc. Finances are a big issue because we are an older and aging church.

Appendix: Questions from survey

1. What is your Presbytery?
2. What is your role in the church?
3. As you look into the future, how do you believe God is calling the Presbyterian Church in Canada in church and society?
4. In your own congregational context, what are your congregation and leadership's biggest needs?
5. Have you or your congregation been directly involved in Camp Kannawin?
6. If yes, what has been the involvement?
7. How does the role of Camp Kannawin align with how you see the future role of the Presbyterian Church in Canada (see your answer to the above question)?
8. Are you personally interested in volunteering?
9. If you are a minister of a church, are members of the congregation you serve interested in volunteering?
10. If you are a minister of a church, are members of the congregation you serve interested in recruiting volunteers?
11. Are you personally a donor to Camp Kannawin?
12. If yes, what excites you about giving?
13. If you are a minister of a church, is the congregation you serve a donor to Camp Kannawin?
14. If yes, what excites them about giving?
15. Currently Camp Kannawin spends about \$1,000 per camper each year. Would you, or do you believe the congregation you serve, be interested in providing a campership for Camp Kannawin?
16. What questions do you have about the support the Synod provides to Camp Kannawin?
17. Camp Kannawin's leadership has provided a plan to step down its financial request from the Synod each year. As the camp moves into financial independence, what would you like the Synod to know?
18. If the Synod stops supporting Camp Kannawin financially, what needs do you think need to be filled by the reallocation of this expense?

Appendix: Questions from survey

19. As we are exploring alternative funding models for the Synod, and if the Synod stops supporting Camp Kannawin financially, how would you or the congregation you serve meet the ministry needs that Camp Kannawin currently provides?
20. Have you or the congregation you serve been directly involved with the ministries of the Regional Director? Yes, no
21. If so, what has been the involvement?
22. Define: Mission strategy
23. Define: Mission education and coordination
24. Define: Pastoral care
25. Define: Leadership and development
26. If the Synod stops supporting this position financially, what needs do you think need to be filled by the reallocation of this expense?
27. If the Synod stops supporting this position financially, in what other ways could the ministry of the Regional Director be met?
28. As we are exploring alternative funding models for the Synod, are you interested in personally supporting this position? Yes, No, Maybe
29. As we are exploring alternative funding models for the Synod, if you are serving a congregation, do you believe they would be interested in supporting this position? Yes, no, maybe
30. Is there anything else you believe we need to know?

Appendix: Request for proposal



The Presbyterian Church in Canada

The Synod of Alberta and the Northwest

The Rev. Jake Van Pernis, Moderator

November 13, 2021

Request for Proposal - Consultant for the Synod of Alberta and the Northwest

Project Summary

The Synod of Alberta and the Northwest seeks a consultant to help assess the viability and sustainability of its two main ministries.

Background

The Synod of Alberta and the Northwest of the Presbyterian Church in Canada is a regional ministry area covering Alberta and a small portion of northern British Columbia. The Synod is funded by dues that are paid from 39 charges, some of which consist of more than 1 church along with some grant money from the National Church. These are two largest expenses for the Synod are the Director of Regional Ministries and the grant to Camp Kannawin.

Camp Kannawin is a registered non-profit organization in located on Sylvan Lake that has received \$90,000 per year from the Synod. The Director of Regional Ministries cost to the Synod is \$110,000. The Synod has heard from congregations that the dues are high and it is putting stress on congregational budgets. Over the past 11 years the number of households in the Synod congregations has decreased from 4,748 in 2009 to 3,166 in 2020. The net collective loss in revenue of the congregations is close to \$800,000 during the same period. While both ministries are important to the Synod it is time to take a hard look at the viability, sustainability and real benefits of these ministries. Of the \$223,000 budget in 2019, these two commitments represented \$ 200,000. Some of those expenses were underwritten by a grant from the National Church.

Scope of Project

The Synod desires to hire the services of an independent consultant to assist them in the assessment of these expenses. A committee made up of representatives from each of the 4 presbyteries within the Synod has been appointed to examine and to make recommendations to next year's Synod meeting in October. The consultant's report will be among those items that will factor into helping make those decisions.

Considerations of the performance of these 2 expenses should include but not limited to:

1. A review of their ministries. Is scope and vision clear enough?
2. Effectiveness and efficiency of delivery. What are the areas for growth? Are they responding to real or perceived needs? Are they delivering actual or aspirational goals?
3. How do they measure up to other ministries of their kind?
4. Review of the Reports on these 2 ministries contained in the Synod minutes from the past 10 years.

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Appendix: Request for proposal



The Presbyterian Church in Canada

5. Interviews with relevant stakeholders.

Timelines

Potential Consultants should reply with a proposal no later than November 20th, 2021. Proposals can be delivered by email to Maren McLean Persaud at marenp@gracecalgary.org. Evaluation of proposals and approval will be given within two weeks of the proposal deadline. The project should begin as the chosen Consultant deems necessary, but should be completed by the end of April 2022.

Questions

Questions for clarification on the RFP should be directed via email to Maren McLean Persaud at marenp@gracecalgary.org.

Terms of Reference and Synod Motions

Motion regarding consultant

That the Synod request from The Regional Resourcing Grant, or another appropriate grant, up to 40,000 to aid the synod to hire a consulting firm to do a financial and strategic audit of the Synod's resources to aid us in setting direction for the future; and if the grant is given, then the Admin Committee would tender out and hire that consultant.

Motion regarding Committee

That the Synod strike a committee to further the work of looking at options for Synod moving forward in terms of the ministries of Camp Kannawin and the Regional Director of the Synod.

That the committee would consult with presbyteries and congregations, the Camp Committee and the Regional Staffing Council for input and ideas

That the committee would do financial analysis of the ministries to look at the question of what is the best use of Synod finances.

That the committee look at creative options to meet the needs of the congregations of Synod.

That the committee present a report with recommendations for Synod to discuss in 2022.

That the membership of this committee consist of two members from each Presbytery in the Synod.

Yours in Christ

Clerk

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