

SYNOD OF CENTRAL, NORTHEASTERN ONTARIO and BERMUDA

Cairn Camp Board: Board Convenor's Report

October 31, 2022

Cairn is pleased to report that we have successfully completed our summer having returned to our traditional youth-based summer Camping Ministry within the Synod. That said, Cairn was faced with significant challenges and uncertainty as COVID-19 continued to quietly spread among the residents of Ontario. However, the dedicated staff at Cairn, led by Michelle Roberts as Cairn Executive Director and Robynne Howard as Cairn Director, were able to work through adversity and implement many of the solid contingency plans that had been put into place to deal with Covid and the return to youth camping for the first time since summer 2019.

Please find below an overview of the 2022 summer program and initiatives.

Thank You to All of the Supporters of Cairn

On behalf of the Cairn Board and Staff, we would like to extend our heartfelt gratitude to the numerous organizations and personal donors that contributed to Cairn over the past couple of years that facilitated the continued operations and financial survival of Cairn through these unprecedented times.

We would like to thank the many organizations and donors that have contributed to our 2022 camping season with a special thank you to the following:

- The Synod of Central, Northeastern Ontario and Bermuda
- The Presbyterian Church of Canada
- The Presbytery of West Toronto
- The Presbytery of East Toronto
- The Presbytery of Brampton
- St. Andrew's Presbyterian Church (Orillia)
- Armour Heights Presbyterian Church
- Fellowship Presbyterian Church
- Cairn Cornerstone Crew – providing monthly donations to Cairn
- Cairn Community Members

We are also very grateful to many individuals, congregations, and Presbyteries for their prayerful support of the work of Camping Ministry and the Cairn staff throughout this challenging time. Your ongoing dedication to the work we do together in Jesus' name inspires us.

Recap of Summer and Fall Programming

- Cairn provided a series of youth camps this summer over a six-week period covering programming for youth ages 5-16 as well as family offerings, such as Family Camp and the Away at the Lake program.
- Camper registrations were lower than anticipated, reaching slightly over 80% of the expected camper numbers.
 - Approximately 40% of the campers that were eligible to return in 2022 (based on 2019 registrations) did not return to Cairn this summer.
 - The majority of these campers that did not return were in the teen age groups as expected. Likewise, teens also had the hardest time re-adjusting to camp after being away for the past two years.
 - However, on a positive note, the Leader-in-Training (LIT) program was successfully run in August which is an important dimension to enable the ongoing faith formation and leadership development of teen campers (some of whom have waited years to have the

opportunity to be LIT's), as well as to facilitate continuity in our staffing pipeline for next year.

- The majority of registrations occurred significantly later than in previous years and continued throughout the summer.
 - Whether or not this is a trend that we will experience into the 2023 season is unknown at this point, but it is indicative of the ongoing uncertainty surrounding the Covid-19 pandemic and the associated spin-off repercussions that will continue to be challenging moving forward for planning purposes.
- Given the lack of continuity in the summer programming over the past two summers, staffing continued to be a significant challenge in 2022. Covid has left a dramatic gap in our traditional staffing pipeline that is formulated from campers becoming Leaders-in-Training (LIT) and then graduating to be Staff Members. However, we were extremely fortunate that 10 of the LIT members from last summer returned as Counsellors for this summer, which will help as Cairn foresees this concern to be ongoing for the next few years.
 - Staffing challenges are further exacerbated by not being able to offer competitive wages to teenage staffers (who in many cases are striving to save for post-secondary education), as well as the nation-wide employment crisis within the hospitality, retail and service industries.
- Appropriate COVID-19 protocols were fully in place over the summer, including an expansive rapid-testing protocol for both staff and campers. Despite these precautions, Cairn did experience one COVID outbreak in July and one in August. It is clear that managing through these situations is part of the “new normal” operating protocols moving forward and will continue to add another dimension of complexity for 2023 and beyond.
- The Adult Integration Program, which provides adults with differing needs a camp experience, was held successfully again this summer, offering a positive experience and stability for many of the returning campers as well as much needed respite for their caregivers.
- As well, Cairn held an “Alumni Colour Games Weekend” over the long weekend in May which was quite successful. Fall programming in September included an Alumni Weekend and a Women’s Wellness Weekend.

Faith Formation

Let all that you do be done in love. - 1 Corinthians 16:14

In everything we do at Cairn, our mission is to share God’s love by providing supportive ministry and transformative faith formation programming. As we returned to our traditional overnight children’s program after a two year hiatus, our focus was on rebuilding, both our program and our community. Faith formation is of course, a foundational element of both our Christian camping community and our programming.

This summer’s camper faith formation curriculum focused around reconnecting our campers to their faith and to Christian community. For many of our campers and some of our staff, their time at camp this summer was their first in person faith experience since before COVID. With this in mind, we went back to the foundation of our faith and themed our summer around love - love for self, love for others, and above all love for God. Over the course of each session campers were encouraged to explore God’s love for them and how through that love we are called to love ourselves and each other. Through directed faith formation discussion times, activities, and a variety of spiritual practices campers experienced God’s love and practiced loving each other. Faith formation is part of our programming as the entire camp community meets together at various times during the day and this large group experience of prayer and praise is not only uplifting but sometimes unique in the life experience of our campers and staff who may come from faith communities with small numbers of children and youth in

worship. However, the majority of our faith formation activities take place in the cabin groups as we know that small groups can be the best venue for discussion and teaching of faith practices. We are grateful to have this opportunity to engage our campers in faith formation.

Our Staff TLC (Talking and Learning in Christ) theme this summer was Roots: Establishing, Nourishing, and Growing. Through this theme staff were encouraged to examine what it means to root our lives in Christ, allowing our faith to be at the heart of all that we do. As we moved through the summer, staff explored what nourishes them spiritually. Delving into a variety of spiritual practices including prayer, worship, Sabbath, service, and meditation, staff were encouraged to practice nourishing their spirit and feeding their faith daily. Finally, the staff explored what it means to grow in their faith, from growing their personal relationship with Christ, to growing their connection to their communities of faith. It is our privilege to be a part of the faith formation of our staff and we continue to work to develop and provide meaningful Christian community for everyone who is part of the camp community at Cairn.

Board Members

There was some turnover for the Cairn Board members in late 2021 with two members departing and one joining. The Board is currently comprised of the following individuals: Dave Dougall (Convenor), Rev. Karen Pozios (Faith Formation), Spencer Blake (Secretary), Richard Shaver (Treasurer), and our newest member, Heather Cavill (Member-at-Large) that we welcomed to the Cairn Board in November 2021. We would like to thank Laurie Schmalz and Travis Allison for their contributions and service on the Board during an especially challenging two years throughout the COVID-19 pandemic. We are continuing to actively recruit new members at large.

Other Updates

- **Work Weekends and Site Updates**
 - In addition to the Spring Work Weekend in May which focused on building a new kayak and paddleboard stand at the beach, repainting portions of the lodge and rock wall area, and general landscaping cleanup, a Fall Work Weekend was held with the focus to prepare the site for the winter months.
 - While Cairn had planned to purchase a new commercial dishwasher in late Spring due to ongoing issues with the motor on the existing Hobart unit making it cost prohibitive to fix ("Hobie" has been in place for 44 years), global supply chain constraints precluded that from happening due to a 14 week lead-time for the order. Given that, Cairn is now planning to place the order for the new dishwasher in early January 2023 to provide sufficient lead-time for installation prior to the 2023 camping season.
 - The compact tractor with a bucket loader purchased last winter proved incredibly useful and flexible over the summer months. It will also serve to enable snow-blowing over the winter season which eliminates the cost of external snow removal services.
- **Financial Planning:** Despite the challenging environment in 2022 with registrations being lower than expected, these fiscal pressures were offset as a function of lower variable costs (due to fewer campers), lower staffing levels as well as prudent expense management.
 - Cairn remains in a relatively solid financial position coming into the fall and winter months. The current cash flow position is sufficient to cover the upcoming months until 2023 summer registrations begin flowing in.
 - Cairn was successful in receiving \$29,000 under the Canada Summer Jobs Program for 2022 which covered 6 seasonal staff positions for 8 weeks at minimum wage.
 - Cairn is exploring the possibility of an early repayment of the FEDNOR RRRF Program interest free loan for \$55,746 scheduled to be repaid starting in June 2023 over a 3-year period.

- **Fundraising:** Cairn's monthly donor campaign entitled the **Cairn Cornerstone Crew** continues as the foundation for our fundraising efforts and Cairn plans to continue to focus on expanding the number of donors contributing via this program. Cairn's annual "[Clear the List](#)" fundraising campaign was quite successful in allowing Cairn to acquire a number of specific items in support of various program activities such as art and craft supplies, sporting goods, tools and other required staff equipment.

The Cairn Board would like to express our immense appreciation for the strong leadership provided by Michelle Roberts and Robynne Howard throughout 2022 as they continued to navigate through higher than usual levels of uncertainty facilitating the successful implementation of the return to summer Camping Ministry in our Synod. Likewise, we are extremely grateful to all of Cairn's dedicated and talented Staff that have continued to demonstrate their flexibility and creativity to work through these unique and challenging circumstances. We seek to live out our calling to provide faith formation through Camping Ministry in the Synod of Central, Northeastern Ontario and Bermuda.

Respectfully Submitted,

Dave Dougall
Convenor
Cairn Camp Board

Cairn Family of Camps
Balance Sheet
As of September 30, 2022

| | TOTAL | |
|--|---------------------|--------------------------|
| | AS OF SEP. 30, 2022 | AS OF SEP. 30, 2021 (PY) |
| Assets | | |
| Current Assets | | |
| Cash and Cash Equivalent | \$201,597.06 | \$177,255.31 |
| 1300 Inventory Asset | 0.00 | 6,200.95 |
| 1400 Prepaid Assets | 4,149.10 | 3,409.49 |
| Total Current Assets | \$205,746.16 | \$186,865.75 |
| Non-current Assets | | |
| Property, plant and equipment | | |
| 1500 Vehicles | 5,866.67 | 8,800.00 |
| 1510 Equipment | 25,359.99 | 1,469.99 |
| Total Property, plant and equipment | \$31,226.66 | \$10,269.99 |
| 1600 PCC Investment | 83,492.11 | 67,147.92 |
| Total Non Current Assets | \$114,718.77 | \$77,417.91 |
| Total Assets | \$320,464.93 | \$264,283.66 |
| Liabilities and Equity | | |
| Liabilities | | |
| Current Liabilities | | |
| Accounts Payable (A/P) | \$0.00 | \$3,010.80 |
| Credit Card | \$3,367.30 | \$692.36 |
| 2200 Payroll Payable | 14,172.77 | 448.38 |
| 2300 Receiver General Payable | 14,537.45 | 14,397.42 |
| 2400 Unearned Revenue | 59,921.08 | 103,509.67 |
| 2600 Current Portion of Loans Payable | 18,582.00 | |
| Total Current Liabilities | \$110,580.60 | \$122,058.63 |
| Non-current Liabilities | | |
| 2700 Loans Payable | 37,164.00 | 55,746.00 |
| Total Non-current Liabilities | \$37,164.00 | \$55,746.00 |
| Total Liabilities | \$147,744.60 | \$177,804.63 |
| Equity | | |
| 3000 Opening Balance Equity | 93,196.68 | 93,196.68 |
| Retained Earnings | 57,147.44 | 27,265.40 |
| Profit for the year | 22,376.21 | -33,983.05 |
| Total Equity | \$172,720.33 | \$86,479.03 |
| Total Liabilities and Equity | \$320,464.93 | \$264,283.66 |

Cairn Family of Camps
Profit and Loss
January - September, 2022

| | TOTAL | |
|--------------------------------------|---------------------|-----------------------|
| | JAN - SEP., 2022 | JAN - SEP., 2021 (PY) |
| INCOME | | |
| 4000 Programme Fees | 246,707.50 | 116,050.61 |
| 4100 Tuck | 10,993.97 | 9,007.60 |
| 4200 Rental Revenue | 21,685.43 | |
| 4400 Contributions | 193,604.85 | 304,059.22 |
| Total Income | \$472,991.75 | \$429,117.43 |
| COST OF GOODS SOLD | | |
| | \$14,029.18 | \$5,292.81 |
| GROSS PROFIT | \$458,962.57 | \$423,824.62 |
| EXPENSES | | |
| 5100 Payroll & Benefits Expense | 279,308.72 | 289,008.42 |
| 5200 Programme | 22,426.86 | 24,965.68 |
| 5300 Ancillary Expenses | 45,345.42 | 45,267.06 |
| 5400 Administration Expenses | 17,115.64 | 43,643.23 |
| 5500 Operating Expenses | | |
| 5510 Property Taxes | 4,163.89 | 3,932.70 |
| 5520 Vehicles | 3,702.49 | 1,021.39 |
| 5530 Insurance | 33,551.87 | 35,535.49 |
| 5540 Utilities | 17,261.36 | 16,162.69 |
| 5550 Repair ,maintenance, safety | 13,126.72 | 10,777.06 |
| 5560 Licenses & Memberships | 320.84 | 1,934.07 |
| Total 5500 Operating Expenses | 72,127.17 | 69,363.40 |
| 5600 PST Expense | 1,517.34 | 1,102.08 |
| Payroll Expenses | 0.00 | 3,160.44 |
| Total Expenses | \$437,841.15 | \$476,510.31 |
| OTHER INCOME | | |
| | \$1,254.79 | \$18,702.64 |
| PROFIT | \$22,376.21 | \$ -33,983.05 |

Cairn Family of Camps
Statement of Cash Flows
January - September, 2022

| | TOTAL |
|---|----------------------|
| <hr/> | |
| OPERATING ACTIVITIES | |
| Net Income | 22,376.21 |
| Adjustments to reconcile Net Income to Net Cash provided by operations: | 34,011.79 |
| Net cash provided by operating activities | \$56,388.00 |
| INVESTING ACTIVITIES | |
| 1512 Equipment:Machinery & Power Tools | -24,184.00 |
| 1600 PCC Investment | -10,236.01 |
| Net cash provided by investing activities | \$ -34,420.01 |
| FINANCING ACTIVITIES | |
| 2701 Loans Payable:Fednor RRRF Loan | -18,582.00 |
| Net cash provided by financing activities | \$ -18,582.00 |
| NET CASH INCREASE FOR PERIOD | \$3,385.99 |
| Cash at beginning of period | 198,211.07 |
| CASH AT END OF PERIOD | \$201,597.06 |

