

Cairn Fundraising Working Group Report to the Synod September, 2026

The Cairn Fundraising Working Group have met several times and have strategized on how the Synod can help the Board of Directors of Cairn do their work to the benefit of Camp Cairn.

We identified the following:

- More consistent and frequent communication from the Synod to Presbyteries and congregations about what is going on at Cairn, and needs identified that churches or Presbyteries could take ownership of.
- Have a champion in each Presbytery to bring this information, to facilitate more involvement with the Camp, build relationships across the Synod, and to encourage gifts to the camp.
- With the Board and Executive Directors input, produce materials, both printed and media for these champions to share with Presbyteries and congregations.
- Actively seek out individuals and perhaps organizations associated with congregations across the Synod that might have associations with service groups or Christian companies that the Camp and Board might develop long term relationships and might contribute financially to the work or specific projects of the Camp.
- Actively seek out individuals and perhaps organizations associated with congregations across the Synod that might have experience in the following areas with proposed funding, if needed to come from Synod:
 - Grant research and grant writing
 - Large Capital Campaign expertise
 - Expertise in non-traditional income streams for non-profits.
 - Communication
 - Marketing
 - Media production
- Hire the following:
 - Fundraising Professional or Company for a term of 1-2 years to educate the Board on possibilities for fundraising going forward
 - Management Consultant Company

To that end, we are proposing the following be undertaken by the Synod.

Production of Promotional Materials:

Brochures:

These would range between \$200-\$300 for 200 copies of a Tri-Fold Brochure in full colour on glossy paper.

Video:

Alex Fensham was contacted and provided information to produce a short 3-5 minute video to play at Church's or Presbyteries. Depending on the work needed, it would range between \$500 if all

photos and videos are supplied by the camp, were curated and were of sufficiently good quality, to \$2400 to have Alex go Cairn for 1 - 3 days to capture original content and interviews with the staff and campers etc., with the footage captured being used towards this project / potentially some future videos or other tailored content (ie. A general video for Cairn that would be on their website geared towards prospective parents, a video geared towards congregations and the Synod , a video geared towards fundraising for a particular project). **This is at a substantial discount (would normally be \$3600) because it is Synod.**

Recommendation # 1: That the Synod undertake the production of a brochure to be available across the Synod, PCC, as well as a video to showcase Cairn to be available across the Synod, PCC, to be used when contacting donors and on their website.

Management Consultants

The hiring of management consultants would be of benefit to the Camp and the Board of Directors in setting up workable objectives and a strategic plan to implement these objectives. The Board has many competent people, but perhaps not all the skills necessary to achieve this. As well, these people are doing this on a voluntary basis in addition to their own jobs and lives. We feel that the investment in a management consultant company for a short period of time would be beneficial to the Camp and the Synod as they would bring the skills of including management training, strategic planning, governance development, stakeholder engagement, coaching, change management to the table. They would also offer custom-designed approaches that would provide fresh perspectives and vital insights as well as strategic consulting & coaching services that will strengthen and elevate the work being done by the Board.

The cost for this would be nominal, in the range of \$2000 for this work. The committee has researched a number of companies and this list will be the starting point for hiring.

Recommendation # 2: That the Synod, together with the Cairn Camp Board of Directors and the Executive Director, retain a management consulting firm to develop a strategic plan and support governance and board capacity initiatives, with all costs (approximately \$2,000) borne by the Synod.

Hiring a Professional Fund Raising company

The work of fundraising for the camp has largely been done by the Executive Director and the Board. All of these people have only limited time and resources to be able to complete this work and it must be done on a consistent and ongoing basis. In order to make better use of their time and talents, we are proposing that Synod employ the services of a professional fundraiser to do this work. These companies have the contacts, resources and knowledge to be able to source funding across many platforms and levels of private, corporate and government entities. Their fees vary slightly but it is felt that any costs incurred will be more than recouped by the funds raised.

As well, once these fundraising streams have been identified and put in place, the need for the Camp to come back to Synod year after year for repeated funding will likely be diminished. The cost of this would likely be in the range of \$50,000 over 1-2 years. While the \$5,000/month to hire a consultant looks like a big number, especially on a 12-24 month commitment, they should be able

to bring in 2-3 times their fee, it is felt. The committee has researched a number of companies and this list will be the starting point for hiring.

We feel that this would be a significant investment in the work that the Camp is doing and will yield positive results that will be ongoing.

Recommendation #3: That the Synod, in conjunction with the Board of Directors of Cairn and the Executive Director, contract a professional fundraising company to work over the course of 12-24 months to do Fractional Fundraising (they do the work) for the camp. The cost of this would be borne by the Synod. The amount will initially be made as a loan to Cairn over two years but then payable over 10 years (interest free) from the additional fundraising expected. If the fundraising is not sufficient to repay the loan then the Synod would look to cover the loan potentially from the annual 5% of the prior June Ministry balance.

Respectfully submitted,

The Cairn Fundraising Working Group

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