

Canadian Camping Association
National Leadership Forum Notes
November 17-18, 2014

Attendees:

- British Columbia:
 - Margo Dunnet-President
 - Pam Chater-Board Representative & CCA Awards Chair
- Alberta:
 - Gerrit Leewes-President
 - Gwen Dell'Anno-Executive Director
 - Kathy Koehler-Board Representative
- Saskatchewan:
 - Debra Prosofsky
 - Donna Wilkinson-Board Representative
- Manitoba:
 - Liz Kovach-Executive Director
 - Jared Clarke-Board Representative
- Ontario:
 - Adam Kronick-President (Monday only)
 - Heather Heagle-Executive Director (Monday morning only)
 - Jonathan Nyquist-Board Representative & CCA Lobbying Committee
- Quebec:
 - Pierre Cartier-President
 - Eric Beauchemin-Executive Director
 - Sean Day-Board Representative
- New Brunswick:
 - John Savage-Board Representative
- Nova Scotia/Prince Edward Island:
 - Derek Mitchell-President & Board Representative
 - Elizabeth McTaggart
- Newfoundland:
 - Malcolm Turner-President & Board Representative
- CCA Committee Chairs:
 - Stephen Fine- Research Committee Chair
 - Mike Stewart- Website & Social Media Chair
 - Gabrielle Raill-ICF Ambassador
 - Skip Connett-Insurance
 - Stephane Richard-CCA Database Chair
- CCA Executive:
 - Jill Dundas-CCA President
 - Harry Edwards-CCA Past President
 - Jane McCutcheon-CCA Treasurer
 - Catherine Ross-CCA Communications Chair

PCA & Committee Chair Reports

Full reports that were presented at the meeting are located on the website and not produced within these notes.

Summary Notes of PCA presentations follow:

- *Newfoundland:*
 - Survival of association is always a top ranking issue. There are 8 camps in province that are part of the association & in turn does not allow for a great capacity to accomplish tasks.
 - Looking at some strategic development work with the Department of Innovation & Development. Hope to have outcome report by mid-March.
 - Out migration & lower birth rates in the province are dictating a review of focus on what camping means.
 - No longer a market for 15+ year campers
 - Reviewing focus on seniors versus children
 - Need to work internally at this point with support of the CCA.
- *Nova Scotia & Prince Edward Island:*
 - Heading into a strategic planning workshop shortly after the forum.
 - 32 camps in association:
 - No day camps
 - Faith based camps make large portion of membership
 - Department of Health & Welfare providing core funding over a 4 year cycle.
 - Key areas of focus are:
 - Accreditation
 - Training
 - Enhanced membership supports for program
 - Advocacy & promotion
 - Provision of statistics of camper populations reviewed which will help define direction camps need to consider when building population base.
 - Changed Accreditation program to ensure rigour & due diligence.
 - Focus is on paper audit which is about 80 documents per season.
 - Keep face/face visits for relationship building
 - Key issues:
 - Appeal & relevance of traditional for tomorrow's youth.
 - Low active living lifestyles
 - Increase in camping sector capacity over 5-8 years. Does this mirror demand?
 - Increase growth of competitive program substitutes in the day camp area.
 - How to increase the population base attending camp. Currently at 5% of children eligible & wish to double this within 3 years.
 - Initiatives:
 - Enhance value to membership
 - Expand membership through outreach
 - Expand training & education programs
 - Webinars
 - Engage day camps
 - Sustainability & succession planning

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- *New Brunswick:*
 - Up until 2 years ago the association was supported through government funding. This has now been discontinued & membership has declined.
 - Had to revise how they operated:
 - Moved to only accredited camps which dropped the membership to 9 camps from 23.
 - Developed new by-laws and standards.
 - Looking at how to be empowered to make change:
 - There is room for growth but not realistic with volunteer capacity.
- *Quebec:*
 - Currently the golden age for ACQ which has become the centre of the camp experience.
 - Membership includes:
 - 122 accredited programs on 174 sites
 - 62 municipal days camps on 100 sites
 - 16 associated members
 - 200 organizations
 - Types of programs offered:
 - 91 residential camps
 - 106 day camps
 - 59 outdoor education centres
 - 52 groups
 - 17 family groups
 - 23 CIT programs
 - Key Initiatives:
 - HR policy development
 - Prioritization of projects
 - New certification reports
 - Move of accounting in house from 3rd party
 - Grant of \$225,000 to purchase outdoor equipment. Camps within this government program can access through ACQ.
 - Online platform for schools to access outdoor education programs.
 - Strategic focus on helping camps when enrolment is low through Strategic Watch program.
 - Ongoing survey of best practices.
 - Key Issues:
 - Support to active living initiative.
 - Capacity to put programs in action
 - 2 associations exist in Quebec & only one will survive. This will change the face of ACQ as they migrate into one.
 - Money for support of day camp accreditation program
 - Less paper; impact to advertisers

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- *Ontario:*
 - Camp numbers continue to grow
 - Woven Executive Director into operations and the change management program has come to fruition.
 - Key Initiatives:
 - Preferred vendor relationships are increasing.
 - Government lobbying
 - How to spread common word
 - Database: new system which allows for online registration, history of OCA & camps, awards.
 - Hiring company to focus on public awareness
 - Healthcare video
 - Crisis response package
 - Tripping resources
 - Online virtual library
 - Education through conferences & workshops
 - Standards review
 - Increased social media presentation
 - Key Issues:
 - Complexity of membership
 - Standards; volunteer pool to continue with current growth of numbers required each year is becoming a challenge.
- *Manitoba:*
 - Strategic Plan:
 - Relationship with member camps
 - Enhance public perception
 - Improve Board and organizational process
 - Long term financial viability
 - Survey of priorities from member camps
 - Sunshine Fund dictates charitable status
 - Education:
 - Mental health
 - Social media
 - Capital campaigns
 - Government lobbying
 - Database development
 - Challenges:
 - Accreditation process best practices
 - Increasing level of partnerships
- *Saskatchewan:*
 - 55 members of which 48 are accredited.
 - All faith base except 3 which are not for profit
 - Members only want accreditation & in turn this is the focus of the association.
 - \$75,000 annually from SK Lottery.

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- *Alberta:*
 - 85-90 members
 - Almost all are not for profit & within that most are faith based
 - Key Initiatives:
 - Revised awards committee
 - Digital version of checklist for accreditation has been developed so that it can be a living document accessed on tablets. Documents are provided before the visit.
 - Website development.
 - Vendor relationships.
 - Government funds 50% of expenses.
 - Key Issues:
 - How to connect with membership
 - Day to day relationships
 - What's in it for them?
 - Value of duo memberships; CCI & CCA
 - Marketing:
 - To the public
 - To camps not yet engaged
 - Independent standards review
- *British Columbia:*
 - No paid staff
 - 51 accredited members
 - Partner with Fellowship of Christian Camps
 - Key Initiatives:
 - Accreditation standards clean up & updates
 - New website
 - Defined board roles & responsibilities
 - Streamlining filing system via electronic online folders.
 - Review of constitution and bylaws
 - Developed a communication plan with key priorities focused on PCA to member camp communication & long term plans.
 - Online membership renewal.
 - Key Issues:
 - Staff access
 - New membership fee system
 - Charitable status with grants
 - Increased fees needed
 - Accreditation for 'other' than residential.

Commonalities from PCA Reports

Throughout the presentations by the PCA's the following commonalities were identified. These are presented in order of the topic being mentioned and not in any ranked order of priority.

1. Educational Opportunities
2. Marketing Our Message
3. Government Relations
4. Accreditation/Standards
5. Financial Viability
6. Staff Support
7. Strategic Planning
8. Database
9. Succession Planning
10. Resources specific to accommodating specific needs

Top 3 Priorities from Commonalities

Discussion ensued on the commonalities and what should be the primary focus of the CCA during 2015 to support the PCA's. This does not indicate that ongoing projects are to be removed but that heightened focus on these three areas is to be considered.

Ranked Order of Importance (notes following were general discussion points):

1. Marketing:
 - a. How to share the experience?
 - b. What market are we trying to attract?
 - c. How do we disseminate?
 - d. How do we afford?
2. Government Relations
 - a. CCA = federal legislation, PCA = provincial legislation
3. Educational Opportunities
 - a. Camp Directors Course was defined as a subset priority
 - i. Annual program once per year & rotate regions it is offered in
 - ii. PCA hosts when in home province.
 - b. Webinar potential
 - c. Resources of best practices & material

Group Discussion Input

Based on the 3 priorities identified the group was broken out into discussion teams to brainstorm possible solutions to achieving success within these areas:

1. Government Relations:
 - a. Strive to have one member per province as part of the Government Relations Task Group.
 - b. Development of a consistent message to be used with government officials at all levels.
 - c. Define key direct contacts and develop a system to maintain the accuracy & currency of those contacts.

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- d. Ensure that the outcomes of the quarterly meetings with Global are fed back to the CCA and the PCA Boards.
 - e. Determine best practices and share learnings with the PCA's.
2. Education:
- a. Online tools such as webinars
 - b. Each province take on a focus
 - c. CDC: provinces train the trainer to empower to be given locally.
 - i. Hold regularly at conferences.
3. Marketing:
- a. Video advertisements regarding the power of camp, purpose of camp.
 - i. Can be used for social media campaigns as well.
 - b. Research; what points cause/influence decision makers
 - i. How to reach varied audiences
 - c. National campaign for general advertisements.
 - i. Look for partners/sponsors to support.

Outcomes

- Marketing:
 - Liz Kovach has agreed to take the lead on the development of a marketing plan.
 - Gabrielle Raill will join the team.
 - Recruitment of additional volunteers is to be undertaken.
 - **ACTION: Liz Kovach**
- Camp Directors Course:
 - Open Maritime event to anyone from across the country.
 - **ACTION: John Savage**
 - John Savage will take the lead with Sean Day supporting.
- PCA Video:
 - Research sponsorship & then roll out.
 - **ACTION: PCA's**
- Communication on the CCA Initiatives:
 - Executive to develop a powerpoint presentation for PCA Rep's to share with PCA Boards.
 - **ACTION: Jill Dundas**
 - Monthly Board update notes for the PCA to provide to their Boards.
 - **ACTION: Jill Dundas**
 - PCA's to add CCA to the standing agenda of their Board meetings. Representatives will provide report based on monthly notices received between PCA Board meetings.
 - **ACTION: PCA Presidents**

2015 National Leadership Forum

An invitation from ACQ to host the 2015 Forum in Montreal was accepted by the group. Exact dates of the event will be provided in early 2015.

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Business Items

Jane McCutcheon presented the financial year to date and accompanied these with various recommendations. Discussion ensued & from that Jane will circulate motions via electronic methods over the next couple of weeks.

Jane has tendered her resignation from the position of Treasurer effective December 31/14 & the Board expressed their thanks for a job well done.

Addendum to Business Items:

The following are the motions that were passed on December 10/14 following the National Leadership Forum:

Motion #1: Moved by Jane McCutcheon Seconded by: Catherine Ross

“To give up the Charitable Status designation of the Canadian Camping Association”.

Motion #2: Moved by Jane McCutcheon Seconded by: Catherine Ross

“To remove BDO as the auditors for the 2014 fiscal year”

Motion #3: Moved by Jane McCutcheon Seconded by: Catherine Ross

“That CCA reimburse the 2014 national lobbying expenses paid for by the OCA in the amount of \$8,889.71 (including HST but exclusive of travel / telephone and all other incidentals)”

Motion #4: Moved by Jane McCutcheon Seconded by: Catherine Ross

“That CCA assume 100% responsibility for the national lobbying expenses including HST but exclusive of travel, telephone and all other incidentals as of November 1, 2014”

Motion #5: Moved by Jane McCutcheon Seconded by: Catherine Ross

“That the CCA use monies from the Insurance Fund to cover

- 1) all 2014 lobbying expenses
- 2) Marine course manual expenses incurred in 2014”

Motion #6: Moved by Jane McCutcheon Seconded by: Catherine Ross

“To hold the 2015 Canadian Camp Director Course in the Maritimes in the fall of 2015”