

CCI-CANADA
VIRTUAL CEO Dialogue
Session One Final Topics
Spring 2021

TUESDAY FEBRUARY 23RD

1. **The Executive Director's Role in Guiding the Board.** I am responsible for giving the board the information it needs to make good decisions but what about: recruiting board members? the agenda? budget? 5-year plan? **Board Micromanagement:** Ideas to help a board realize that they are micro-managing staff and stunting growth. **Board Succession:** We do not have a hands-on board, however, how do you get your board to be more invested and offer to help and support when the ministry needs volunteers and support. Some board members are passive when it comes to providing direction. **Recruiting for the Board-** How do other camps recruit people for the board? We often ask and people say no, it is only a 3-year term, with 4 meetings a year, but people seem to be too busy to sit on the camp board.
2. **Hiring Full-Time Staff:** What priority level do you think should be placed on working hard to ensure personality wise we are not all the same or can "passion" be enough to bridge some of those gaps? **Salary Expectations** - Working in a low budget/tight budget setting, that is being rocked by Covid. How do you set salaries that are relevant and competitive? Seems to be more CEO money in church youth pastor position than for a CEO of a camp. How to discuss with Board and 'show the value proposition' would be valued. For all staffing, but especially for Sr managers. (easier to pay a p/t summer leader more for some of the Board members, see the need for paying for quality....) **Recruiting Full-Time Missionaries.** In a context of support staff or subordinate positions. How to properly articulate the type of work offered. What are fair expectations? How to handle probationary periods and trial summers.
3. **Using Follow-up and Discipleship to Connect New Believers to a Local Church.** Not all of us are denominational camps. Churches want new members but not children without their parents (yet). Any ideas of how to mesh para-church ministries to the church?
4. **Policies Surrounding Transgender Accommodations** - Looking to understand what other camps are doing regards to accommodations. What are 'rights' are as faith-based organizations and how we are able to build relationships with families who come with unique needs. **Gender "Therapy" Ban** - How do we respond when the government says it is illegal to say anything which will influence a person away from homosexuality? How, if at all, do we prepare for the coming persecution? Are our boards and leadership being proactive?
Hiring Processes in regard to differing beliefs on sexuality and gender identity. What are practices or experiences exist around when an application has come in from a person who identifies as being part of the LGBTQ2S+ community. **Gender Fluidity at Camp** - How are we prepared for responding to trans demands at our facilities? Is it possible to comply with the law and our consciences? **The Ethics of Government Grants** - Can anyone articulate for the group their theology of accepting or refusing government grants to operate ministry? Have our boards established policy? For example, what does it mean to attest that our ministry will not do anything to "undermine" Canada's laws and goals?

TUESDAY MARCH 2ND

1. **Strategic planning** - Explanation: How to maintain and update your Strategic plans? Is there a regular visitation to the document and revamped timelines? How to keep it relevant with Board transitions? **Creating Clarity**: I am reading The Advantage by Patrick Lencioni but I am curious what you would add are ways to create a clear direction for the organization that allows all involved to feel like they have a part of the process but also are all pulling in the same direction. **Strategic Direction**: Can do a daunting topic and can be really hard to put into words and can cause at times un-needed panic/stress. What are some tools you can suggest to simplify the process? I'm sure most of our boards have business-people where this is easier due to schooling/life experience but for some of us it can be seen as more of a chore than a useful tool to help move things forward. **Church Attendance** - Canadian Church attendance in 1950 was over 60%, before COVID it was 11%. Many are suggesting that this number could drop significantly. Most camps were developed when the surrounding culture was Christian. I do not seek to talk about changing government regulations, but instead amazing opportunities for our ministries.
2. **Succession Planning**. How do we guide the process of finding and preparing someone to replace us? **Leaving Well**: what do I need to do to make sure that I leave an organization in a good place to thrive once I'm gone?
3. **Capital Project** - We are about to take on a large capital project and are looking at hiring an additional position - development director. Interested in feedback about creating a position for a fund raiser. **Capital Campaign**: Are there some resources on creating timelines (and from your perspective what is an appropriate one) to see the project come to completion so it's not ongoing to the point where people stop believing it will even happen.
4. **Promoting**-with not running last summer, and not being able to visit churches or attend camp fairs this year, what are other camps doing to promote. **Beyond Summer Camp & Retreats** -- One thing that COVID has taught us is the importance of diverse income streams. What programs have you thought about that are paradigm shifting? **Partnering with Local Ministries**. Churches around are of all sorts and sizes. Many decide not to partner because they want to do it themselves. They are usually the larger ones with the most resources. What pitfalls do we fall into blindly? What real needs do they have that we don't see?

TUESDAY MARCH 9TH

1. **Capital Funding** - Is there a specific approach to take for Capital fund raising? Do you find success in local community or primarily alumni? Is there a strong church connection to funding? **Recruiting Monthly Donors** - Description: I want to grow a larger monthly donor base. What are strategies or methods that have helped recruit new stakeholders from camper families or past alumni. **Monthly Donors**: With Covid, a steady stream of committed monthly donors matters more than ever - how do we attract them? **Corporate Donors** - Has anyone effectively recruited businesses as donors? How? What was the relationship? **Donations** - How are camps raising funds to cover off expenses, with not running last year? Are they doing mail outs to constituents, asking foundations, fund raisers, government loans etc.?
2. **Leadership Pipeline**: Seeing that our time is limited with people within the summer camp context what are some starting points to look at doing to create a leadership pipeline either during the year or summer too summer? **Staff Faithfulness**: in an era where seasonal staff are arriving at camp increasingly unaware of biblical truth, how should we coach them to faithfulness? We have many missions, but the diversity of staff opinions on biblical topics is concerning, and it would be great if there could be some base common knowledge that is assumed. **Strength Based Leadership** - The Camp industry does not struggle with employee engagement as much as other industries, however stats show that engagement can be driven by encouraging and developing employee's strengths. What are your thoughts about strength based coaching and its validity in camp ministry?
3. **COVID-** What are some guidelines being put in place before knowing what the government guidelines are. What messaging are other camps putting out there? What are some registration ideas to have people register, how to recruit staff that are hesitant because they don't know if we will be running or not, what have to cut back on, what are you still doing etc.? **Navigating COVID Restrictions** - How can we proactively prepare to be able to run camp regardless of community infection levels. Is it feasible to create NHL style bubbles that can run if there are lockdowns? Who else is negotiating with the government about this? **COVID-** what are some guidelines being put in place before knowing what the government guidelines are. What messaging are other camps putting out there? What are some registration ideas to have people register, how to recruit staff that are hesitant because they don't know if we will be running or not, what have to cut back on, what are you still doing etc.?
4. **Seasonal Staffing**: When it comes to seasonal staff each year, we receive tons of female applications, and very little male applications. Quite often we scramble days before camp to fill roles. How do we get more male applicants excited about camp and to commit sooner to serving and working? **Bridging the Staff Gap** - We rely heavily on repeat staff and recruiting from our senior campers. Cancellations last year has left a gap. Many staff have moved on, married, or taken careers. How do we fill the gap now? **Staffing** - How to retain and gain good staff, especially male staff.

If time allows:

Alumni - We are starting an alumni program. This is new for our camp and for me to provide direction to. Any insight on what the structure should look like.

True Cost of Camp - Description: We are going through the process of understanding the true cost of camp. How have other camps done this? What factors did you take into account? Seasonal staff cost, full-time staff cost, food, accommodations, programming, special program costs, t-shirt/mask, utilities/maintenance...?