

UNITED CHURCH CAMP MEETING ASSOCIATION
EXECUTIVE MINUTES
November 19, 2011

Opening

The Executive of the United Church Camp Meeting Association met at the Trinity-St. Stephen's United Church, Amherst, NS at 10:00 a.m. on Saturday, November 19, 2011 The President, Gordon Cameron called the meeting to order. He read the Vision Statement and then called upon Jack Spencer to open the meeting with prayer.

Attending:

Gordon Cameron – President	Susan MacAlpine-Gillis – Member-at Large
Jack Spencer – Secretary	Tim O'Brien – Co-Chair Property & Grounds
Chrissie Crooks – Finance	Dawn Wood –Treasurer
Tim O'Neill – 1 st Vice-President	John Hildebrand – Food Services
Sandy Porter & Mary Lynn Cameron – Public	Worship & Program Co-Chairs
Noah Richardson – Youth Representative	Peter Woods – Past President

Regrets

Kate Crawford – Superintendent of Worship	Paul Dillman – Leadership Search
Doug Armstrong – Ashram	Eric Schurman–Co-Chair Property & Grounds
Anne Lake – UCW	Krista & Brian Rietzel Co-Registrars

Corresponding Members

Ken Moors – Law & Safety

Agenda – It was moved by Jack Spencer, seconded by Dawn Wood that the agenda be approved.
CARRIED

Approval of the Minutes Jack Spencer moved, seconded by Tim O'Neill that the minutes of April 30th be approved. CARRIED

Corresponding Members

Jack Spencer moved, seconded by Tim O'Brien that Ken Moors be named a corresponding member to the meeting. CARRIED

Correspondence

1. From General Council –request we consider signing the Green Camp Covenant It was agreed that the secretary would re-circulate the proposal by email and invite executive members to share their thoughts and concerns so a proposal might be formatted
2. Upper Campground Report – Will be looked at in the Rejuvenation Report
3. Yoga proposal – Will be looked at in the Finance Report
4. From Les Wood re web site and Facebook page. Executive members agreed to have their personal email addresses published on the site and to have the audited financial statement posted on the site.
5. From Les Wood Food Service Report – Will be looked at in Committee Reports
6. From Phoenix House – two “Thank You” letters for food taken to them following events at camp and the September “Open House” – This was received for information.
7. From Les Wood noting that Wesley Memorial United in Moncton is closing and has expressed an interest in meeting with him to see if there are items Berwick might use. A list of items was given for Les to look for

Treasurer's Report – Dawn Wood circulated the treasurer's report (Appendix “A” of Printed Copy) – It was moved by Chrissie Crooks seconded by Peter Woods to receive the report. **Carried.**

Food Services – The Report of the Food Services was discussed and received for information. The information in the report will be used by the current committee in planning for next year.

Finance Committee Report – Chrissie Crooks presented the following report for the Finance Committee:

At our Finance meeting on October 27th, 2011, Treasurer Dawn Wood gave us a financial update (see her report for details) indicating that despite our challenging year, we are in good shape financially both in terms of rebuild and assets.

Due to the state of our facility after different rentals in the summer of 2011, we would like to draft a Renter's Checklist which would be reviewed with each group before and after their use of the camp. Our expectations would be clear. This will enable us to address damage and cleaning before they depart. The possible need for a damage deposit was also discussed. Eric and Dawn agreed to work on the checklist for the Spring Executive meeting. We will also send a letter out this fall to our known renters for 2012 telling them the rates for next summer.

An inquiry was made to Eric regarding rental of the Covered Pavilion for a wedding in the fall of 2012. We agreed on a one day rate of \$185 which is comparable to the one day rental of the dining hall.

Much discussion has been had about our fee structure. As fees provide the revenue for Property and Grounds, Tim O'Brien agreed to continue the work he had already begun on the fee structure. The theory is to start with services we all use, and determine a cost per accommodation for those, and then add further costs which are relevant to each type of accommodation. (e.g. which accommodations cost something for us to insure...)

As promised to the campers at the AGM, there will be some sort of consultation before final decisions are made for 2013 rates.

One rate we would like to recommend that the Executive amend is that of Trailer, full hook up. As we believed full service cottages and trailers were on par already, the rates for 2012 were set at \$465 for both of them. We were mistaken, and therefore raised the trailer fee by \$45 and the cottage fee by \$20. We would like to recognize this mistake and adjust the trailer fee accordingly to \$440 giving them both a raise of approximately 5%.

It was agreed by the Executive meeting (Nov 19, 2011) that this correction be made.

In light of the drop in meals served during the camp of 2011 as compared to the previous year (500+ less) we discussed the use of some research in the form of a survey, for example, to determine how to make the most of this service and its revenue.

There has also been much to discuss around our insurance policy. Tim and Eric continue to work with the insurers to make sure we have an appropriate amount of insurance on our buildings. We have given Joe Davidson the go ahead to add \$50,000 coverage for business interruption at no cost. We would like to recommend that we add "by law endorsement" coverage for \$50/year. The example given was that this allows us to rebuild something on a different site 500 m. away. Presently the insurers see the camp as "all one site" which is good, but someone new could determine that 500m. away is a different site and disallow a build. Bylaw endorsement protects us from this, and Joe advised us to consider this.

It was agreed by the Executive meeting (Nov 19, 2011) that this addition be made.

We also recommend we add coverage for 3D crime (disappearance, destruction, dishonesty) for \$150/yr. which gives us \$10,000 for something like a robbery on the way to the bank and \$50,000 for dishonesty.

It was agreed by the Executive meeting (Nov 19, 2011) that this addition be made.

We also discussed machinery breakdown as explained by Joe, but the cost is high at \$566/year. Tim O'Brien agreed to speak with Joe further about the pertinence to our electrical and pressurized vessels.

We are also submitting an application to HUB International for a quote to see how it will compare to our present insurers.

In terms of fundraising, we are held up in some ways and encouraged in others. One of our Foundation Searchers had to step down. The other has put together very useful information to apply to foundations but currently no applications have been submitted. Tim O'Neill has agreed to be the other Searcher for the time being.

Through executive email contact, we agreed to give Jenny Kierstead the go ahead to plan a Yoga Festival at Camp next summer between July 6-8th. This will not only mean more rental income, but she has generously indicated her wish to donate any profit to the UCCMA. Just how profitable this will be depends on the numbers of folks attending. There will be volunteer opportunities available for Berwick campers who wish to help. Some have already signed on!

Respectfully submitted,

Chrissie Crooks, Chair of Finance

Rejuvenation Committee – Susan MacAlpine Gillis presented the following report of the Rejuvenation Committee:

Our committee is committed to helping Berwick camp, rebuild, revitalize, rejuvenate and rejoice over the next 5 years.

Background

The mandate for the Committee

- To identify the parts of the vision which have been previously articulated by the camp
- To pull those individual pieces into one unifying document
- To work with the rebuild committee to see how the pieces fit together – Do we just rebuild what we had as we had it, or do we change things to better fit the bigger vision
- To prioritize the work which needs to be accomplished
- To work with fundraising to articulate the financial needs for rebuilding and rejuvenation, and to develop a timeline for the projects.

At the March 2010 meeting of the Berwick executive, the following motions were passed, “That the Fundraising Committee to begin an initial financial campaign of \$1 million for rebuilding and rejuvenation” and “the Rejuvenation Committee 2015 research & prioritize capital projects as identified by long range planning and other relevant projects recognizing that rebuild is the first priority.”

In order to engage as broad a base of campers as possible in identifying and prioritizing projects we held a series of Let's talk sessions at camp. The combined notes from those sessions are included as an appendix to this report. These sessions were well attended and the conversation was fruitful.

As a result of that process and in keeping with the motion made by the executive at the March 2011 meeting of the executive, the Rejuvenation 2015 committee tables the following report. Several recommendations are highlighted within key sections of the report and collected in a summary at the end.

Format

The following are some major highlights which emerged from the five Let's Talk sessions which were conducted during the course of Berwick Camp 2011, and from follow-up that has taken place since. Please refer to the full summary notes for details.

Feedback

The sessions were well attended and seemed to be an opportunity for feedback and input that was widely appreciated.

Ad-Hoc Committees

As a result of the sessions, the following ad hoc committees were formed:

- Reforestation – Lead: Jonathan Kierstead
- Upper (Lower) Campground – Leads: Ken Ward & Ken Moors
- Youth Leadership – Various
- Open Pavilion – Lead: Ivan Nortan
- Closed Pavilion – Various
- Dining Hall – Various
- Building Cottages – Various
- Communications & Marketing – Various

It is important to note that these committees would each report to the Rejuvenation Committee (RC). The RC will incorporate input and planning from these committees as part of its overarching mandate to table a final and comprehensive set of recommendations for camp rejuvenation to the Executive for review and sign off.

Quick Wins

Recommendations for Approval

The following are priority actionable items that emerged from the sessions which reached comfortable consensus and should be considered for immediate action. Ideally this would mean completion before camp 2012.

- Dining Hall Addition

- Removal of addition with emphasis on recycling the building materials for future use. Several campers have offered to cover the \$1,500.00 of labour cost estimated to be involved in this project.

- **It was moved by Susan MacAlpine-Gillis, seconded by Tim O'Brien that this action be approved. Carried**

- Shower for Dorm A

- The Property and Ground Committee has already identified this as an appropriate project. It was raised as an issue in the Let's Talk sessions and should be actioned before camp 2012.

- **It was moved by Susan MacAlpine-Gillis, seconded by Tim O'Brien that this action be approved. Carried**

- Resources for VBS and the Youth Program

- The VBS requires tables with folding legs and "non-tippy" benches.

The Youth Program requires tables and chairs appropriate in number for its participants. A small capital budget should be allocated by the Finance Committee for the purchase of these items.

- **It was moved by Susan MacAlpine-Gillis, seconded by Tim O'Brien that this action be approved. Carried**

Mid-Term Wins

- Seniors Complex

1. Creation of open and flexible multi-purpose programming space upstairs.
2. Creation of a laundry facility on the ground floor.
3. Creation of family/accessible washrooms on the ground floor.

Recommendation

That the Seniors Complex be targeted for future development in the ways described above, as long as relevant codes and legislation permit. That work be undertaken by the Property and Ground Committee to further identify related details and cost of the project for future approval of the Executive Committee.

Given the complex nature of this project, the Rejuvenation Committee acknowledges that if approved by the Executive Committee that this work may not start until the Fall of 2012.

It was moved by Susan MacAlpine-Gillis, seconded by Noah Richardson that this action be approved. Carried

Progress Report on the Work of the Ad Hoc Committees

It is important to note that in many cases, the essential and amazing work of “Rebuild” continues to advance at a staggering pace. The Rejuvenation Committee expresses deep gratitude for these efforts. In many cases this work appropriately trumped projects relating to “Rejuvenation,” and has done so with the full support of our committee.

Nonetheless, there has been major progress with many of the Ad Hoc committees in their mandated area. The overview is as follows;

- Reforestation

Jonathan Kierstead is the Director of Forestry for the Province of Nova Scotia and a longtime Berwick camper. Jonathan has committed to doing a full assessment of the camp’s reforestation needs with recommendations and a strategy for planting.

Jonathan will start his work in early April—weather permitting. The final report should be available for review and presentation by camp 2012 if not before.

- Upper (Lower) Campground

Members of this ad hoc committee (see full notes for names) have already done some initial mapping of the upper campground. The present state of this area of camp provides a clean slate opportunity to design an effective and comfortable camping area. The design process will be done in such a way that it ensures sensitivity to traditional use, combined with ensuring the area will provide for the needs of modern camping.

Operational Timeline for Development

November-April – Mapping and design of the area

April – Jonathan Kierstead, reforestation assessment

April – Executive review and sign off of design

May-June – Actual physical work carried out on the site

Participants Involved in the Design and Development Process

Rejuvenation Committee

Property and Ground Committee

Members of the Upper (Lower) Campground Ad Hoc Committee

Outside Consultant – Thane Shaw

Recommendation:

It is the recommendation of the Rejuvenation Committee that Thane Shaw—owner/operator of the Sherwood Forest Campground—be hired as a consultant on a fee not to exceed \$750.00. Mr. Shaw’s role would be to provide professional guidance on the design of the upper campground site.

Mr. Shaw could provide the expertise required to ensure the site is developed properly and in a way that serves the camp well for years to come.

It was moved by Susan MacAlpine-Gillis, seconded by Tim O’Neill that this action be approved. Carried

- Open Pavilion

Some initial design and plans have recently been circulated for review and discussion. This work will be ongoing over the next several months.

- Remaining Ad Hoc Committees

The Rejuvenation Committee will continue to work with the remaining Ad Hoc committees over the next several months. As a priority course has been set, the committees most relevant to the time sensitive work have been the area of focus.

Berwick Camp 2012

The Rejuvenation Committee (Susan and Tim) has agreed to host 2-3 Let’s Talk sessions during Camp 2012. This will provide an opportunity to give reports on the work of all Ad Hoc committees and to have campers offer feedback on the larger and key projects.

Summary of Recommendations

- Removal of dining hall addition
- Shower for Dorm A
- Small capital budget for purchase of resources for VBS and Youth Program
- Senior’s Complex be targeted for future development
- Hire Thane Shaw as an outside consultant for the redesign of the upper campground

The work of the Rejuvenation Committee will continue to actively advance over the next several months. Thanks to all those who have been involved in the process.

Respectfully Submitted:

Susan MacAlpine-Gillis Co-Chair
Timothy Crooks Co-Chair

Long Range Planning – Capital Budget – Tim O’Neill presented the following revised Capital Budget

The capital budget passed at the Annual Meeting in August provided for total capital expenditures in the coming year of \$66,500. The specific (priority) items to be covered included:

Kitchen floor/foundation	\$25,000
Dorm “B” foundations	\$20,000
Cottage footings	\$15,000
Recreation & communications	<u>\$ 6,500</u>
TOTAL	\$66,500

Since the end of camp several issues have arisen which require that the capital budget be revised. We have always anticipated that the changing circumstances could cause such adjustments. The following are the reasons for the adjustment:

- a) the tractor used at the camp for a range of tasks is underpowered and has potential safety risks. Eric Schurman has proposed that we replace the existing tractor with a larger and more stable one. Estimated cost (incl. taxes) is \$15,000
- b) as a result of a health inspection, there is a requirement to add a washroom to the nursery building; estimated cost is \$7,000
- c) as a result of the Let’s Talk sessions at camp, there was agreement that we need to upgrade the upper campground area; Eric has estimated that designing the layout of the area and improvements in the siting of water/sewer and power access will cost about \$20,000
- d) Eric has, after consultation with the leaders of the youth program, suggested the construction of a large, fixed shelter in the upper campground to replace the rented tent that has been used for their program. It would also serve the needs/desire of campers for a shelter that can have multiple uses; estimated cost is \$25,000.

As a result of the above considerations, the following is the revised capital priority list for the coming year. It may be that not all items can be financed from the non-operating general use revenue that will be available. The issue for the Executive will be whether we finance from other sources or delay certain items until the resources are available.

PROPOSED CAPITAL BUDGET REVISED PRIORITIES 2012

A. Tractor	\$15,000
A. Nursery washroom	\$ 7,000
A. Upper campground redesign	\$20,000

B. Dorm "B" foundations	\$20,000
B. Cottage footings*	\$10,000
A. Recreation & communications	\$ 6,500
C. Fixed shelter	<u>\$25,000</u>
TOTAL	\$103,500

*average cost now estimated at \$2,000/cottage

[Note that kitchen floor replacement has been removed; it is to be done as part of the full kitchen/dining room makeover]

The current level of non-operating general use revenues is just over \$69,000 for the year. If we committed to spend only that amount – at least until more such revenue is available – and accepted the priority ranking above, we could completely finance the first five items (\$58,500) and about half of the UC redesign.

There are several other factors to incorporate into our deliberations. First, we have a contingency reserve which we could utilize and then replenish. Second, there will be future rebuild- related donations (e.g., multi-year commitments) which will become available as the rebuild process comes to an end. Third, we are still in the early stages of our fundraising campaign so can anticipate more revenues from that source.

It should be noted that a couple of capital items discussed during camp are not listed. They are a washroom in the former senior's apartments and a laundry facility. It is the judgement / recommendation of Long Range Planning (on advice from P & G) that these not be a priority for the coming year relative to the above list of more critical capital requirements. As well, the repair work to be done on the seniors' facility is at least several months away as the structural and construction issues have yet to be resolved. However, they will be priority items to be considered for 2013.

It was moved by Tim O'Neill, seconded by Tim O'Brien that we adopt the revised capital budget priorities list and that we commit to covering the cost of all "A" priorities and the "B" &"C" priorities as funds are available. Carried

Property & Grounds Report – Tim O'Brien presented the following Property & Grounds report:

The Rebuilding Continues

Several buildings damaged in the December 2010 windstorm were not able to be rebuilt in time for the 2011 encampment. The rebuilding has, however, continued as follows.

- The Gate House has been placed on a new foundation. Its sills have been replaced/repared and its frame has been straightened and squared. More work is required on its walls, which will be re-boarded, and roof.
- Cottage #18 (the octagonal cottage) has been raised to allow its new concrete footings to be poured, which they have. The cottage will be set on these footings and repair work to the building itself will begin.
- Cottage #19 has been raised to allow its new concrete footings to be poured, which they have. The cottage will be set on these footings and repair work to the building itself will begin.
- Cottage #23, which includes an upper front balcony, has been virtually completed.
- Cottage #95 (the badly damaged yellow cottage) is now a work in progress. We have determined that we can, in fact, repair it. We are in the process of applying for a permit to repair it (to replace the demolition permit we have for it).
- Cottage #46 has not had repairs started
- Cottage #49 (Willy Make-It Inn) has not had repairs started
- The Upper Pump House has been completely rebuilt with a proper concrete foundation (with embedded piping) around the well. Plumbing and wiring has yet to be completed.

- The VBS Washroom has been rewired and painted. New steps have been built. It is now partially plumbed.
- Cottages 28, 52 and 102 have had their roofs repaired and/or re-shingled.
- Septic and water lines are still being discovered / traced / repaired. Of note is the fact that certain sewer lines in the upper and lower campground have been found either to be broken or to lead nowhere.
- The three trash piles (wood, metal & wire) in the lower campground have been removed.
- Approximately 60% of the usable logs have been milled
- A number of stumps have been removed
- The stump / brush pile has not yet been ground or removed

Upper Campground

During this year's encampment, we listened to lots of insightful input about the Upper Campground during the "Lets Talk" session and subsequent discussions with the "Upper Campground Committee". In August, we also received some preliminary information from the "Upper Campground Committee". Taking into consideration the Rejuvenation Committee's forthcoming findings and the Executive's following direction, we anticipate having an approved plan that we can begin to implement in the April/May 2012 timeframe.

This is not a trivial exercise. Once the new sites are situated, a number of basic but significant activities must be closely coordinated, including:

- Appropriate clearing and leveling (with the addition of appropriate materials)
- Placing sewer lines, water lines, electrical lines
- Planting appropriate trees in appropriate locations

There are then a number of desired enhancements to consider.

We believe the goal to have a substantially improved Upper Campground for the 2012 encampment is a high priority item. We also recognize that realizing its desired end-state is a multi-year endeavor.

Subsequent Tree Damage

We have experienced some fairly strong windy days this fall which have affected a few trees. Two tall but relatively thin (~8" to 10" diameter) pine trees in the lower campground have been felled. One broke about 10 ft. above the ground while the others roots gave way. One of these two fell on a sewer up-pipe, damaging it. A third tree affected is an average sized tree in the Skunk Hollow area. It is leaning into other trees and will have to be removed.

Insurance Claim

The insurance claim(s) for the damages caused by the December 2010 windstorm need to be completed by December 13, 2011. We are working to provide the final claim prior to that date.

Insurance Policy

We are reviewing the current insured values of our various buildings and anticipate recommending that we increase the insured value of a number of buildings to more accurately reflect the current cost to replace them. We are working with a number of people, including certain executive members, our insurance broker and other relative subject matter experts to ensure we have the most appropriate coverage, and level of risk, that we can reasonable afford.

Property Line along Lower Campgrounds

This item is progressing well and we expect that it may be concluded by the end of 2011.

Dining Hall Extension

Plans and funding are in place to dismantle the dining hall extension. This action cannot begin until after we have completed repairs to the Gate House and recouped the storage space it provides.

Tractor Upgrade

We have recommended that we upgrade our tractor to one that can perform the required work in a more capable and safe manner. It has been added to the 2012 capital budget.

Groundskeepers

We have recommended that Karen be promoted to Head Groundskeeper. We intend to hire an assistant groundskeeper who has proficient intermediate carpentry skills.

Law & Safety

- Operations – refer to following report
- Securing of Facilities – refer to following report
- Transportation & Parking – refer to following report
- First Responders & Defibrillator
- Ken Moors would like to discuss the first responders issue with the executive and outline some associated risks.
- Ken Moors made the defibrillator application back in the fall. Unfortunately, the Annapolis Valley Regional School board backed out as a partner.

UCW Cottage

The UCW has approached the UCCMA Executive to discuss the possibility of donating the UCW cottage (#27) to the UCCMA. A ‘common understanding’ document which describes how the cottage would be treated after it was donated was developed. This document is being presented to the appropriate governing bodies of both organizations for approval.

If either organization requires modifications to the document prior to being willing to approve it, then the modifications will be incorporated into a new document which will then be presented to these governing bodies at a later date. The Draft agreement is as follows:

UCW Cottage

August 2011 Meeting of the MC UCW and the UCCMA Regarding the UCW Cottage

During the United Church Camp Meeting Association (UCCMA) 2011 Camp Meeting (on or about August 4, 2011) the following representatives of the Maritime Conference (MC) United Church Women (UCW) and UCCMA Executive met to discuss the UCW cottage (Cottage # 27).

- Anne Lake, Chair of Berwick Camp UCW Cottage Committee
- Reta Manual, Past President – MCUCW
- Letha Mowatt, Past President – MCUCW
- Gordon Cameron, President – UCCMA
- Tim O’Brien, Co-Chair of the Property and Grounds Committee – UCCMA

The UCW brought forward the following items for discussion.

In the past few years, it has become increasingly obvious to our Maritime Conference UCW Executive that the time has arrived to have a discussion with our Camp Executive regarding the future of our cottage.

We would like:

1. to continue to use it as a hospitality cottage (“cookie cottage”) until we are unable to do so
2. that the UCW designation continue
3. we will maintain the cottage, paying for repairs and upkeep
4. to have use of the cottage restricted to Ashram and Berwick camp as it presently is

In discussion with our Camp Executive, we need to know:

1. If we sign the cottage over to the Camp what conditions or stipulations would you insist on
2. could we reimburse the Camp Treasury for the cost of insurance on our building
3. would we be expected to pay rental fee?

The following thoughts were discussed and will be used as a draft common understanding for the two organizations to review and finalize at a later date.

1. The UCCMA would be willing to accept ownership of the UCW cottage (Cottage #27) if the UCW decided to donate it to them
2. The UCW would not request and the UCCMA would not provide a tax receipt equal to the valuation of the cottage because both organizations are registered charitable organizations
3. The UCCMA would, of course, allow the UCW to continue to use the cottage as a hospitality cottage (“cookie cottage”), as they do today and have for decades, until the UCW determines that they are unable to do so
 - a. In fact, beyond merely allowing, the UCCMA would be very much appreciative and grateful to the UCW for continuing to provide their hospitality at the cottage for as long as they determine they are able
 - b. If and when the UCW determines that they are no longer able to continue to use the cottage as a hospitality cottage, then the UCCMA would have the right to determine the future use(s) of the cottage
4. The UCCMA would, of course, continue to designate the cottage as the UCW cottage by means of retaining the signage on the front of the cottage naming the UCW (and its predecessor, WMS, if applicable)
 - a. If and when the UCW determines that they are no longer able to continue to use the cottage as a hospitality cottage, then the UCCMA would have the right to add to or change this signage as they deem appropriate based on the future use(s) of the cottage
5. The UCCMA’s view is that by accepting the UCW’s donation of the cottage and thereby becoming the owner of the cottage, the UCCMA would inherently assume the responsibility to both maintain it and bear any related costs to do so.
 - a. The UCCMA would not hold the UCW responsible or accountable for the maintenance of the cottage or the costs to do so
 - b. The UCCMA would, however, gladly accept any donations from the UCW designated for its maintenance
 - c. On a request basis, the UCCMA would endeavor to provide the UCW with the approximate costs associated with the annual maintenance of the cottage
 - d. While the UCCMA would maintain the cottage itself, the UCW would continue to be responsible to provide and maintain the equipment and contents of the cottage related to the hospitality functions (i.e. coffee makers, cups, etc.). The UCCMA would, however, assume the responsibility for this equipment and contents if the UCW decided that they could no longer do so financially.
 - e. As is generally the case with UCCMA-owned buildings today, if the UCW requested upgrades or enhancements to the cottage in the future, then the UCCMA would look to the UCW to help fund those upgrades or enhancements if they are able
6. The UCCMA would restrict the use of the cottage to only the Ashram and the UCCMA Camp Meeting as is presently the case.
 - a. If and when the UCW determines that they are no longer able to continue to use the cottage as a hospitality cottage, then the UCCMA would have the right to determine the future use(s) of the cottage, including its possible use beyond Ashram and the UCCMA Camp Meeting
7. Similar to the maintenance, the UCCMA’s view is that it would assume the responsibility to insure the cottage and bear the associated costs
 - a. The UCCMA would not hold the UCW responsible or accountable for the insurance of the cottage or the costs to do so
 - b. The UCCMA would, however, gladly accept any donations from the UCW designated for its insurance
 - c. On a request basis, the UCCMA would endeavor to provide the UCW with the approximate costs associated with the annual insurance of the cottage
 - d. The UCCMA would insure the cottage itself, as well as its equipment and contents
8. The UCCMA would not charge the UCW a rental or accommodation fee related to the cottage during the annual UCCMA Camp Meeting while they continue to use it as a hospitality cottage
 - a. As is the case today, UCW women who are working / providing the hospitality service in the cottage would
 - i. not be charged a registration fee for the UCCMA Camp Meeting

- ii. be responsible for their own meals, etc.
- iii. not be considered to be UCCMA staff, leaders, etc.
- b. It is assumed that if someone were staying at the cottage but not working / providing the hospitality service that they would be subject to the standard registration fees
- c. The current and future arrangement for its use during Ashram would have to be investigated

Recommendations

We are recommending that the UCCMA Executive approve the ‘common understanding’ document for the potential donation of the UCW cottage.

It was moved by Tim O’Brien, seconded by Tim O’Neill that we approve the ‘common understanding’ document for the potential donation of the UCW cottage. CARRIED.

Operations Report - Ken Moors presented the following operations report

The following provides a report on the newly created Operations component of the encampment. This component includes the following activities:

- Security and Safety
- Transportation

SUMMARY OF CAMP ACTIVITIES

Security and Safety

Security is substantially provided by the private security guards at the front gate and volunteers who “looped” the Camp in the evenings. Two weeks prior to the Encampment the Security firm we had engaged in Early June arbitrarily withdrew its services due to personnel shortages. Ennis Security of New Minas was engaged to provide the same level of service provided previously

The following significant incidents occurred during the Camp:

- The RCMP was called to the Campground to deal with a domestic dispute between a camper and their partner who was not at Camp but arrived in contravention of a restraining order.
- Early Thursday morning volunteer loopers found that the Kitchen, walk in chiller and storage Room were unsecured and completely accessible to unauthorized individuals. Not securing these facilities represents both a significant protection of asset and safety issue. Both the President and the Chair of Food Services were advised of this situation. The Chair of Food Services refused to secure these facilities for the remainder of the Camp. A suggested policy re: daily securing of buildings is included in the Recommendations section of this report.
- During the encampment the “normal” parking rules were suspended as a result of the decrease in parking spaces at the Upper and Lower fields, which in turn were caused by the need to store either wood product or wood refuse. A suggested policy re: parking and transportation is attached. .
- I would be remiss in not mentioning the creative mischievousness of a number of Campers on the last night of the encampment. On Sunday morning Campers were treated to the spectacle of an epidemic of polka dots in the Main Street of the Campground, a tinfoil gong on the Kitchen, and a pulpit in the closed pavilion that closely resembled a golf cart. Also tales abound of a mutant giant skunk terrorizing the washrooms and the Chair of the Finance Committee. As I scan the list of Committee and subcommittee chairs I see a number of pranksters from previous generations, and so on that basis the future of the Camp is secure.

Transportation

- Over the past four years, the demand for and use of golf carts to provide transportation to those who need it has increased substantially. Patrons are able to use the “Berwick Clipper” to go to and from the Dining room or to the church service. This year many tours of the devastated Upper Campground were provided to those Campers whose lack of mobility would otherwise prevent them from seeing the extent of the damage and recovery operations. With this growth in service comes a number of challenges including safety and scheduling. . A suggested policy re: transportation is provided in the Recommendations section of this report. This service seems to be a popular volunteer option. Many thanks to the young and old volunteers who enjoy providing this service.

Recommendations arising

- In camera discussion: Nightly Security Arrangements
- New Policies
- Securing of facilities – see attached
- Transportation and Parking

Law & Safety – presented the following Law & Safety Report

BACKGROUND

- Controlling automobiles and their associated risks is one of the most significant safety issues facing the camp.
- Automobiles have the following risks:
 - Accidents with pedestrians throughout the campground (speed, state of roads, visibility)
 - Potential combustion sources in the event of a fire. In at least two situations there have been significant gas tank leaks.
 - Unintended automatic starting, with the owner not aware that the car is running.
 - Potential hazard in the event of an emergency evacuation of the campground
 - Traffic during services/seminars
- A number of measures have attempted to reduce traffic and parking in the Campground. These have included:
 - Attempts to limit parking to handicap pass parking only
 - Designating the former ball field as a parking lot
- These have met with limited success. With the construction of new cottages in the lower campground and in the former take out area of the dining hall, there has been increased pressure to park at all cottages, with a co-incident increase in traffic. There is significant unauthorized parking around the dormitories, along the cottages up to Mac and Judy Morse’s cottage and in the newly constructed cottages backing onto Commercial Street. Essentially campers ignore requests to move cars until it is convenient for them to do so, using a variety of rationalizations.

RECOMMENDATION

- A variety of measures be incrementally introduced to reduce traffic and parking on the Campgrounds, as follows:
 - 2012/13 – Introduction of improved transportation service. Authorized (+16) drivers are equipped with walkie talkies. Two other walkie talkies stations – Registrar (?) and Chair transportation provides details of pickups as requests come. (Usually by Wednesday patterns are established.) Drivers have carts for 4 hour periods: 7:00am to 11:00; 11:00 to 15:00; 15:00 to 19:00; 19:00 to 22:30.
 - 2012/13 – Traffic control:
 - Introduction of one way traffic on Cottage inner and outer loops (counter clockwise)
 - Re- establishment of movable gate at Mac and Judy Morse’s Cottage. Closed at 10:00; open between 17:00 and 19:00. Closed at 19:00. Similarly with lower gate by Bookstore. No traffic during service. Loops become for the most part pedestrian Malls, except for Golf Carts
 - Service vehicle entry ONLY from Upper Campground to outer Cottage loop through “Polka dot Pass” - area between Brian King and Polka Dot Cottage. With the moving of that cottage this area is simply too tight for vehicular traffic.
 - 2012/13 – Bicycles allowed to drive onto and off grounds – not between sites or for recreation around grounds.
 - 2013/14 – Introduction of new parking regulations:
 - From Sunday 18:00 until following Saturday at 10:00 - NO parking by cottages. This allows for loading and unloading. This includes those cars with handicapped stickers. Parking only in designated spots.
 - Rigid side Campers (real trailers, 5th wheel etc.) No vehicle parking on site. (If the side of your rig moves in the wind you can have a car.)

CONSULTATION AND INPUT

- Discussion at Fall Executive meeting
- Adoption of 2012 traffic control measures at Spring Executive Meeting
- Consultation during 2012 encampment (Fireside Room chat, Executive Meeting) re: full parking ban.

Securing of Facilities

SUMMARY: This policy outlines the basis for securing facilities and identifies the specific facilities that will be locked when not in use during the encampment.

BACKGROUND

- In Keeping with its Christian background Berwick Camp seeks to provide an open environment with a minimum of restrictions on its campers. This is balanced by a need to protect attractive Camp assets, ensure Camper safety and minimize potential program disruption resulting from vandalism.

Analysis

- The assessment of the following facilities is provided:
 - Kitchen/ canteen – high on attractive assets, camper safety and potential program disruption
 - Registrar’s office – High on Assets (camp information) , moderate on camper safety; high on program disruption
 - Ernie White Memorial Garage and Workshop – High on attractive assets, moderate on Camper Safety, high on potential program disruption
 - VBS – Low on assets, low on camper safety, high on potential program disruption
 - VBS annex - Low on Assets, low on Camper safety, low on potential program disruption – Except for supplies room.
 - Oxley Centre - Low on Assets, low on Camper safety, low on potential program disruption
 - Fireside Room – Low on assets, low on Camper safety , low on potential program disruption

Recommendations:

- That the following facilities be secured when programs are complete each day, with keys provided to those that will initiate programs the following morning. Program Directors will be responsible for distribution/collection of the keys.
 - Kitchen/Canteen
 - Registrar’s office
 - Ernie White Memorial Garage
 - Supply room of VBS.
 - Supply room in the Youth Center
 - Book Room
- The Oxley centre, Fireside room and VBS annex will remain unlocked at the end of program activities each day.

It was agreed that this recommendation be approved

Public Worship & Program – Sandy Porter and Mary Lynn Cameron presented the following report:

Response to the Let’s Talk Session “PROGRAM” at Berwick United Church Camp 2011

PROGRAM COMMITTEE – ACTION REQUIRED!

Need to examine priorities:

Look at core assumptions upon which our camp is designed.

1. Program
2. People
3. Assumptions

Need to examine model for programming for the 21st Century; worship, spiritual formation and all ages together for ten days

Need to explore varying forms of worship and spirituality formation
 Need to seek outside expertise to review paid programming ie evening worship and morning program.
 Need to form a focus group regarding needs for youth programming
 Need for all Leadership to work together to develop theme and subsequent programs for each year.
 How does Search component of Program work within this new model while honoring need to confirm paid leadership years in advance??

Program Co-Chairs would like to make a recommendation that we pursue outside expertise to formally review paid programming; that is Evening Worship and Bible Study/Theology for Today. We also recommend we form Focus Teams over the winter to examine:
 Our Core Assumptions and how they reflect on
 Christian Spiritual Formation,
 Worship Development and
 Specific Needs for Youth Programming.
It was agreed that we support these recommendations

Leadership Search Committee – Paul Dillman submitted the following report for the Leadership Search Committee:

- 1) I do send my regrets to the meeting. At one point, I had hoped to make a trip east for this weekend, but I have a wedding.
- 2) The Evangelist and Bible Study/Theology for Today roles are filled for the next 3 years:

Year	Evangelist	Bible Study/Theology for Today
2012	Mark Toulouse, President of Emmanuel College, Toronto	Tom Reynolds, Professor at Emmanuel College, Toronto (also a jazz musician)
2013	Anna Carter Florence, Professor of preaching in Atlanta	Rob Fennell, professor at Atlantic School of Theology
2014	Barbara Lundblad, Professor of Preaching at Union in New York	Marilyn Legge and Michael Bourgeois, Emmanuel College, Toronto

- 3) Youth Leadership: Not yet confirmed for 2012, but in conversation with a team who would be new to the camp.
- 4) At camp this past summer, I was pleased to have several conversations with Mary Lynn and Sandy from the Program Committee. We discussed several ideas for evolving and enhancing the program. Some affect the roles and responsibilities of the leadership that the Leadership search Committee seeks.
 - a) Youth Program. In conversation and then at the Let’s Talk session on programming there was a desire to expand the youth program to include more than the week day morning program. While responsibility for additional events and options, would include more persons than the Youth Leadership Team, this expansion is being discussed with the potential youth leadership.
 - b) Worship Schedule. In our search for evangelists, one of the stumbling blocks has been 9 sermons in 10 days. Also, while we have a practice of normally seeking evangelists “from away”. We have had several suggestions of campers or local ministers for evangelist. So, we would propose a one year experiment that would have the first weekend’s worship schedule altered:
 - Friday night - opening of camp, camper preach or other form of worship
 - Saturday night - Memorial service (remembering those who have died).
 - Heritage moment
 - camper preach
 - Sunday morning - 1st sermon by evangelist
 The evangelist would be present for the first weekend and be introduced at services. It would give him time to become acclimatized to Berwick.

c) Gathering of Leadership for 2012. With much of the leadership for 2012 centered in Toronto, we hope to find a time in January to gather together the Evangelist, Bible Study, Youth Leadership, Music Leader, Superintendent of Worship and some members of the Leadership Search Committee to facilitate conversation about Berwick and the possibilities for 2012. This gathering would be helpful in developing a theme. When does the theme need to be set?

5) Discussion Paper on Honorarium Policy. A separate document for your discussion.

Paul Dillman, Leadership Search Committee Chairperson

It was agreed that we receive this report for information and that we would support the one year experiment around the evangelist preaching their first sermon on the first Sunday.

UCW Report – Anne Lake submitted the following report for the UCW:

What a year this has been! The devastating wind storm of Dec.2010 and the extent of the damage to Berwick camp will be etched in our minds forever.

We owe a tremendous debt of gratitude to the camp Executive and staff for their optimism, vision and determination which made Berwick140 possible for all of us.

In the midst of all the devastation we were assured by the Executive that getting the “cookie” cottage restored and back in the hospitality business would be a priority. They were true to their word and we are so grateful to them.

In mid-June I was assisted by Ruth, Marion and Phyllis of South Shore Presbyterial in assessing the state of our furniture and in the clean-up, resulting from roof repairs and roofing. Our main concerns were the deepfreeze and the hide-a- bed. Both were fine, as were the remaining pieces of furniture. All repairs were completed and we have a beautiful new roof.

We are grateful to Ruth Rudderham for making beautiful new curtains and cushions, which have added much to our cozy cottage. We also purchased a large coffee urn and a 50 cup tea urn.

This year the hosting duties were shared by two Presbyterials of Maritime Conference. The ladies of St Croix arrived with a variety of delicious cookies and hosted for the first weekend. They were followed by South Shore Presbyterial for the remainder of camp. It was a busy time for our hostesses as they welcomed returning campers as well as new ones, visitors attending Sunday “open-house” ,our U.C.W. program on Wednesday afternoon, also serving coffee, tea, cookies, and juice daily until 10:00 p.m .throughout camp. We thank Nancy, Mary Faith, and Marjorie of St Croix: Glenda , Annie May, Florence, Phyllis , Ruth, Barbara and Marion of South Shore for being gracious hostesses.Your efforts were much appreciated.

Sydney Presbyterial will host our cottage in 2012.

Recommendations:

(1) Install an electrical outlet at the base of the stairway for a nightlight.

(2) Paint the exterior of the cottage.

-Plans are presently being made to paint in the spring.

Respectfully submitted - Anne Lake

It was agreed to receive this report for information

Paid in advance policy for accommodation & registration – It was noted that we have a policy that requires registration and accommodation fees be paid prior to camp opening. There have been some situations where this has not happened. It was agreed to ask the registrars to remind all campers of the paid in advance policy and to suggest to the Executive ways to enforce this policy.

Subsidy policy – It was agreed that the administration of the subsidy policy be managed at the sole discretion of the treasurer and the registrar

Act of Incorporation - Efforts are being made to make sure our organizational practices are in accordance with our Act of Incorporation. Gordon Cameron presented the following suggested solution:

The issue for the camp is that the Founding Act of the NS legislature specifies that the shareholders at an annual meeting elect the executive and make/pass all the by laws for the operation of the camp.

The governance the camp actually functions with is not according to the act. There is not an annual general meeting of the shareholders therefore the executive is not elected according to the act nor are any by laws (motions) passed as well. This is also compounded by the fact the camp minute book is missing. This book is required to register all transfers of shares.

The situation caused by the devastating storm has shown that the status quo concerning the fact we do not follow the Founding Act could put us at risk in the future. At risk for what is difficult to predict but not hard to imagine. Is it probable? Hopefully not. Is it possible, definitely yes.

The subsequent issue is, if we ever need to suddenly comply with the act it could be difficult to do within the timeframe the need may require. Therefore it makes sense to resolve this issue when it is not necessary instead of waiting until we have to.

Solution A

A meeting was held between the camp president, secretary and camp lawyer, Gordon, Jack and Alan. One solution that was discussed was to complete a series of tasks culminating in an annual meeting of shareholders during which a motion to change the share structure would be passed. The new share structure would facilitate our current form of camp governance. This motion then would be addressed by the provincial government of the day either with an order in council allowing this to happen or a private members bill passed by the house.

The tasks to hold the annual meeting would be to determine ourselves which of our campers have shares. The best estimate is we can identify 9 campers who have shares. We would inform them of the annual meeting.

The time and date of the AGM would be advertised in all the provincial papers of the Maritimes as well as the Royal Gazette.

We would have a lawyer research the best method for us to have the share structure changed to one that facilitates our current governance structure.

Alan was very cautious of this solution, as it would expose us to the politics of the day as it involves the government having to do something.

Alternate Solution

This is a solution I proposed to Jack, Alan and David Hewitt. All were pleased with its simplicity and it does not expose us to the politics of involving the government

The solution is based on we do nothing different than what the Founding Act requires. The solution is how we get there.

We hold an annual general meeting as per the method outlined above. At that meeting we have a new minute book. The agenda of the meeting is to ask all the current shareholders to transfer their share to Maritime Conference.

When this is done Maritime Conference becomes our shareholder of record. They would give the voting authority to their executive secretary or his/her designate. The executive director grants the share voting authority to the camp president for the length of his/her term unless revoked.

After the camp normal AGM has occurred, the Camp president and secretary have a “shareholders” annual general meeting at which time they ratify all the motions of the executive and AGM for the previous year and vote in the executive members the Founding Act requires.

This way we are in constant compliance with the Founding Act. The United Church manual under the incorporated ministries and camp sections clearly spells out their authority and reporting requirements. The fact they would have ownership of the shares does not change the authority or reporting requirements. Examination of the manual clearly shows the United Church through the Maritime Conference ultimately has final say. Being the sole shareholder does the same thing.

Issues to accomplish this.

It would require an individual face-to-face meeting with each of the known shareholders prior to the annual general meeting. In fact it should take place even before the meeting is scheduled in case there is a problem.

This meeting should ideally involve the shareholder, camp president, and any available member of the executive, someone in the know from maritime Conference and our lawyer. This probably is not practical but I did say ideal.

This meeting would outline the rationale for this request including the benefits to the camp, outline of Maritime Conference's role currently utilizing the appropriate sections of the manual to show the current responsibilities and authority and it would not change after the transfer. It would conclude with a request for them to transfer their share.

If at the end of the meeting the camper indicates a willingness to transfer their share, we should do it then and there. The annual meeting as called, will then only have to make the request of the shareholders who show up, for them to transfer their share to Maritime conference.

In order for this idea to work we do not have to have all the shares transferred just the majority.

It was agreed authorize the President to pursue the suggested solution to the act of incorporation issue

Chaplain – Gordon presented the following background on a suggested role of Chaplain

When Anthony Bailey was our evangelist he strongly recommended to the program committee that we establish a camp chaplain. Mary Lynn tried to have this idea gain traction at that time, but it was not acted upon.

During the last camp I met with a group of campers, Beth Cameron, Leland MacLean, Shelly Halman, Ida Armstrong Whitehouse and Joan Fraser and asked what they thought of the idea. The overall discussion was favorable to the need. The discussion went into a lot of questions about details. I asked them to focus on the core question first.

Subsequently I asked this group if they would continue this discussion over the fall and winter with the objective of, if they felt appropriate, a report to the spring executive meeting about the details and process of establishing a camp chaplain.

The only idea I left the group with for their discussion was the position could be a team.

It was agreed to place this item on the spring agenda

Camp Operations Committee

It was moved by Tim O'Neill seconded by Peter Woods that the name of the Law & Safety be changed to Camp Operations and the committee's mandate would include such issues as parking, security, health and safety and anything else that property, program and food services does not. **Carried**

Pet Policy - The following draft of a potential pet policy was present for discussion. Gordon took notes that will be incorporated in a second draft to be shared with campers for comments

Purpose – The purpose of a pet policy for the United Church Camp Meeting Association annual encampment is to ensure a safe environment for campers, pets and have minimal impact on wildlife.

Preamble – Pets can be wonderful companions, and a source of great joy. However, in the Berwick encampment where campers live together in close proximity there are circumstances that pets may pose risks to other campers or animals. Risks may include but are not limited to severe allergy reactions; infectious diseases or parasites; unpredictable or aggressive behaviour; and fearful reactions. For Berwick encampment, pets are limited to dogs.

Policy

1. Pet free areas are the Dorms, the Fireside Rooms, and the Dining Hall. Exception: Guide dogs.
 - a. Pet owners are discouraged from taking pets to other enclosed public buildings for the consideration of allergy sufferers.
2. Pets are to be well behaved and kept under control at all times.
3. Impact on the campground's wildlife is to be minimized.
 - a. Dog owners can help prevent a skunk spraying by keeping dogs on a lead at night when skunks wander the grounds. First aid for skunk sprayings is covered in the appendix.
4. Dogs' waste products are to be cleaned up and disposed of in compost or garbage bins. Dogs are not allowed to defecate in play areas (sandboxes; volleyball court; playgrounds).
5. Pets are to be free from any infectious disease. It is strongly recommended that pet's immunizations be up-to-date and are on a flea treatment regime.
6. Children are to be supervised at all times with any dog on the campgrounds.
 - a. It is discouraged that children under the age of 10 years walk/handle dogs on their own.
 - b. It is strongly recommended that children over the age of 10 walk dogs only if they have basic dog training and have mastered walking a dog with leadership.
7. Dogs that exhibit aggression to other animals, children or adults will require stronger boundaries/control measures.
8. Pet or pet owner behaviour that is concerning to any camper is to be handled according to the following process:
 - a. Communicate directly with the pet's owner.
 - b. If the situation is unresolved, the concerned camper is to contact the chair of the Grounds and Safety committee who will attempt to mediate an agreeable solution.
 - c. If necessary, the next step in the process is to involve the

9. If aggressive behaviour escalates or results in harm to another animal or person:
 - a. Restrain the dog/s
 - b. Initiate first aid and /or 911
 - c. Report the incident immediately to the chair of the Safety and Grounds Committee.

Definitions: needed

Aggressive behaviours:

Well-behaved pets

Under control - Includes but is not limited to crates or kennels; leashes or tie outs; small fenced enclosures.

Every Camper Visitation – Gordon presented background material regarding the possibility of an Every Camper Visitation. Tim O'Neill moved, seconded by Chrissie Crooks that a visitation around program & rejuvenation be planned for the 2012 encampment. **Carried.**

It was agreed that Gordon would take the lead on having a report on this for our spring meeting

Youth Leaders Honourium Paper – Paul Dillman submitted the following paper for discussion

Berwick Leadership Search Committee Discussion Paper for November 19, 2011 Executive Meeting
Issue: The policy adopted by the Executive that makes the compensation

(honorarium/meals/accommodation) paid to Youth Leadership vary depending on whether the leaders are regular campers or not.

(For 2012, this will not be an issue because potential youth leaders are all non-campers.

However the Leadership Search Committee needs further clarity for years to follow.)

Background:

6-8 years ago, there was a decision at the Annual Meeting of Berwick to give Youth Leadership a priority for the camp. The search for youth leadership was shifted from the Program Committee to the Leadership Search Committee. The hope was that youth leaders would make a 3 year commitment.

- The practice has been to provide an honorarium to the Youth Leadership that is equivalent to that given to the Evangelist and Bible Study/Theology for Today leader.
- In November 2009, the Executive discussed honorarium and complimentary meals and accommodation and decided that any regular camper would not be offered honorarium or complimentary meals or accommodation. Evangelist and Bible Study leader were exempt from this policy. An amendment to exempt Youth Leadership from this policy was defeated.
- The current Leadership Search Committee became aware of this policy in 2011 and conversations seeking background and clarification were held during camp 2011. Paul Dillman met with Gordon Cameron, Jack Spencer and Peter Woods. Then, later in the week, Paul, Mary-Lynn Cameron, Jack Spencer and Peter Woods met. It was agreed that the Leadership Search put its concerns in writing to be discussed at the November 2011 Executive meeting.

Concerns:

The Leadership Search Committee affirms the reality that there are many persons who give time to make the annual encampment happen. Yet, in many volunteer organizations, there are leadership roles that are compensated. **The Leadership Search Committee feels that the honorarium should be designated by role, rather than status of the persons filling the role.** The camp has affirmed the importance of Youth Leadership in the program of the camp.

This honorarium policy has not been communicated to the camp at large.

Dilemmas:

If the policy is not changed, then the Leadership Search Committee needs further clarification in the implications of the policy:

- what is the definition of a “regular” camper? It is a subjective designation. Is someone who grew up at camp, but not been there for 10 years, considered a regular camper? Would it depend on whether family members have continued to attend? Is someone who has attended one year, considered a regular camper?
- Team leadership may be important to the youth program. In a team, it may be wise to have one person who is “Berwick knowledgeable”. Would we compensate some members of a team and not others. This issue would also apply to musical groups.
- While it is clear this is not a budget issue, but rather an “equity of volunteers” issue, there is concern that if “regular campers” filled the role for a period of time, it may be difficult to “protect” the budget money for future years.

This is an issue that has various layers. At the Let’s Talk session on programming, the perceived inequity between youth leadership and the VBS co-ordinator was raised. The comparison of these two leadership roles needs further conversation.

One of the difficulties in preparing this discussion paper is that the background material regarding the decision 6-8 years ago, to give priority to Youth Leadership was not available. If this could be located, it may help give background and interpretation to some of the dilemmas named above.

Prepared by Paul Dillman

It was agreed that this be referred to the Spring meeting and members be invited to submit comments to the secretary

Time and Place of next meeting – The next meeting will be held on April 28, 2012 at Cole Harbour United Church

Adjournment - Peter Woods moved adjournment and the President declared the meeting adjourned. Peter Woods closed the meetings with prayer

Gordon Cameron – President

Jack Spencer - Secretary

**Appendix “A”
Treasurer’s Report (Attached to hard copy)**