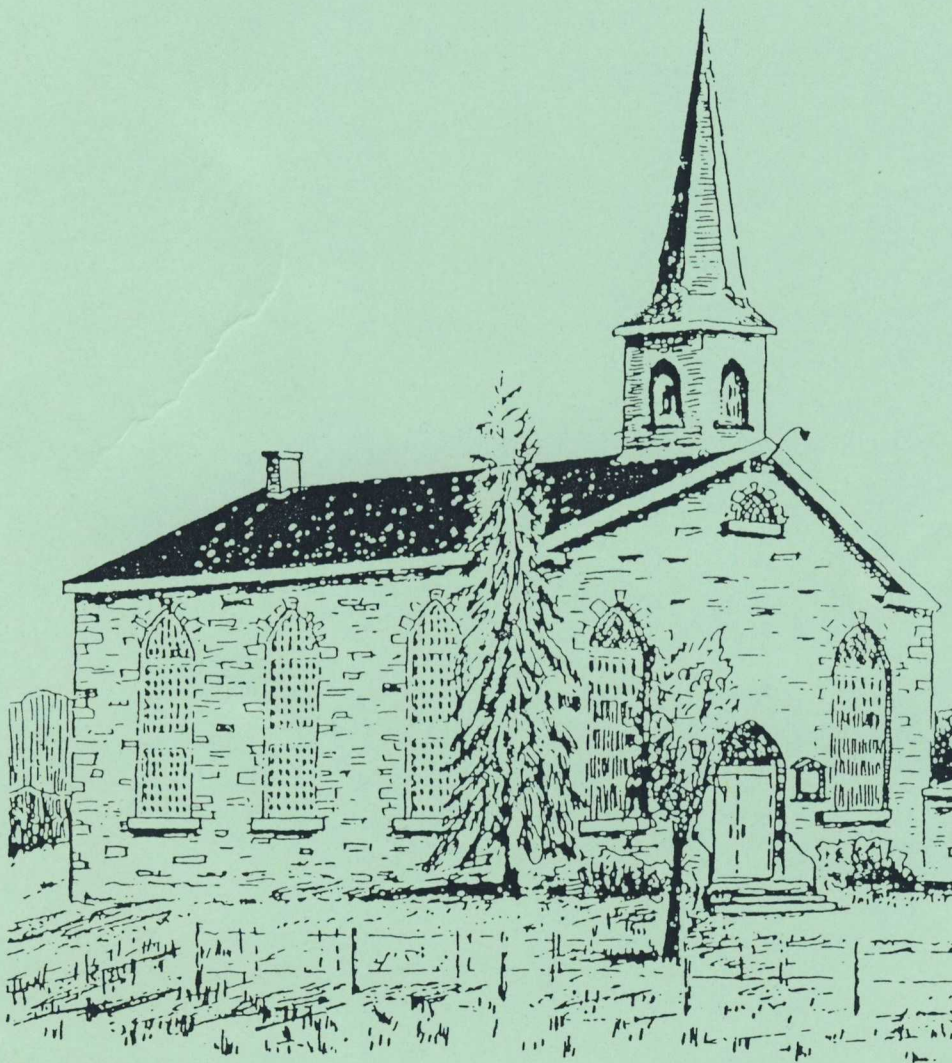


LE SYNODE DU QUÉBEC ET DE L'EST DE L'ONTARIO  
L'ÉGLISE PRESBYTÉRIENNE AU CANADA

MINUTES  
of the  
Special Full Synod Meeting  
May 3<sup>rd</sup>, 2008



St. Andrew's Presbyterian Church, Lancaster, Ontario  
The Presbytery of Seaway-Glengarry

THE SYNOD OF QUEBEC AND EASTERN ONTARIO  
THE PRESBYTERIAN CHURCH IN CANADA

ST. ANDREW'S PRESBYTERIAN CHURCH  
LANCASTER, ONTARIO

Minister: The Rev. Ian C. MacMillan

*The Story of the Old Stone Church*

*The beginnings of the St. Andrew's congregation's story go back to 1787 when the Rev. John Bethune, a Scottish Presbyterian minister, conducted a worship service in the nearby village of Williamstown. Shortly thereafter, he established a congregation in South Lancaster.*

*In 1790 Rev. Bethune helped build a frame structure along the shore of Lake St. Francis, a lake formed by the widening of the St. Lawrence River. The building was the first Presbyterian Church in Upper Canada. Services were held in English and Gaelic and lasted several hours.*

*After more than 60 years, the aging frame building was replaced by the beautiful stone church, which still stands today. It took approximately 5 years to build the stone church at a cost of \$6500. The stone church, 'situated on the rising ground behind the village', was officially opened on the 20<sup>th</sup> of October, 1855.*

*Over the 221 year history of St. Andrew's the congregation has remained faithful to God's calling. Today the congregation is a strong and vibrant church family who are proud of their past and who look forward with joy to a future filled with many hopes and dreams.*

SPECIAL FULL MEETING  
OF  
THE SYNOD OF QUÉBEC AND EASTERN ONTARIO

ST. ANDREW'S PRESBYTERIAN CHURCH,  
LANCASTER, ONTARIO  
MAY 3<sup>rd</sup>, 2008

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**The Synod of Québec and Eastern Ontario**  
**Special Meeting**  
St. Andrew's Presbyterian Church, Lancaster, Ontario  
Saturday, May 3<sup>rd</sup>, 2008

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**THE MINUTES AND REPORTS OF  
THE SPECIAL FULL MEETING  
OF  
THE SYNOD OF QUÉBEC AND EASTERN ONTARIO  
OF  
THE PRESBYTERIAN CHURCH IN CANADA  
HELD WITHIN THE BOUNDS OF  
THE PRESBYTERY OF SEAWAY-GLENGARRY  
AT  
LANCASTER, ONTARIO  
MAY 3<sup>rd</sup>, 2008**

**FIRST SEDERUNT**

In the village of Lancaster in the United Counties of Stormont, Dundas and Glengarry, and within St. Andrew's Presbyterian Church, on Saturday the third day of May in the year of our Lord two thousand and eight, at ten o'clock in the morning.

At which place and time, the full synod convened as appointed by the 133<sup>rd</sup> meeting of The Synod of Québec and Eastern Ontario, held within Côte-des-Neiges Presbyterian Church, Montréal, in its final sederunt on the twentieth day of October 2007, the purpose of the special full synod meeting to consider the report of the Synod Special Committee on Christian Camping and Gracefield Camp and Conference Centre.

The public worship of God was held in the sanctuary of St. Andrew's Presbyterian Church, South Lancaster. The Moderator, the Rev. Giancarlo Fantechi, conducted opening worship, which included prayer, readings from Ephesians 1:15-23 and Luke 24:44-53, a meditation, and the singing of two hymns, assisted by Mrs. Ann Langabeer, guest pianist.

**SYNOD CONSTITUTED**

Thereafter at ten thirty-five o'clock in the morning, the Moderator, the Reverend Giancarlo Fantechi constituted the Synod with prayer in the name of the Lord Jesus Christ, the only King and Head of the Church, to transact all the business which might properly come before it.

**WELCOME**

On behalf of the session and congregation, the Rev. Ian MacMillan, host minister of St. Andrew's Presbyterian Church, welcomed the synod and guests to the special meeting of the Synod of Québec and Eastern Ontario.

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Clerk:

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**The Synod of Québec and Eastern Ontario**  
**Special Meeting**  
 St. Andrew's Presbyterian Church, Lancaster, Ontario  
 Saturday, May 3<sup>rd</sup>, 2008

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**ROLL OF SYNOD**

The clerk noted that she had received the certified roll from the clerks of the presbyteries within the bounds of the synod.

MOTION: It was moved by James Hurd and seconded by Gwen Ament that the Roll of Presbyteries be the established Roll of the Synod. ADOPTED.

**ATTENDANCE**

**1. The Presbytery of Québec**

Ministers: The Rev. Giancarlo Fantechi, The Rev. John Barry Forsyth

Elders: Mrs. Sarah MacDonald

**2. The Presbytery of Montréal**

Ministers: The Rev. Ian Fraser, The Rev. Bruce Gourlay, The Rev. Dr. Barry Mack,  
 The Rev. Joseph Reed, The Rev. Dr. Douglas Robinson, The Rev. Dr. John Vissers,  
 The Rev. Paul Wu.

Elders: Mrs. Thea Calder, Dr. Dan de Silva, Mr. Douglas Lightfoot, Mrs. Marge Schipprack,  
 Mr. Warren Wong

**3. The Presbytery of Seaway-Glengarry**

Ministers: The Rev. Julia Apps-Douglas, The Rev. Mark Bourgon, The Rev. Edward Charlton,  
 The Rev. James Douglas, The Rev. Ruth Draffin, The Rev. Geoffrey Howard,  
 The Rev. Ian MacMillan, The Rev. Dr. Floyd McPhee, The Rev. Mark Tremblay.

Elders: Mrs. Janet Clapp, Mrs. Dorothy Forrester, Mrs. Ann Langabeer, Mr. Alpin  
 MacGregor, Mrs. Donna McIlveen, Mrs. Rosemary Rutley, Mrs. Janet Stark,  
 Mrs. Elizabeth Stewart, Mr. Allan Thom, Mr. Morris Watson.

**4. The Presbytery of Ottawa**

Ministers: The Rev. Gwen Ament, The Rev. William Ball, Mrs. Christine Ball (Diaconal),  
 Mrs. Dorothy Herbert (Diaconal), The Rev. Ruth Houtby, The Rev. James Hurd,  
 The Rev. Dr. Andrew Johnston, The Rev. Doug Kendall, The Rev. Wayne Menard

Elders: Mr. Phil Campbell, Mr. Charles Dickey, Mrs. Marlene duCharme, Mr. Clinton  
 Gaebel, Mr. Louis Kovacs, Mr. Dale MacGregor, Mr. Donald MacMillan,  
 Mr. H.J. McClemens, Mrs. Susan McKellar, Mrs. Betty Neelin, Mrs. Sheila Selley,  
 Mr. Douglas Simpson, Mr. John Tyler, Mr. John Young.

**5. The Presbytery of Lanark and Renfrew**

Ministers: The Rev. Benoit Cousineau, The Rev. Marilyn Savage

Elders: Mr. Sandy McCuan, Mr. Ted Simard.

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Clerk:

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**The Synod of Québec and Eastern Ontario**  
**Special Meeting**  
 St. Andrew's Presbyterian Church, Lancaster, Ontario  
 Saturday, May 3<sup>rd</sup>, 2008

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**REGRETS**

**1. The Presbytery of Québec**

Ministers: The Rev. Dr. Stephen Hayes

Elders: Mrs. Carole Converse

**2. The Presbytery of Montréal**

Ministers: The Rev. Samuel Kofi Danquah, The Rev. Steven Filyk, The Rev. Timothy Hwang,  
 The Rev. Dr. Dan Shute, The Rev. Dr. Richard Topping, The Rev. John Vaudry,  
 The Rev. Glynis Williams

Elders: Mr. Mark Farrell, Ms. Carole Thomas

Appendix: The Rev. Chen-Chen Abbott, The Rev. Harry Kuntz

Others: Mrs. Druse Bryan, Ms. Dara Thompson Goulet

**3. The Presbytery of Seaway-Glengarry**

Ministers: The Rev. Ian MacLean

Elders: Mrs. Kaye Barnard, Mrs. Muriel Belanger, Mrs. Angela Cowan, Mr. Ken Janes,  
 Mrs. Shelley Prins

Appendix: The Rev. Robert Martin, The Rev. Dr. Fred Rennie

**4. The Presbytery of Ottawa**

Ministers: The Rev. Dr. Adrian Auret, The Rev. Teresa Charlton, The Rev. Susan Clarke,  
 The Rev. Greg Davidson, The Rev. Alex Mitchell, The Rev. Cedric Pettigrew,  
 The Rev. Shaun Seaman, The Rev. George Zimmerman

Elders: Mr. Dennis Featherstone, Mr. Charles Glennie

Appendix: Mrs. Mary Campbell (Diaconal), The Rev. Ernest Zugor

**5. The Presbytery of Lanark and Renfrew**

Ministers: The Rev. Milton Fraser, The Rev. James Patterson, The Rev. Alison Sharpe,  
 The Rev. Brian Sharpe, The Rev. Patricia Van Gelder

Elders: Mr. Frank Cameron, Mrs. Joan Hilliard, Mr. Bert Miller, Mr. Robert Sutherland

Appendix: The Rev. J.J. Edmiston, The Rev. Larry Paul, The Rev. James Philpott

**VISITORS**

The Presbytery of Montréal: Mrs. Moira Barclay-Fernie, The Rev. Charles Kahumbu,  
 Mr. Tracey Lloyd, Mrs. Anita Mack, Mr. Peter McDougall, Mr. Don McLennan

The Presbytery of Seaway-Glengarry: The Rev. Samer Kandalaft, Mr. David Skinner

The Presbytery of Ottawa: Mrs. Joan Forsythe, Mrs. Sandy Higgs-Nesbitt, Mrs. Karen Hill,  
 Mr. Scott Hurd, Mrs. Elizabeth Johnston, Mr. Dave Milne, Mr. Mark Nesbitt,  
 The Rev. Linda Robinson.

Gracefield Camp and Conference Centre: Mr. Alan Herbert

Camp d'action biblique: Mr. Craig Dewar

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Clerk:

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**The Synod of Québec and Eastern Ontario**  
**Special Meeting**  
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 Saturday, May 3<sup>rd</sup>, 2008

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**MEMBERS OF SYNOD COUNCIL**

The following members of synod council, not on the roll of synod, were present in the court:

The Rev. J. Ross H. Davidson, synod treasurer & clerk to the Presbytery of Québec, Dr. Michael Pettem, clerk to the Presbytery of Montréal, Dr. Glenn Sinclair, Finance Committee Convener

MOTION: It was moved by James Hurd and seconded by Gwen Ament that the members of synod council be invited to sit and correspond. ADOPTED.

**Members of the Synod Special Committee:**

The members of the Synod Special Committee were introduced:

Mr. Scott Hurd, convener, Mrs. Moira Barclay-Fernie, the Rev. James Douglas, Mr. Sandy McCuan. The Rev. Greg Davidson was not able to be present for this special synod meeting.

The Moderator welcomed all participants to the special synod meeting, and thanked them for their attendance.

**NOTICE OF MOTION, NO. 1**

I, James Hurd, hereby give notice that I will move or cause to be moved at a future sederunt that the Standing Orders of the synod, section one, re the date of the meeting of the synod, be reconsidered.

**NOTICE OF MOTION, NO. 2**

I, James Hurd, hereby give notice that I will move or cause to be moved at a future sederunt that the Standing Orders of the synod, section one, re the date of the meeting of the synod, be amended by adding to the end of the first sentence a comma and the words: "or on such date as the synod meeting in a previously called and duly constituted sederunt may appoint".

**NOTICE OF MOTION, NO. 3**

I, James Hurd, hereby give notice that I will move or cause to be moved at a future sederunt that the Standing Orders of the synod, section 3, re the terms of reference for the Finance Committee, and section 3.5, re the terms of reference for the Gracefield Camp and Conference Centre, be reconsidered.

**ADOPTION OF THE DOCKET** (Appendix A – page 15)

MOTION: It was moved by James Hurd and seconded by Gwen Ament that the proposed docket be received. ADOPTED.

The clerk noted a printing error on the docket. The start of the second sederunt, printed as 1:00 a.m., is incorrect. The correct time is 1:00 p.m.

The Notices of Motion were presented following the introduction of visitors.

MOTION: It was moved by James Hurd and seconded by Gwen Ament that the docket, as amended, be approved. ADOPTED.

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Clerk:



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**The Synod of Québec and Eastern Ontario**  
**Special Meeting**  
 St. Andrew's Presbyterian Church, Lancaster, Ontario  
 Saturday, May 3<sup>rd</sup>, 2008

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**REPORT OF THE SYNOD SPECIAL COMMITTEE** (Appendix B – Pages 16-34)

MOTION: It was moved by Mark Bourgon and seconded by Doug Kendall that the report of the Synod Special Committee on Christian Camping and Gracefield Camp and Conference Centre be received and its recommendations considered. ADOPTED.

**COMMITTEE OF THE WHOLE**

**Move into Committee of the Whole (11:00 a.m.)**

MOTION: It was moved by James Hurd and seconded by Gwen Ament that the court sit as a Committee of the Whole, for no more than 60 minutes. ADOPTED.

MOTION: It was moved by James Hurd and seconded by Gwen Ament that Geoff Howard serve as chair and Donna McIlveen as secretary of the Committee of the Whole. ADOPTED.

**Move out of Committee of the Whole (12:00 noon)**

MOTION: It was moved by James Hurd and seconded by Gwen Ament that the Committee of the Whole rise and report progress. ADOPTED.

**Power-point Presentation**

The Moderator thanked Scott Hurd, convener of the synod special committee, for the power-point presentation of the report, effectively used during the Committee of the Whole.

**CORRESPONDENCE**

1. Treasurer's Report on Synod Finances from January 1 to March 1, 2008  
 (Appendix C – page 35-36)
2. Auditor's Report and Financial Statements for the Gracefield Camp and Conference Centre for the year ended December 31, 2007  
 (Appendix D – pages 37-47)

The clerk noted the Presbytery of Ottawa has not yet adopted the auditor's report and the financial statements for the year ended December 31, 2007 (correspondence item 2). The report and financial statements were received by the clerk to the Presbytery of Ottawa on April 29, 2008 and immediately conveyed to the convener and secretary of the Presbytery of Ottawa Committee on Finance and Maintenance. The committee met via teleconference, reviewed the auditor's report and statements, and agreed to advance the following recommendation to be presented to the Presbytery of Ottawa at its next stated meeting: "That the audited financial statements for the Gracefield Camp and Conference Center for the year ended December 31, 2007 be adopted."

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Clerk:



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**The Synod of Québec and Eastern Ontario**  
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 St. Andrew's Presbyterian Church, Lancaster, Ontario  
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**CORRESPONDENCE (cont'd):**

MOTION: It was moved by Donna McIlveen and seconded by Mark Bourgon that the two items of correspondence be received for the information of the court. ADOPTED.

**ADJOURNMENT**

MOTION: It was moved by James Hurd and seconded by Donna McIlveen that the Synod adjourn. ADOPTED.

The Moderator, at twelve-fifteen o'clock in the afternoon, adjourned the Synod to reconvene at quarter past one o'clock in the afternoon in the same place.

The sederunt closed with prayer by the Moderator.

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Moderator

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Clerk

**LUNCH**

The Moderator offered grace prior to the serving of lunch.

The host congregation served a delicious and satisfying meal.

Joe Reed, on behalf of the synod, extended thanks to the host congregation for their warm welcome and fine hospitality. Appreciation was shown with a round of applause.

**SECOND SEDERUNT**

On the same day and place at quarter past one o'clock in the afternoon, the synod met pursuant to adjournment. The Moderator constituted the court with prayer.

Following the constitution of the court, the Moderator named Geoff Howard to moderate the meeting.

Geoff Howard took the chair.

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Clerk:

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**The Synod of Québec and Eastern Ontario  
Special Meeting**

St. Andrew's Presbyterian Church, Lancaster, Ontario  
Saturday, May 3<sup>rd</sup>, 2008

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**REPORT OF THE SYNOD SPECIAL COMMITTEE**

**Recommendation No. 1**

It was moved by Sandy McCuan and seconded by James Douglas that the Synod of Québec and Eastern Ontario strongly affirm the importance of and its support for Christian camping within its bounds.

ADOPTED.

**Recommendation No. 2**

It was moved by Sandy McCuan and seconded by James Douglas that the Synod of Québec and Eastern Ontario allocate a minimum of 0.66% of the dollar base as part of its annual budget to support Christian camping ministries operating within its bounds, with this amount to be reviewed and adjusted at the annual meeting of Synod to keep pace with economic changes (e.g. cost of living).

**Amendment**

It was moved by Ruth Draffin and seconded by Mark Bourgon that the word "minimum" be removed. DEFEATED.

On being put to the vote, Recommendation No. 2 was ADOPTED.

**Recommendation No. 3**

It was moved by Sandy McCuan and seconded by James Douglas that the Synod of Québec and Eastern Ontario immediately appoint the Presbytery of Ottawa to assume a leadership role to work, in conjunction with other interested parties, to define the terms of reference for a new governance structure for Gracefield Camp and Conference Centre, together with a credible and timely plan to transition to the new model. This plan needs to include, at a minimum:

- Definition of the formal governance structure;
- Identification of at least three key members of the proposed governance committee (including the Chairperson) who have committed to serve for a minimum three-year term, and who have proven experience and expertise in Board management and a passion for camping ministry;
- Definition of the key roles and responsibilities for the governance committee;
- Definition of the relationship between the governance committee, the chief executive officer and any sub-committees that may be engaged for day-to-day operations;
- Definition of the key activities and the timeframe (not to exceed twelve months) over which the current management structure will transition to the new model, including addressing any pastoral concerns related to changing the existing operating model;
- Definition of a model for succession planning to ensure orderly transition and replacement of governance and sub-committee members over time;
- Identification of the top four priorities that the governance committee will address first (e.g. setting up the full governing body, vision, strategic plan, urgent maintenance/investment requirements, etc.)

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Clerk:

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**The Synod of Québec and Eastern Ontario**  
**Special Meeting**  
 St. Andrew's Presbyterian Church, Lancaster, Ontario  
 Saturday, May 3<sup>rd</sup>, 2008

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**Recommendation No. 3 (cont'd):**

Amendment

It was moved by William Ball and seconded by Dorothy Herbert that an additional bullet be added stating: Development of criteria to assess the efficacy of the governance model, as per the "SMART" model, to give a tool for the assessments called for in recommendations 9&10. DEFEATED.

Amendment

It was moved by Mark Tremblay and seconded by Allan Thom that an additional bullet be added stating: Creation of a business plan which includes a 3-5 year cash flow projection updated annually. DEFEATED.

Amendment

It was moved by Paul Wu and seconded by Bruce Gourley that the words "immediately appoint the Presbytery of Ottawa to" be deleted. DEFEATED.

On being put to the vote, Recommendation No. 3 was ADOPTED.

**Recommendation No. 4**

It was moved by Sandy McCuan and seconded by James Douglas that the Presbytery of Ottawa be enjoined to report the details of the new governance model, terms of reference for the governing body and the proposed transition plan to the Synod Council, no later than November 14, 2008 for review and assessment against the above criteria, together with any additional criteria identified by the Council.

Amendment

It was moved by Barry Mack and seconded by Bruce Gourley that the date be changed from November 14, 2008 to November 1, 2008. DEFEATED.

On being put to the vote, Recommendation No. 4 was ADOPTED.

**NOTICE OF MOTION** Re: Changes to Synod Standing Orders (page 4)

1. Pursuant to the notice of motion in the first sederunt, it was moved by James Hurd and seconded by John Young that the Standing Orders of the synod, section one, re the date of the meeting of the synod be reconsidered. ADOPTED.
2. Pursuant to the notice of motion in the first sederunt, it was moved by James Hurd and seconded by John Young that the Standing Orders of the synod, section one, re the date of the meeting of the synod, be amended by adding to the end of the first sentence a comma and the words: "or on such date as the synod meeting in a previously called and duly constituted sederunt may appoint." ADOPTED.

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Clerk:

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**The Synod of Québec and Eastern Ontario**  
**Special Meeting**  
 St. Andrew's Presbyterian Church, Lancaster, Ontario  
 Saturday, May 3<sup>rd</sup>, 2008

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**Recommendation No. 5**

It was moved by Sandy McCuan and seconded by James Douglas that acknowledging the leadership role to be undertaken by the Presbytery of Ottawa, and in order to permit sufficient time for a credible plan to be formed, submitted and reviewed, the Synod of Québec and Eastern Ontario set the date of its Fall 2008 meeting to be November 21, 22, 2008.

ADOPTED.

**Recommendation No. 6**

It was moved by Sandy McCuan and seconded by James Douglas that should no credible governance structure or transition plan, as assessed by the Synod Council, be provided by the Presbytery of Ottawa in the specified timeframe, the Synod Council be instructed to bring forward to the Fall 2008 meeting of Synod a recommendation to sell the Gracefield Camp and Conference Centre property, with the proceeds of sale to be disbursed as per the National Church guidelines for the dissolution of a congregation.

**Amendment**

It was moved by Doug Kendall and seconded by Ruth Draffin that all words following the words "a recommendation" be removed. ADOPTED.

**Recommendation No. 6, as amended, was adopted as follows:**

"That should no credible governance structure or transition plan, as assessed by the Synod Council, be provided by the Presbytery of Ottawa in the specified timeframe, the Synod Council be instructed to bring forward to the Fall 2008 meeting of Synod a recommendation."

**Recommendation No. 7**

It was moved by Sandy McCuan and seconded by James Douglas that the Synod Council, having reviewed the proposed governance structure and transition plan submitted by the Presbytery of Ottawa, and determined it to be both credible and timely, be instructed to bring forward a recommendation to the Fall 2008 meeting of Synod to implement the transition plan.

**Amendment**

It was moved by John Young and seconded by Gwen Ament that following the word "forward", the recommendation be amended to read "the transition plan to the Fall 2008 meeting of Synod. ADOPTED.

**Recommendation No. 7, as amended, was adopted as follows:**

"That the Synod Council, having reviewed the proposed governance structure and transition plan submitted by the Presbytery of Ottawa, and determined it to be both credible and timely, be instructed to bring forward the transition plan to the Fall 2008 meeting of Synod."

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Clerk:

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**The Synod of Québec and Eastern Ontario  
Special Meeting**

St. Andrew's Presbyterian Church, Lancaster, Ontario  
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**Recommendation No. 8**

It was moved by Sandy McCuan and seconded by James Douglas that the Synod of Québec and Eastern Ontario, should it approve the proposed governance structure and transition plan at its Fall 2008 meeting, immediately thereafter make all funds heretofore raised for capital projects at Gracefield Camp and Conference Centre (as noted above) available to the Presbytery of Ottawa for use in planning and work at the facility.

ADOPTED.

**Recommendation No. 9**

It was moved by Sandy McCuan and seconded by James Douglas that the Synod of Québec and Eastern Ontario commit to a formal assessment of the efficacy of the new governance model to be carried out by the Synod Council in conjunction with the Presbytery of Ottawa at six-month intervals until October, 2010 (April, 2009, October, 2009, April, 2010 and October, 2010), thereafter (assuming all is well) assigning the full title of Gracefield Camp and Conference Centre be assigned to the Presbytery of Ottawa. This recommendation will only come into effect should the Synod approve the motion to adopt the proposed governance structure and transition plan at its Fall, 2008 meeting.

**Request re: dividing Recommendation No. 9**

On the call of James Hurd and Allan Thom, it was requested that Recommendation No. 9 be divided at the word "thereafter".

**Recommendation No. 9a** – adopted as follows:

"That the Synod of Québec and Eastern Ontario commit to a formal assessment of the efficacy of the new governance model to be carried out by the Synod Council in conjunction with the Presbytery of Ottawa at six-month intervals until October, 2010 (April, 2009, October, 2009, April, 2010 and October, 2010)."

**Recommendation No. 9b**

"That after October 2010 (assuming all is well) the full title of Gracefield Camp and Conference Centre be assigned to the Presbytery of Ottawa. This recommendation will only come into effect should the Synod approve the motion to adopt the proposed governance structure and transition plan at its Fall, 2008 meeting."

**Motion to Table**

It was moved by Doug Kendall and seconded by Wayne Menard that Recommendation No. 9b, be tabled. ADOPTED.

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Clerk:

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**The Synod of Québec and Eastern Ontario****Special Meeting**

St. Andrew's Presbyterian Church, Lancaster, Ontario

Saturday, May 3<sup>rd</sup>, 2008

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**Recommendation No. 10**

It was moved by Sandy McCuan and seconded by James Douglas that should the efficacy review at any point reveal that the new governance model is not delivering the desired results, the Synod Council be empowered to determine the correct course of action (including but not limited to calling a special meeting of the Synod, presenting a recovery plan for approval at the next regular meeting of the Synod, etc.) to recover the situation.

**Motion to Table**

It was moved by Mark Tremblay and seconded by Ruth Draffin that Recommendation 10, be tabled. DEFEATED.

On being put to the vote, recommendation No. 10 was ADOPTED.

**Recommendation No. 11**

It was moved by Sandy McCuan and seconded by James Douglas that the Synod of Québec and Eastern Ontario, in affirming the decision made in 2006 to help finance the cost of necessary water and septic upgrades for White Pine Lodge, include in its annual budget, beginning in 2009, an amount of \$15 360 (over and above the recommended operating grant) for improvement of the water and septic system at Gracefield (subject to the availability of a full capital plan aligned with the vision for Gracefield) through 2027 (nineteen (19) additional years in total) or until such time as the water and septic upgrade for White Pine Lodge has been fully completed and paid off (subject to the continued operation of Gracefield).

ADOPTED.

**Recommendation No. 12**

It was moved by Sandy McCuan and seconded by James Douglas that the Synod of Québec and Eastern Ontario commit to notifying all funding recipients of the precise amount of committed funding for Christian camping for the coming year within thirty (30) days of the Synod meeting at which the funding levels are determined.

ADOPTED.

**Recommendation No. 13**

It was moved by Sandy McCuan and seconded by James Douglas that the Synod of Québec and Eastern Ontario set the Synod operating funding levels for Christian camping for 2009 to be a minimum of \$50 000 for Gracefield (subject to its continued operation) and \$16 000 for Camp d'action biblique.

ADOPTED.

**Recommendation No. 14**

It was moved by Sandy McCuan and seconded by James Douglas that the Synod of Québec and Eastern Ontario resolve that all camps operating within its bounds must provide proof of

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Clerk:

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**The Synod of Québec and Eastern Ontario**  
**Special Meeting**  
 St. Andrew's Presbyterian Church, Lancaster, Ontario  
 Saturday, May 3<sup>rd</sup>, 2008

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**Recommendation No. 14 (cont'd):**

accreditation by the relevant camping associations for the provinces in which they operate, and proof of compliance with provincial labour laws in order to receive any Synod funding beyond December 31, 2009, with such proof to be submitted to the Synod Council for review thirty (30) days in advance of the regular annual meeting of Synod at which the funding levels are set.

**Motion to Table**

It was moved by Ruth Draffin and seconded by John Young that recommendation No. 14, be tabled. AGREED.

**Recommendation No. 15**

It was moved by Sandy McCuan and seconded by James Douglas that the Synod of Québec and Eastern Ontario set the Synod operating funding levels for Christian camping for 2010 to be a minimum of \$45 000 for Gracefield (subject to its continued operation) and \$21 000 for Camp d'action biblique, subject to compliance with recommendation #14.

**Amendment**

It was moved by Bruce Gourley and seconded by Doug Lightfoot that Recommendation No. 15 be amended by striking the words 'subject to compliance with Recommendation No. 14'.

**Amendment to the Amendment**

It was moved by James Hurd and seconded by Andrew Johnston: as follows 'and that the following words be added in their place, "subject to satisfactory compliance with such camping standards as synod may determine." "

Amendment to the amendment. ADOPTED.

Amendment. ADOPTED.

**Recommendation No. 15, as amended, was adopted as follows:**

"That the Synod of Québec and Eastern Ontario set the Synod operating funding levels for Christian camping for 2010 to be a minimum of \$45 000 for Gracefield (subject to its continued operation) and \$21 000 for Camp d'action biblique, subject to satisfactory compliance with such camping standards as synod may determine."

**Recommendation No. 16**

The court agreed to consider Recommendation No. 16 in the following revised form:

It was moved by Sandy McCuan and seconded by James Douglas that the Synod of Québec and Eastern Ontario set the Synod operating funding levels for Christian camping for 2011 and beyond for all Presbytery - or Synod operated camps to be at least 0.66% of the dollar base

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Clerk:



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**The Synod of Québec and Eastern Ontario  
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**Recommendation No. 16 (cont'd):**

(adjusted annually for cost of living increases), with the full proportion of the assessment assigned to the Presbyteries of Montréal and Québec being directed to Camp d'action biblique and the full proportion of the assessment assigned to the Ontario Presbyteries being directed to Gracefield (subject to their continued satisfactory operations). For context, on a dollar base of \$10 110 211 (2008), 0.66% represents a total of \$66 727 assigned for camping support, with \$25 752 going to CAB and \$40 974 going to Gracefield.

**Amendment**

It was moved by Mark Tremblay and seconded by Barry Mack that the Synod of Quebec and Eastern Ontario set the synod operating funding levels for Christian camping for 2011 to be \$66,727, \$25, 752 going to Camp d'action biblique and \$40, 974 going to Gracefield.  
DEFEATED.

**Amendment**

It was moved Mark Bourgon and seconded by James Hurd that the words "and beyond" be removed. ADOPTED.

**Recommendation No. 16, as amended, was adopted as follows:**

"That the Synod of Québec and Eastern Ontario set the Synod operating funding levels for Christian camping for 2011 for all Presbytery - or Synod operated camps to be at least 0.66% of the dollar base (adjusted annually for cost of living increases), with the full proportion of the assessment assigned to the Presbyteries of Montréal and Québec being directed to Camp d'action biblique and the full proportion of the assessment assigned to the Ontario Presbyteries being directed to Gracefield (subject to their continued satisfactory operations). For context, on a dollar base of \$10 110 211 (2008), 0.66% represents a total of \$66 727 assigned for camping support, with \$25 752 going to CAB and \$40 974 going to Gracefield."

**Recommendation No. 17**

It was moved by Sandy McCuan and seconded by James Douglas that the Synod of Québec and Eastern Ontario agree to receive and evaluate exceptional funding requests from approved Christian camps operating within its bounds from time to time, with such requests being accepted or denied based on their merit as determined by Synod. Such requests would typically not be expected to be related to the ongoing operations of the facilities, but would reasonably include large capital projects or other projects requiring broad support for the ministry.  
ADOPTED.

**Recommendation No. 18**

It was moved by Sandy McCuan and seconded by James Douglas that the Special Committee on Gracefield, having fully met the terms of reference under which it was created, be discharged.

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Clerk:

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**The Synod of Québec and Eastern Ontario**  
**Special Meeting**  
 St. Andrew's Presbyterian Church, Lancaster, Ontario  
 Saturday, May 3<sup>rd</sup>, 2008

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**Recommendation No. 18 (cont'd):**

The court agreed to consideration of Recommendation No. 18, with the added words, "with thanks".

**Recommendation No. 18, in revised form:**

It was moved by Sandy McCuan and seconded by James Douglas that the Special Committee on Gracefield, having fully met the terms of reference under which it was created, be discharged, with thanks.

Recommendation No. 18, in revised form, was ADOPTED.

**Moderator resumes chair:** At 4:40 p.m. the Moderator resumed the chair.

MOTION: It was moved by James Hurd and seconded by Sandy McCuan that the report as a whole be adopted. ADOPTED.

**COURTESIES**

The Moderator expressed the thanks of the synod to the following persons:

To the members of the Synod Special Committee: Scott Hurd, Moira Barclay-Fernie, Sandy McCuan, James Douglas and Greg Davidson;

To Geoff Howard, for chairing the Committee of the Whole, and moderating during the second sederunt;

To Ian MacMillan and the members and adherents of St. Andrew's, our host congregation;

To Ann Langabeer for being the guest pianist;

To the members of synod and visitors for their attendance at the special meeting.

**ADJOURNMENT**

At four-fifty o'clock in the afternoon, the business being finished, the Moderator entertained a motion to adjourn.

MOTION: It was moved by Julia Apps-Douglas that the Synod adjourn. AGREED.

The Moderator led the synod in prayer. He then said:

"In the name of the Lord Jesus Christ, the only King and Head of the Church, and by the authority of this Synod, I declare the Synod adjourned to meet again in Ingleside, Ontario and within St. Matthew's Presbyterian Church there, on Friday the twenty-first day of November in the year of our Lord, two thousand and eight, at two o'clock in the afternoon."

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 Moderator

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 Clerk

**L'ÉGLISE PRESBYTÉRIENNE AU CANADA**

**THE PRESBYTERIAN CHURCH IN CANADA**

**Le Synode du Québec et de l'Est de l'Ontario**

**The Synod of Quebec and Eastern Ontario**



NEC TAMEN CONSUMEBATUR

Moderator:

The Rev. Giancarlo Fantechi

Clerk:

Mrs. Donna McIlveen

**SPECIAL FULL SYNOD MEETING**

**SATURDAY, MAY 3, 2008**

**ST. ANDREW'S PRESBYTERIAN CHURCH**

**LANCASTER, ONTARIO**

**DOCKET**

**FIRST SEDERUNT**

- |     |            |   |
|-----|------------|---|
| 1.  | 10:00 a.m. | Opening Worship   |
| 2.  |            | Constitution of the Court                                       |
| 3.  |            | Welcome to St. Andrew's Presbyterian Church                     |
| 4.  |            | Roll of Synod   |
|     |            | Regrets   |
| 5.  |            | Visitors  |
| 6.  |            | Notices of Motion   |
| 7.  |            | Receive and approve docket                                      |
| 8.  |            | Receive and consider report from the Synod Special Committee    |
|     |            | Re: Christian Camping and Gracefield Camp and Conference Centre |
| 9.  |            | Committee of the Whole  |
| 10. |            | Correspondence  |
| 11. |            | Adjournment   |
| 12. |            | Prayer  |

**LUNCH – 12 noon**

**SECOND SEDERUNT**

- |    |           |  |
|----|-----------|--|
| 1. | 1:00 p.m. | Constitution of the Court                  |
| 2. |           | Recommendations from the Special Committee |
| 3. |           | Notices of Motion                          |
| 4. |           | Courtesies                                 |
| 5. |           | Adjournment                                |
| 6. |           | Prayer                                     |

*Synod Special Committee on Christian Camping and Gracefield: November 2007 - May 2008*

**Report**

**of the**

**Synod Special Committee**

**on**

**Christian Camping  
and  
Gracefield Camp and Conference Centre**

*Appointed by the Moderator, Synod of Québec and Eastern Ontario, November, 2007*

*Document SQEOCamping2008May03v1.4*

*Synod Special Committee on Christian Camping and Gracefield: November 2007 - May 2008*

**Preamble**

Whether you are an avid supporter of Gracefield, one who sincerely believes that this ministry in its present form is no longer viable or one who receives no direct benefit from the ministry at Gracefield, there can be no doubt that there is tremendous passion around this topic. The special committee, in attempting to meet the request of Synod to “[bring forward] a clear, concise and specific recommendation on how to proceed with respect to the disposition of Gracefield Camp and Conference Centre,” has worked to understand the current situation, the many diverse viewpoints and recommendations, and the depth and complexity of the various issues surrounding this ministry. It is only after careful and prayerful consideration of all the input received, together with numerous conversations, brainstorming sessions and considered analysis that the committee presents the following report and recommendations for consideration by Synod. Addressing the ultimate disposition of Gracefield is integrally connected to the question of identifying Synod’s ongoing support for Christian camping -- a topic also addressed by the recommendations of the committee.

At present, there are two Presbytery- or Synod-owned camps operating within the Synod of Québec and Eastern Ontario: Gracefield Camp and Conference Centre (Synod-owned, overseen by the Presbytery of Ottawa, located near Gracefield, Québec offering year-round facilities for camping, conferences, trailers and various outreach ministries) and Camp d’action biblique (owned by the Presbytery of Québec, located near Richmond in the Eastern Townships of Québec offering primarily summer camping for children and youth). Both these facilities provide worthy camping ministries, albeit on different scales, and both receive funding from Synod to support their efforts.

**Executive Summary**

The committee believes that despite the apparent complexity and diversity of opinion concerning Gracefield, there really are only two fairly simple questions to be answered:

- 1) To what extent (if any) and in what way, going forward, should the Synod of Québec and Eastern Ontario support Christian camping within its bounds?

*and*

- 2) Is there sufficient value in the ministry at Gracefield that it should be allowed to continue, albeit under a much stronger model of financial and operational accountability?

By way of summary:

- 1) The committee believes that Synod should continue actively to support Christian camping within its bounds, but recognizes the need for both ongoing clear definition of the level of operational and capital support (at the hands of the Presbyteries), and an equitable formula for disbursement of the funds to Synod camping ministries. This formula must better reflect the desire of the Presbyteries to focus their support on

*Synod Special Committee on Christian Camping and Gracefield: November 2007 - May 2008*

particular ministries, but to be very clear, the committee is not recommending an “every man for himself” strategy. The very essence of our Presbyterian heritage encompasses interdependence rather than independence, so the notion that each Presbytery should provide support only for its own, specific interests is one the committee does not support. Having said this, however, the model does need to change to better reflect “fair support” for the camping ministries within the bounds of the Synod. We also believe the Synod has a role to play in ensuring that camping ministries operating within its bounds adhere to an appropriate set of standards to ensure the ministries are safe, effective and conform to all legal requirements.

- 2) Despite some serious long-term challenges with respect to financial performance, capital project management and management succession planning, the committee feels that there is still strong support for the work and ministry at Gracefield. There are, however, some significant changes required to the present governance structure and operating model, as well as a strong shift in expectation that the financial responsibility for the support of Gracefield should be borne more fully by those constituent groups whom it serves directly. This does not, of course, preclude anyone at all from offering financial support; it merely recognizes that the bulk of that support needs to shift away from groups that feel they would prefer to invest their resources in other, equally important ministries. To this end, the committee believes that with the right governance structure in place, a strong, personal sense of financial and operational accountability (including long-term vision planning and capital project management of the facility) placed on those responsible, and with suitable oversight by a single, appropriate court of the church, the ministry at Gracefield certainly has the opportunity to be a vibrant, worthwhile investment for the Presbyterian community. Two key points need to be noted, however.

Firstly, the transition to a new governance model will take some time, both to establish clear terms of reference and expectation, and to populate the new model with willing and competent leadership. Members of the special committee are, if so desired by Synod, prepared to help with such a transition, both in a consultative and oversight capacity.

Secondly, if, after a reasonable (and finite) period of time to establish such a governance model, the Synod concludes that such a model will not work (either for lack of available leadership or resources or both), then it is the firm belief of this committee that the property needs to be prepared for sale, sold, and the funds used to support equivalent ministries through other means (at the discretion of Synod).

- 3) In 2006, the Synod made a long-term commitment regarding the financing of improvements to the water and septic system for White Pine Lodge. This decision resulted in a forward-looking plan (beginning in the 2007 budget year) committing \$15 360 per year over 20 years (p. 48 of the Synod Minutes, 2006) to the annual budget for loan repayment. The committee affirms Synod’s decision to support this project, and recommends that this commitment be fulfilled, subject to the availability of a full capital plan aligned with the vision, should the decision be taken to continue operations at Gracefield.



## Detailed Report

### Constitution of the Committee

The text of the motion that created the special committee reads as follows,

*That Synod appoint a committee consisting of members to be named by the Moderator to return to a full meeting of the Synod no later than May 31, 2008, with a clear, concise and specific recommendation on how to proceed with respect to the disposition of Gracefield Camp and Conference Centre. Options to be considered (among others identified by the committee) are to be:*

- 1) The outright sale of the Gracefield property, together with a recommendation as to how the money will be used to support Christian Education within the Synod;*
- 2) The sale of the Gracefield property, together with a vision and plan to use the money to acquire and establish a new Synod camp more suitably located, such that it will be fully supported within the bounds of Synod as "the" Synod camp;*
- 3) A transition plan that sees the existing camps (Gracefield and Camp d'action biblique) transition to the interested Presbyteries as Presbytery Camps, together with a proposal for ongoing, committed Synod funding support for these Presbytery Camps. Further, this option requires the immediate establishment of a fully-staffed, competent business oversight committee (to be affirmed by the relevant Presbytery immediately following the Synod meeting noted above) to address the serious current financial situation facing Gracefield, both in terms of its current debt, present operating deficit and future financial hurdles associated with necessary capital building requirements, to provide capable stewardship and oversight for the 2008 Camping Season.*

### Membership of the Committee

The Moderator of the Synod of Québec and Eastern Ontario appointed the following members to the special committee:

Scott Hurd, Ottawa (Convener)  
Moir Barclay-Fernie (Presbytery of Montreal)  
Sandy McCuan (Presbytery of Lanark & Renfrew)  
Rev. James Douglas (Presbytery of Seaway-Glengarry)  
Rev. Gregory Davidson (Presbytery of Ottawa)

*Synod Special Committee on Christian Camping and Gracefield: November 2007 - May 2008*

### ***Terms of Reference for the Special Committee***

In addition to the specific options to be considered as outlined in the text of the motion above, the Moderator requested that the special committee bring forward recommendations regarding the Synod's support for Christian Camping (in response to reports and correspondence received by Synod requesting this clarification) and directed that the committee should consult at least: Glenn Sinclair (Synod Finance Committee), Craig Dewar (Camp d'action biblique), Anita Mack and Christine Ball (Regional Staff) and the Gracefield Operating Committee (along with any other parties the committee felt were necessary).

The committee has met in person on five occasions as a group (in person or by teleconference), and various members of the committee have conducted numerous interviews and discussions (including a public forum in February, 2008) to receive input from as wide a community as possible. In all cases, the committee tried to have at least two committee members present for all discussions / interviews.

### ***Christian Camping in the Synod of Quebec and Eastern Ontario***

In looking at the relevance and importance of Christian camping in today's society, one of the most interesting perspectives came from the committee's conversation with Christine Ball. She strongly affirmed that the value of Christian camping was not only in the direct outreach to (predominantly) young people and their involvement in a Christ-centred programme, but also (and perhaps even more importantly) the opportunities that camping creates for the leadership development and training of our older youth. Particularly in an age when the church is struggling to remain relevant to youth, having a place where young people can not only receive ministry (thereby building character, strengthening their faith and helping them grow and mature), but also build leadership skills and contribute BACK to the work of that ministry is essential. (See the examples cited below regarding recent membership additions to the Gracefield Operating Committee.) It provides that tangible link between "learning about one's faith" and "practising it." Virtually all input related to this topic revealed strong support for the relevance and importance of and the need for effective Christian camping.

The committee believes that there is need not only for clear affirmation by the Synod of its support for Christian camping, but also, in practical terms, the definition of a model whereby funds received to support this ministry are reasonably and equitably dispersed to all eligible groups. Adoption of an appropriate policy in this regard will, we believe, help better to align financial support between the Presbyteries and the camping ministries most relevant to them. It is important to note that in the interests of facilitating an effective transition to a new model, however, a transition period is required over which things change gradually to reflect the desired end state. This will avoid a sudden, potentially harmful drop in funding, but the goal must be to move to the end state as quickly as reasonably possible (within two years maximum).

It is also important to note that Gracefield's ministry extends well beyond children's camping. The site provides year-round service for many programmes, including

*Synod Special Committee on Christian Camping and Gracefield: November 2007 - May 2008*

congregational retreats, tent & trailer sites and conference facilities. The committee feels that the extent to which all these services continue to be offered (and with what emphasis and priority) needs to be addressed as part of a renewed long-term vision.

**Gracefield****Challenges Uncovered**

In receiving input from many sources and via numerous means (telephone and personal conversations, EMAIL, handwritten letters, official extracts of minutes, written reports, etc.) the committee has identified several serious challenges facing the ministry at Gracefield which, if not addressed directly, will cause this work either to continue to struggle, or to fail entirely. The committee is grateful for the often passionate, thoughtful insights and input offered by all those who have participated in this process.

It needs to be noted clearly, however, that despite the serious challenges found, there is no evidence of any wrongdoing or misrepresentation on the part of anyone involved.

**Differences of Opinion**

The input received by the committee clearly falls into primarily four categories:

**1) Passionate supporters of Gracefield**

This group, from a variety of backgrounds and experiences at Gracefield, is passionate about the value of the facility, and the ministry there. They want to see the current issues addressed, and the ministry strengthened and grown. They feel they have already invested significantly in this work over the past many years and do not want to see that support wasted or redirected.

**2) Those who support Gracefield, but strongly feel the funding model should change**

This group is supportive of the work and ministry of Gracefield, but feel that funding through Synod is inequitably applied -- they would like to see the financial and operational issues associated with Gracefield addressed, but feel that the funding to do so should be borne more fully by those whom Gracefield serves directly.

**3) Those who feel the facility cannot function effectively and should be sold**

There is a not insignificant number of people who have expressed a real sense of "tiredness" associated with the long-term challenges Gracefield has faced and continues to face. Many of these individuals have expressed the view that Gracefield is no longer an operation the Synod can/should support, and that it should be sold.

**4) Ambivalence, but concerned over long-term accountability**

There is yet another group that does not feel Gracefield is relevant to them, personally. They're quite happy for it to function to serve the community it works to address, but do not feel that it has anything to offer them. As with some of the other groups, there is still a sense that Gracefield must operate in a financially sound way, and that existing issues that result in significant requests for funding from time to time must be addressed.

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One of the significant challenges the committee faced in digesting this input and bringing forward recommendations for the future was that in the face of this level of diverse opinion, it will not likely be possible to please everyone (particularly since some of the opinions are directly at odds with one another).

### ***Governance & Accountability***

In the area of Governance and Accountability, the committee concurs with a number of earlier observations regarding issues in this area. Even though the Ottawa Presbytery has been asked by Synod to oversee the operational aspects of Gracefield (since 2000), we still note that there is significant confusion and distribution of accountability and decision-making authority with respect to funding (and fund-raising), capital and operational expenditures and overall financial accountability.

Historically, there has been a lack of “up to date and timely” reporting of financial information, and the lack of a direct relationship between income and expense (for example, if the income from camper registration is lower, offsetting savings through reduced staff or programme expenses appear to have been difficult or impossible to achieve). Coupled with, at times, significant fluctuations in expenses and revenue from year to year, this creates a situation whereby it is difficult to know at any point in time exactly where the facility stands financially. Indeed, the financial picture presented at the October meeting of Synod (and which was one of the reasons for the appointment of the special committee) is vastly different from the actual end-of-year results (which were dramatically more positive, showing a \$9 000+ surplus for the year, rather than a significant deficit).

There has also been confusion (even, arguably, to the point of conflict) regarding responsibility over capital vs. operational expenditures. At the very least, having capital expenses approved by Synod and operational expenses managed by the Ottawa Presbytery creates complexity in managing the total picture.

To correct this situation, the committee feels strongly that a simple, straightforward governance model is required, with full accountability for Gracefield held by a group of individuals focused on vision, leadership and efficient operations. In line with our Presbyterian polity, we would see that leadership team reporting to a single, appropriate court of the church.

This observation is not meant to denigrate the hard work of the existing Gracefield Operating Committee; it is intended to acknowledge that there are holes in the existing structure, a lack of skilled individuals in certain areas (acknowledged and highlighted by the existing committee) and a missing single point of accountability for decision making.

It is important to note that transition to a new leadership model will take time, both to define the terms of reference for such a body, and to populate it with the appropriate individuals.

***Vision***

The question regarding vision for Gracefield (or lack thereof) is an interesting one. In asking several groups of people if a vision for Gracefield exists, the answer is almost always, “Yes!” Unfortunately, by digging a little deeper, it quickly becomes clear that different groups have DIFFERENT visions for Gracefield, and there has not been good communication amongst groups to ensure there is a SINGLE vision for Gracefield. This is a significant issue that must be addressed, since the failure to do so virtually guarantees that any future investment either from a capital or operational perspective will not be aligned with the TRUE long-term vision for the facility. The committee feels that the biggest issues here are clear documentation of the vision, regular updating of the vision and assessment of how this vision is coming to fruition and, most importantly, communication of the vision with all interested parties and relevant stakeholders.

***Succession Planning***

One theme the committee heard repeatedly was that there is a lack of people to do the work. At present, the current Operating Committee lacks a Treasurer, a Finance Convener and, as of September 2008, with the retirement of Rev. William Ball, a Convener. In talking with many individuals within and outside the current Operating Committee, it is clear that there has not been any sort of regular, reliable succession planning for key roles. This may, once again, come back to the sense of “tiredness” that many have expressed concerning Gracefield. Some individuals have held spots on the Operating Committee, but have felt compelled to step down for various reasons. Other spots on the Committee have remained vacant for extended periods of time.

It is worth noting that in our discussion with the current Operating Committee, there seem to be a number of new, younger members who have a real sense of passion for Gracefield and are very enthusiastic about providing leadership for the future. The committee feels this is strong evidence of the excellent leadership training these young adults have received through their time at Gracefield, and sees tremendous potential for the future through their contributions.

***Options Considered******The Current Year (2008)***

At the Synod meeting in October of 2007, following the adoption of the motion that led to the creation of this committee, a decision was taken to allow Gracefield to continue operations for 2008, with a grant of \$50 000 from Synod to support this work. For 2008, the Gracefield Operating Committee has continued to provide planning and operational oversight, in conjunction with the Ottawa Presbytery, as has been done for the past several years. Thus, the special committee did not need to take any specific action with regard to the operation of the facility for the summer of 2008. As a result, our focus has been on the consideration of options for the future.

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### ***A Binary Question***

At one level, the option regarding Gracefield *per se* is a binary one -- either the facility continues to operate in some capacity, or it needs to be sold and the funds used for other ministry work. If it is to be sold, then a further question emerges regarding whether another, “more geographically appealing” location could be found for a “Synod” camp, or whether the Synod simply decides no longer to own and operate a “Synod camp”.

### ***Alternate Facilities***

The committee looked at this option first, to determine if it would be a viable alternative to consider, since there would be significant work involved in locating a suitable site, determining an acceptable price, evaluating the current facilities to determine their value and likelihood of sale, and then establishment of an entirely new management body, programme and vision for a new facility.

Of all the input the committee received, only two individuals suggested this should be the course of action. As we discussed this as an option with various groups, it became clear that the majority of individuals and groups, whether supporters of Gracefield or not, felt that a new, “better located” facility would not serve their needs. In some cases, established groups want to support the existing camping ministries (whether CAB or Gracefield). In other cases, there was little or no interest in Christian camping at all. In still other cases, there was the strong sentiment that regardless of where a new facility might be located, it would be more convenient for some, and less so for others, simply due to the large geographic region covered by the Synod. Several groups expressed the notion that the “ideal” travel time to a facility would be approximately ninety minutes. Even a camp located precisely half-way between Ottawa and Montreal would not meet this test for several groups in the Synod.

Given the strong sentiment on the part of many that a new facility would not solve the bulk of the existing challenges, the committee considered, but ultimately rejected the notion of a new facility for the purposes of this report.

### ***Moving Forward***

At this point, the question regarding Gracefield really becomes very simple: Should Gracefield continue to operate and, if so, what are the terms under which it must do so to address the major concerns that have been identified, in order to create a viable, vibrant, sustainable ministry for the future?

The committee strongly feels that if the key issues around governance and accountability, vision and succession planning were resolutely and sustainably addressed, there is a strong community of support for a “renewed Gracefield”, and a vibrant ministry opportunity for the future. Having said this, however, the implementation of a new governance model for Gracefield will require both time and passionate expertise to achieve. If the right champions can be found to form the core of

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a new governance body, and can create the right environment providing appropriate terms of reference, overall leadership, accountability and succession planning, then this will certainly create the necessary foundation for a sustainable leadership model moving forward. Given the time required to implement such transition, however, it remains to be seen whether the appropriate individuals can be identified and the new model effectively put into place. While the committee does feel that it is certainly worth the effort to try, we believe there must be some clear boundaries established to evaluate the efficacy of creating the new leadership model and its initial operation. If either the model cannot be put in place in a reasonable period of time (due to the lack of availability of willing and skilled individuals to participate) or, after constituting the new governance model it does not appear able to address both the current challenges and the vision for the future in an adequate fashion, then the committee feels there is little choice but to declare that despite best intentions the continued operation of Gracefield is no longer viable.

The committee would like to note that should some of the recommendations below related to establishing a new governance structure be adopted, several members of the committee have offered to serve either in a consultative capacity or to assist with the evaluation of the new model, once in place.

It is imperative that those responsible for defining both the new governance structure and the transition plan have a personal stake in the plan's implementation. It is for this very reason that rather than attempt both to prescribe a transition plan and identify potential members for this new governing body that the committee has specifically recommended that the Ottawa Presbytery take the leadership role in this crucial activity. It is also important to note the importance of having the plan, once created, reviewed to ensure it addresses the key elements of achievability and timeliness of implementation.

In attempting to craft reasonable recommendations in this regard, the committee consulted directly with the Ottawa Presbytery to determine if it would be prepared to assume such a leadership role, and the timing by which the stated plans could reasonably be expected to be completed. Initially, the committee was of the mind that these plans should be submitted for review in advance of the October meeting of Synod, so a final decision could be taken at that point regarding whether the new governance structure was likely to be successful or not. In conversation with the Ottawa Presbytery, however, it became clear that due to the intense efforts involved in planning and preparing for General Assembly in Ottawa in June, along with the timing around summer vacations, the Presbytery felt that a little more time would be needed to complete and submit the required plans.

Because the committee strongly believes that these plans need to be available before the budget is set for 2009 (since the decision to continue operations at Gracefield or not has a direct, material bearing on that budget), the committee recommends that Synod consider moving its fall meeting from October 17, 18 to November 21, 22, 2008. This time has been specifically chosen both to allow additional time for the Ottawa Presbytery to complete its submission, and to attempt to avoid conflicts with the Advent season and (the increasing chance of) inclement weather.



*Synod Special Committee on Christian Camping and Gracefield: November 2007 - May 2008***Funding Model: Historical and Future**

In examining Synod's funding of Christian camping over the past ten years, the committee found significant complexity. Historically, there has been a separation between grants made for operational and capital purposes. Typically, operational grants have been included in the assessment (as part of the Synod budget), and SOME capital grants have likewise been included in the budget, but there are numerous circumstances in which separate funding programmes (not included in the Synod budget) were employed to address significant capital expenditures. In addition to this, monies have been raised from time to time to repay operational debts or loans associated with Gracefield's operations. The table below shows the best available synopsis of Synod funding for camping since 2001, derived from Synod minutes. It serves as an illustration of the diversity and complexity of the funding decisions made over the past decade.

	2001	2002	2003	2004	2005	2006	2007	2008
<b>Gracefield</b>								
Operating	\$33,000.00	\$36,000.00	\$39,000.00	\$40,500.00	\$47,000.00	\$47,000.00	\$48,400.00	\$50,000.00
Maintenance	\$1,700.00	\$3,100.00	\$5,500.00			\$207.00		
White Pine Septic Water Treatment							\$15,360.00	
Sales Tax Rebate			\$2,370.00	\$4,499.00	\$7,994.80			
Debt Recovery	\$14,500.00		\$10,000.00					
St. Andrew's/ St. Lambert Loan	\$5,000.00	\$2,425.00	\$6,825.00					
Assembly Council Loan	\$14,500.00	\$5,745.00						
St. Andrew's/ St. Paul's Loan	\$5,000.00	\$5,000.00						
White Pine Mortgage	\$15,695.00							
<b>Total</b>	<b>\$89,395.00</b>	<b>\$52,270.00</b>	<b>\$63,695.00</b>	<b>\$44,999.00</b>	<b>\$54,994.80</b>	<b>\$47,207.00</b>	<b>\$63,760.00</b>	<b>\$50,000.00</b>
<b>CAB</b>								
Operating	\$1,000.00	\$1,000.00	\$1,000.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$2,500.00
Facility Upgrade		\$3,000.00	\$3,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$7,500.00
Septic System	\$5,000.00	\$5,000.00						
<b>Total</b>	<b>\$6,000.00</b>	<b>\$9,000.00</b>	<b>\$4,000.00</b>	<b>\$6,500.00</b>	<b>\$6,500.00</b>	<b>\$6,500.00</b>	<b>\$6,500.00</b>	<b>\$10,000.00</b>

**Water and Septic Issues**

The committee notes that there is a significant outstanding issue with respect to the water and septic system for White Pine Lodge. This issue has been "on the books" for a number of years, with a projected completion date of summer, 2008, but for various reasons has not yet been addressed. In 2007, the Synod allocation included an amount of \$15 360 (representing one year's repayment of a loan of \$180 000 over twenty years), and the forward-looking forecast called for this amount to be included in the Synod's allocation on an annual basis for twenty (20) years. The committee notes that this amount was omitted from the 2008 budget plan approved at the October, 2007 meeting of Synod, but no explanation was provided at Synod regarding this change.

*Synod Special Committee on Christian Camping and Gracefield: November 2007 - May 2008*

Since the Synod meeting in October, 2007, the Synod Finance Committee has undertaken to review the requirements for receiving a loan for approximately \$250 000 to address the extensive capital requirements of the water and septic situation (which is, at this point, expected to be more expensive than the original amount of \$180 000 approved in 2006). A significant complication associated with borrowing funds for this purpose is the current outstanding level of debt, which must be addressed in the short term. A further change to the original projection is an understanding that the bank's expectation for repayment of the loan would require a 15-year amortization, and a comprehensive capital plan over the same period. In summary, despite efforts in the past to begin building the necessary funds to proceed with this work, the work has not yet been started, and the landscape in which a large capital loan may be obtained has changed. Given the potential risk associated with the continued non-completion of this project, it is imperative that the new governance model address this project fully as an urgent priority.

As part of the transition to a new, single governance model, the committee strongly feels that capital planning and fundraising must be the responsibility of the proposed governance committee. This will ensure that all funding and fund-raising requests (whether capital or operational) are aligned, and do not conflict. The committee recommends that all funds raised to date specifically for capital projects at Gracefield be made available to the new committee should the proposed new governance model be approved. Using information provided to the committee, as of May, 2008, the projected designated funds at the Synod level for "Project Gracefield" are believed to be:

\$ 4 703.87	- Carryover from 2007
\$40 000.00	- Held in a GIC
\$ 1 727.00	- Received from St. Andrew's, Ottawa
\$15 000.00†	- Collected as part of the 2007 assessments
<u>\$ 1 560.49</u>	- Projected interest through May 2008
\$62 991.36	

† The committee believes, in looking at the minutes of Synod from 2006 that this amount should properly be \$15 360.

In addition, the committee notes the decision taken by Synod in 2006 to collect \$15 360 per year over twenty years to help pay for the costs of the necessary water and septic upgrades, and strongly feels that this commitment should be honoured going forward, recognizing that this amount may not be sufficient in and of itself, and that any additional funds required will need to be raised by the new governance committee (if approved).

*Synod Special Committee on Christian Camping and Gracefield: November 2007 - May 2008*

This next table shows the level of support for camping as a percentage of the dollar base. The significant variation in percentage in some years is directly attributable to “exceptional” funding situations (such as debt repayment, capital projects, etc.).

Synod Dollar Base	2001	2002	2003	2004	2005	2006	2007	2008
<b>Québec</b>	\$270,921	\$265,059	\$341,554	\$313,875	\$461,525	\$492,783	\$427,911	\$408,735
<b>Montréal</b>	\$3,019,058	\$3,114,249	\$2,885,220	\$3,440,036	\$3,477,540	\$3,241,702	\$3,399,913	\$3,493,227
<b>Seaway-Glengarry</b>	\$1,542,756	\$1,542,859	\$1,567,556	\$1,340,757	\$1,616,735	\$1,684,314	\$1,740,324	\$1,636,419
<b>Ottawa</b>	\$2,635,193	\$2,762,788	\$2,722,166	\$2,865,842	\$3,155,646	\$2,942,295	\$3,124,036	\$3,161,986
<b>Lanark and Renfrew</b>	\$988,546	\$1,135,233	\$1,223,491	\$1,278,733	\$1,313,261	\$1,265,835	\$1,354,681	\$1,409,844
<b>Total Dollar Base</b>	<b>\$8,456,474</b>	<b>\$8,820,188</b>	<b>\$8,739,987</b>	<b>\$9,239,243</b>	<b>\$10,024,707</b>	<b>\$9,626,929</b>	<b>\$10,046,865</b>	<b>\$10,110,211</b>
<b>Gracefield Allocation</b>	\$89,395	\$52,270	\$63,695	\$44,999	\$54,995	\$47,207	\$63,760	\$50,000
<b>% of Dollar Base</b>	1.06%	0.59%	0.73%	0.49%	0.55%	0.49%	0.63%	0.49%
<b>CAB Allocation</b>	\$6,000	\$9,000	\$4,000	\$6,500	\$6,500	\$6,500	\$6,500	\$10,000
<b>% of Dollar Base</b>	0.07%	0.10%	0.05%	0.07%	0.06%	0.07%	0.06%	0.10%
<b>Total Camping as % of D-B</b>	<b>1.13%</b>	<b>0.69%</b>	<b>0.77%</b>	<b>0.56%</b>	<b>0.61%</b>	<b>0.56%</b>	<b>0.70%</b>	<b>0.59%</b>

The committee believes there is tremendous value in simplifying this funding model dramatically. While the simplest model would be to leave the funding of camping ministries solely in the hands of the relevant governance organizations, the committee feels this would detract significantly from the “shared ministry model” that is an important part of our Presbyterian heritage. There is a need for the Synod to provide support for this important ministry, and to ensure that appropriate standards are upheld for camps operating within its bounds (for example, provincial accreditation and adherence to provincial labour laws). Therefore, the committee recommends that Synod allocate funds on an annual basis to support Christian camping contingent on camps meeting the Synod-defined relevant minimum standards for operation (herein recommended to be accreditation by the appropriate provincial camping associations, and compliance with provincial employment law). Rather than having multiple types and methods of funding (for example, dividing capital and operational grants), the committee feels a single, simple allocation, established as a percentage of the dollar base, will be far easier to understand and apportion fairly to camps within the Synod.

At present there is concern on the part of some Presbyteries regarding the division of funds collected by the Synod to the various camping ministries. The committee feels that the transition to a model whereby the allocations received from the Québec Presbyteries would largely go to support Camp d’action biblique, and the allocations from the Ontario Presbyteries would largely go to support Gracefield would make significant strides toward addressing these concerns, while still providing acceptable levels of funding for the two camps.

An allocation of between 0.6% and 0.66% of the dollar base would sustain approximately the operating funding levels set for 2008 and, if divided along the lines

*Synod Special Committee on Christian Camping and Gracefield: November 2007 - May 2008*

noted above, would dramatically increase the Synod operating funding targeted for Camp d'action biblique, while marginally reducing the operating funding level for Gracefield.

With an established minimum funding level, together with adjustments for cost of living, the camps would be assured of a consistent level of operational funding support for their continued work.

The following table shows the difference in funding levels between a camping allocation of 0.6% and 0.66%, using the 2008 dollar base, and provides a view of the possible results of dividing the financial support for Christian camping along provincial lines.

	<b>2008 Base</b>	<b>0.60%</b>	<b>0.66%</b>
<b>Dollar Base by Presbytery</b>			
<b>Québec</b>	\$408,735.00	\$2,452.41	\$2,697.65
<b>Montréal</b>	\$3,493,227.00	\$20,959.36	\$23,055.30
<b>Seaway-Glengarry</b>	\$1,636,419.00	\$9,818.51	\$10,800.37
<b>Ottawa</b>	\$3,161,986.00	\$18,971.92	\$20,869.11
<b>Lanark and Renfrew</b>	\$1,409,844.00	\$8,459.06	\$9,304.97
<b>Total Dollar Base</b>	<b>\$10,110,211.00</b>	<b>\$60,661.27</b>	<b>\$66,727.39</b>
<b>Québec Presbyteries Component</b>	\$3,901,962.00	\$23,411.77	\$25,752.95
<b>Ontario Presbyteries Component</b>	\$6,208,249.00	\$37,249.49	\$40,974.44

It is important to note that reaching the goal state will need to happen over time, coincident with the transition to a new governance model for Gracefield, should this option be approved.

## **Specific Recommendations**

In wanting to ensure the successful implementation of the recommendations contained in this report, the committee has adopted a “best practice” from the business world regarding the specification of objectives, namely, the “SMART” approach. Using this model, the recommendations are specifically crafted to be:

- “S” - Specific -- identifying specific action to be taken, and deliberately avoiding general statements;
- “M” - Measurable -- having a means by which the success of the recommendation can be measured;
- “A” - Actionable -- crafted in such a way that the named owner can take direct action to implement the recommendation;
- “R” - Realistic -- characterized by reasonable parameters -- time, resources, etc. -- actually achievable;
- “T” - Timely -- as much as possible specifying a timeframe for completion, so the implementation is time-bound.

Therefore, having carefully and prayerfully considered the terms of reference set before the special committee by Synod, together with significant input from the Synod at large, (including the “open meeting” held specifically for the purpose of providing as wide an opportunity as possible for people to meet with and talk to the special committee), we humbly present the following recommendations for Synod’s consideration and approval or, in its wisdom, to do otherwise as it sees fit:

### ***Christian Camping within the Synod of Québec and Eastern Ontario***

- 1) that the Synod of Québec and Eastern Ontario strongly affirm the importance of and its support for Christian camping within its bounds.
- 2) that the Synod of Québec and Eastern Ontario allocate a ***minimum*** of 0.66% of the dollar base as part of its annual budget to support Christian camping ministries operating within its bounds, with this amount to be reviewed and adjusted at the annual meeting of Synod to keep pace with economic changes (e.g. cost of living).

### ***Gracefield Camp and Conference Centre***

- 3) that the Synod of Québec and Eastern Ontario immediately appoint the Presbytery of Ottawa to assume a leadership role to work, in conjunction with other interested parties, to define the terms of reference for a new governance structure for Gracefield Camp and Conference Centre, together with a credible and timely plan to transition to the new model. This plan needs to include, at a minimum:
  - ☉ Definition of the formal governance structure;
  - ☉ Identification of at least three key members of the proposed governance committee (including the Chairperson) who have committed to serve for a minimum three-year term, and who have proven experience and expertise in Board management and a passion for camping ministry;

*Synod Special Committee on Christian Camping and Gracefield: November 2007 - May 2008*

- ☉ Definition of the key roles and responsibilities for the governance committee;
  - ☉ Definition of the relationship between the governance committee, the chief executive officer and any sub-committees that may be engaged for day-to-day operations;
  - ☉ Definition of the key activities and the timeframe (not to exceed twelve months) over which the current management structure will transition to the new model, including addressing any pastoral concerns related to changing the existing operating model;
  - ☉ Definition of a model for succession planning to ensure orderly transition and replacement of governance and sub-committee members over time;
  - ☉ Identification of the top four priorities that the governance committee will address first (e.g. setting up the full governing body, vision, strategic plan, urgent maintenance/investment requirements, etc.)
- 4) that the Presbytery of Ottawa be enjoined to report the details of the new governance model, terms of reference for the governing body and the proposed transition plan to the Synod Council, no later than November 14, 2008 for review and assessment against the above criteria, together with any additional criteria identified by the Council.
  - 5) that acknowledging the leadership role to be undertaken by the Presbytery of Ottawa, and in order to permit sufficient time for a credible plan to be formed, submitted and reviewed, the Synod of Québec and Eastern Ontario set the date of its Fall 2008 meeting to be November 21, 22, 2008.
  - 6) that should no credible governance structure or transition plan, as assessed by the Synod Council, be provided by the Presbytery of Ottawa in the specified timeframe, the Synod Council be instructed to bring forward to the Fall 2008 meeting of Synod a recommendation to sell the Gracefield Camp and Conference Centre property, with the proceeds of sale to be disbursed as per the National Church guidelines for the dissolution of a congregation.
  - 7) that the Synod Council, having reviewed the proposed governance structure and transition plan submitted by the Presbytery of Ottawa, and determined it to be both credible and timely, be instructed to bring forward a recommendation to the Fall 2008 meeting of Synod to implement the transition plan.
  - 8) that the Synod of Québec and Eastern Ontario, should it approve the proposed governance structure and transition plan at its Fall 2008 meeting, immediately thereafter make all funds heretofore raised for capital projects at Gracefield Camp and Conference Centre (as noted above) available to the Presbytery of Ottawa for use in planning and work at the facility.
  - 9) that the Synod of Québec and Eastern Ontario commit to a formal assessment of the efficacy of the new governance model to be carried out by the Synod Council in conjunction with the Presbytery of Ottawa at six-month intervals until October, 2010 (April, 2009, October, 2009, April, 2010 and October, 2010), thereafter (assuming all

*Synod Special Committee on Christian Camping and Gracefield: November 2007 - May 2008*

is well) assigning full title of Gracefield Camp and Conference Centre to the Presbytery of Ottawa. This recommendation will only come into effect should the Synod approve the motion to adopt the proposed governance structure and transition plan at its Fall, 2008 meeting.

- 10) that should the efficacy review at any point reveal that the new governance model is not delivering the desired results, the Synod Council be empowered to determine the correct course of action (including but not limited to calling a special meeting of the Synod, presenting a recovery plan for approval at the next regular meeting of the Synod, etc.) to recover the situation.

***Funding Model (assuming the plan for Gracefield is approved)***

- 11) that the Synod of Québec and Eastern Ontario, in affirming the decision made in 2006 to help finance the cost of necessary water and septic upgrades for White Pine Lodge, include in its annual budget, beginning in 2009, an amount of \$15 360 (over and above the recommended operating grant) for improvement of the water and septic system at Gracefield (subject to the availability of a full capital plan aligned with the vision for Gracefield) through 2027 (nineteen (19) additional years in total) or until such time as the water and septic upgrade for White Pine Lodge has been fully completed and paid off (subject to the continued operation of Gracefield).
- 12) that the Synod of Québec and Eastern Ontario commit to notifying all funding recipients of the precise amount of committed funding for Christian camping for the coming year within thirty (30) days of the Synod meeting at which the funding levels are determined.
- 13) that the Synod of Québec and Eastern Ontario set the Synod operating funding levels for Christian camping for 2009 to be a minimum of \$50 000 for Gracefield (subject to its continued operation) and \$16 000 for Camp d'action biblique.
- 14) that the Synod of Québec and Eastern Ontario resolve that all camps operating within its bounds must provide proof of accreditation by the relevant camping associations for the provinces in which they operate, and proof of compliance with provincial labour laws in order to receive any Synod funding beyond December 31, 2009, with such proof to be submitted to the Synod Council for review thirty (30) days in advance of the regular annual meeting of Synod at which the funding levels are set.
- 15) that the Synod of Québec and Eastern Ontario set the Synod operating funding levels for Christian camping for 2010 to be a minimum of \$45 000 for Gracefield (subject to its continued operation) and \$21 000 for Camp d'action biblique, subject to compliance with recommendation #14.
- 16) that the Synod of Québec and Eastern Ontario set the Synod operating funding levels for Christian camping for 2011 and beyond for all Presbytery- or Synod-operated camps to be at least 0.66% of the dollar base (adjusted annually for cost of



*Synod Special Committee on Christian Camping and Gracefield: November 2007 - May 2008*

living increases), with the full proportion of the assessment assigned to the Presbyteries of Montréal and Québec being directed to Camp d'action biblique and the full proportion of the assessment assigned to the Ontario Presbyteries being directed to Gracefield (subject to its continued operation). For context, on a dollar base of \$10 110 211 (2008), 0.66% represents a total of \$66 727 assigned for camping support, with \$25 752 going to CAB and \$40 974 going to Gracefield.

17) that the Synod of Québec and Eastern Ontario agree to receive and evaluate exceptional funding requests from approved Christian camps operating within its bounds from time to time, with such requests being accepted or denied based on their merit as determined by Synod. Such requests would typically not be expected to be related to the ongoing operations of the facilities, but would reasonably include large capital projects or other projects requiring broad support for the ministry.

18) that the Special Committee on Gracefield, having fully met the terms of reference under which it was created, be discharged.

The committee would like to thank the Synod of Québec and Eastern Ontario, the member Presbyteries and the Synod Council for the opportunity to serve in this way. We would also like to thank Glenn Sinclair, Craig Dewar, Anita Mack, Christine Ball, William Ball, Alan and Dorothy Herbert, the Gracefield Operating Committee and the many interested parties who took time to share why Christian camping is so important, and what needs to be done to ensure it is a vibrant, sustainable ministry for the future.

In Christ's Service

Synod Special Committee on Christian Camping and Gracefield

Scott Hurd (Convener)  
Moiria Barclay-Fernie  
Sandy McCuan  
Rev. James Douglas  
Rev. Gregory Davidson

**THE TREASURER'S REPORT ON SYNOD FINANCES  
FROM JANUARY 01<sup>ST</sup> TO MARCH 1<sup>ST</sup>, 2008**

**1. SYNOD FUNDS**

Brought forward from December 31<sup>st</sup>, '07 34,366.72

**RECEIPTS DURING THE PERIOD:** 2008 ACTUAL

Assessments:

Québec  
Montréal  
Seaway\Glengarry  
Ottawa  
Lanark\Renfrew

Refunds:

GST rebate 217.77  
Cancelled cheque 148.53

TOTAL: 363.30 363.30

**BALANCE: 34,730.22**

**EXPENDITURES DURING THE PERIOD:**

Synod (travel, meals, speakers, hotels)  
Synod Council meetings 835.50  
Bank charges 9.32  
Office expenses (clerk and/or treasurer)  
Minutes  
Committee meetings:  
(mission, youth, regional staff, finance, abuse, history)  
Camp d'action biblique grant  
CAB facilities upgrade programme  
La vie chrétienne  
Gracefield grant 4,000.00  
Project Gracefield 15,000.00 (from the 2007 budget)  
Gracefield finance committee  
Auditor's report  
Clerk's honorarium  
Treasurer's honorarium  
Group insurance premium 1,508.25  
Youth programming  
Youth leadership development  
Special committee for the Synod 240.32  
Clerks' conference 262.50

TOTAL: 21,855.89 21,855.25

**BALANCE: 12,874.33**

**2. PROJECT GRACEFIELD**

Brought forward from December 31 <sup>st</sup> , '07	4,703.87
G. I. C. with the Bank of Commerce	40,000.00

**RECEIPTS DURING THE PERIOD:**

St. Andrew's, Ottawa	1,727.00
Synod from the 2007 budget	<u>15,000.00</u>

TOTAL	61,430.87
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Interest from investments due in May	<u>1,560.49</u>
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<b>BALANCE available in May:</b>	<b>62,991.36</b>
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**Respectfully submitted,**

**J. Ross H. Davidson - treasurer**

## **GRACEFIELD CAMP AND CONFERENCE CENTRE**

**December 31, 2007**

700, avenue de Buckingham  
Gatineau, (Qc) J8L 2H7  
Tél.: (819) 986-1021  
Fax: (819) 986-5843

**Jean V. Dubuc**  
COMPTABLE AGRÉÉ

## AUDITOR'S REPORT

### To the Synod of Quebec and Eastern Ontario of the Presbyterian Church in Canada: GRACEFIELD CAMP AND CONFERENCE CENTRE

I have audited the balance sheet of GRACEFIELD CAMP AND CONFERENCE CENTRE as at December 31, 2007 and the statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the organization's management. My responsibility is to express an opinion on these financial statements based on my audit.

Except as explained in the following paragraph, I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In common with many charitable organizations, the organization derives revenue from donations and fundraising in cash and in materials or in services and activities, the completeness of which is not susceptible of satisfactory audit verification. Accordingly, my verification of these revenues was limited to the amounts recorded in the records of the organization and I was not able to determine whether any adjustments might be necessary to contributions, excess of revenues over expenses, current assets and net assets.

In my opinion, except for the effect of adjustments, if any, which I might have determined to be necessary had I been able to satisfy myself concerning the completeness of the contributions referred to in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the company as at December 31, 2007 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

  
Chartered Accountant

GATINEAU (Québec)  
April 28, 2008

**SYNOD OF QUEBEC AND EASTERN ONTARIO OF THE  
PRESBYTERIAN CHURCH IN CANADA:  
GRACEFIELD CAMP AND CONFERENCE CENTRE  
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December 31, 2007

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**SYNOD OF QUEBEC AND EASTERN ONTARIO OF THE  
PRESBYTERIAN CHURCH IN CANADA:  
GRACEFIELD CAMP AND CONFERENCE CENTRE  
OPERATIONS  
YEAR ENDED December 31, 2007**

	2007		2006	
<b>REVENUE (note 6)</b>	<b>335,488</b>	<b>\$</b>	<b>318,138</b>	<b>\$</b>
<b>DISBURSEMENTS AND ADMINISTRATION FEES (page 10)</b>	<b>319,238</b>		<b>334,881</b>	
<b>FINANCIAL FEES (page 10)</b>	<b>8,021</b>		<b>6,520</b>	
	<b>327,259</b>		<b>341,401</b>	
<b>EXCESS (INSUFFICIENT) OF REVENUE OVER DISBURSEMENTS</b>	<b>8,229</b>	<b>\$</b>	<b>(23,263)</b>	<b>\$</b>

**SYNOD OF QUEBEC AND EASTERN ONTARIO OF THE  
PRESBYTERIAN CHURCH IN CANADA:  
GRACEFIELD CAMP AND CONFERENCE CENTRE  
NET ASSET DEFICIENCY  
YEAR ENDED December 31, 2007**

	2007	2006
<b>BEGINNING OF YEAR</b>	<b>(69,383) \$</b>	<b>(46,120) \$</b>
<b>EXCESS (INSUFFICIENT) OF REVENUE OVER DISBURSEMENTS</b>	<b>8,229</b>	<b>(23,263)</b>
<b>END OF YEAR</b>	<b>(61,154) \$</b>	<b>(69,383) \$</b>

JEAN V. DUBUC, c.a.

The accompanying notes are an integral part of the financial statements.



**SYNOD OF QUEBEC AND EASTERN ONTARIO OF THE  
PRESBYTERIAN CHURCH IN CANADA:  
GRACEFIELD CAMP AND CONFERENCE CENTRE  
FINANCIAL POSITION**

December 31, 2007

	2007	2006
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash	89 \$	5,724 \$
Accounts receivable	25,870	9,994
Prepaid expenses	953	380
	<b>26,912 \$</b>	<b>16,098 \$</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Line of credit (note 3)	30,000 \$	36,000 \$
Bank overdraft		
Accounts payable and accrued liabilities	8,461	4,614
<b>DEFERRED CONTRIBUTIONS (note 4)</b>	<b>49,605</b>	<b>44,867</b>
	<b>88,066</b>	<b>85,481</b>
<b>NET ASSET DEFICIENCY</b>		
Net asset deficiency	(61,154)	(69,383)
	<b>26,912 \$</b>	<b>16,098 \$</b>
<b>CONTRACTUAL ENGAGEMENT (note 5)</b>		
<b>ON BEHALF OF THE BOARD</b>		
Director	Director	

JEAN V. DUBUC, c.a.

The accompanying notes are an integral part of the financial statements.

**SYNOD OF QUEBEC AND EASTERN ONTARIO OF THE  
PRESBYTERIAN CHURCH IN CANADA:  
GRACEFIELD CAMP AND CONFERENCE CENTRE  
CASH FLOWS**

YEAR ENDED December 31, 2007

	2007	2006
<b>OPERATING ACTIVITIES</b>		
Excess (insufficient) of revenue over disbursements	8,229 \$	(23,263) \$
Non-cash items		
Change in working capital items (note 7)	(7,864)	25,436
	365	2,173
<b>FINANCEMENT</b>		
Net variation on line of credit	(6,000)	6,000
	(6,000)	6,000
<b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>(5,635)</b>	<b>8,173</b>
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	<b>5,724</b>	<b>(2,449)</b>
<b>CASH AND CASH EQUIVALENTS, END OF YEAR (note 8)</b>	<b>89 \$</b>	<b>5,724 \$</b>

JEAN V. DUBUC, c.a.

The accompanying notes are an integral part of the financial statements.

**SYNOD OF QUEBEC AND EASTERN ONTARIO OF THE  
PRESBYTERIAN CHURCH IN CANADA:  
GRACEFIELD CAMP AND CONFERENCE CENTRE  
ACCOMPANYING NOTES**

December 31, 2007

**1-GOVERNING STATUTES AND NATURE OF OPERATIONS**

The Centre is a camp facility owned by the Synod of Quebec and Eastern Ontario of the Presbyterian Church in Canada. It is managed by the Gracefield Operating Committee, a Sub-committee of the board of directors of the Synod. It is a non-profit organization, registered as a charitable organization under the Income Tax Act.

**2-ACCOUNTING POLICIES**

**Financial instruments**

The Centre's financial instruments consist of cash, accounts receivable, accounts payable and accrued liabilities, and deferred contributions. Unless otherwise noted, it is management's opinion that the Centre is not exposed to significant interest, currency or credit risks arising from the financial instruments. The fair value of these financial instruments approximate their carrying values, unless otherwise noted.

**Basis of accounting**

The financial statements have been prepared using the accrual basis of accounting.

**Capital expenditures**

Capital expenditures are written off in the year incurred. The capital expenditures expensed in 2007 were \$ 2 935 in equipment (2006 - \$ 4 764) and \$ 3 192 of building project costs (2006 - \$ 9 787) of which \$ 3 063 was for structural improvement and \$ 129 for Director's manse (2006 - \$ 9 787 was for the structural improvement). The net asset deficiency of \$ 61 154 (2006 - \$ 69 382) can be attributed to the policy of expensing net assets. A total amount for capital expenditures of \$ 47 857 for equipment and \$ 264 262 for building projects, have been spent since 2002.

**Revenue recognition**

Revenue is recognized in the period in which it is earned. As a result, deferred contributions are recorded to reflect customer deposits received in the current fiscal year for services to be rendered in the next fiscal year. Donation revenue are recorded in the year received.

**SYNOD OF QUEBEC AND EASTERN ONTARIO OF THE  
PRESBYTERIAN CHURCH IN CANADA:  
GRACEFIELD CAMP AND CONFERENCE CENTRE  
ACCOMPANYING NOTES**

December 31, 2007

Any designated donations that are not disbursed in the fiscal year of the donation are deferred and are only recognized as revenue once the disbursements is made.

**Donated materials and services**

As a charitable organization, the Centre receives donated materials and services. Due to the difficulty in determining the value of these materials and services, it is the Centre's policy that donated materials and services not be recorded in the financial statements. During the year we know that an amount of 5 977 \$ could have been recorded to the operations.

**3-OPERATING LINE OF CREDIT**

The operating line of credit bears interest at prime plus 2,25 % payable monthly, and is secured by a general security agreement. The operating line limit is 60 000 \$ and 30 000 \$ was used as of December 31, 2007

<b>4-DEFERRED CONTRIBUTIONS</b>	<b>2007</b>		<b>2006</b>	
Jemima Rae Restricted Fund (camp equipment)	7,736	\$	7,877	\$
Campership Fund and other deferred contributions	6,174		6,333	
Capital understructural grants	14,053		13,657	
Program grants	1,702			
Vision Capital Fund (water/septic system)	18,914		16,282	
Turtle Rock Land Fund	762		618	
Others	264		100	
	49,605	\$	44,867	\$

**5-CONTRACTUAL ENGAGEMENT**

By virtue of a lease - exploitation expiring April 17,2010, the organization is required to make minimum futur payments totalising 5 447 \$ and they are as follows:

<b>2008</b>		<b>2009</b>		<b>2010</b>		<b>2011</b>		<b>2012</b>	
2,421	\$	2,421	\$	605	\$	0	\$	0	\$

**SYNOD OF QUEBEC AND EASTERN ONTARIO OF THE  
PRESBYTERIAN CHURCH IN CANADA:  
GRACEFIELD CAMP AND CONFERENCE CENTRE  
ACCOMPANYING NOTES**

December 31, 2007

<b>6-REVENUE</b>	<b>2007</b>	<b>2006</b>
Camp and off season revenue	197,946	223,786
Donations	66,969	34,310
Gouvernement grants- summer program		4,922
Synod grants and other grants for fixed assets	60,387	49,908
Autofinancing	5,733	
Interests	182	63
Store revenues	4,271	5,149
	335,488 \$	318,138 \$

**7-NET CHANGES IN NON-CASH WORKING CAPITAL ITEMS**

	<b>2007</b>	<b>2006</b>
Accounts receivable	(15,876) \$	1,373 \$
Prepaid expenses	(573)	(44)
Accounts payable and accrued liabilities	3,847	(465)
Deferred contributions	4,738	24,572
	(7,864) \$	25,436 \$

<b>8-CASH AND CASH EQUIVALENTS COMPONENTS</b>	<b>2007</b>	<b>2006</b>
Cash	89 \$	5,724 \$
	89 \$	5,724 \$

**SYNOD OF QUEBEC AND EASTERN ONTARIO OF THE  
PRESBYTERIAN CHURCH IN CANADA:  
GRACEFIELD CAMP AND CONFERENCE CENTRE  
SUPPLEMENTARY FINANCIAL INFORMATION  
YEAR ENDED December 31, 2007**

	2007		2006	
<b>DISBURSEMENTS AND ADMINISTRATION COSTS</b>				
Associations	1,870	\$	1,915	\$
Insurance	19,785		17,574	
Building projects	3,192		9,787	
Utilities	14,129		14,292	
Maintenance	11,532		12,440	
Equipment	2,935		4,764	
Automobile operations	15,746		15,103	
Office	7,203		9,114	
Staff travel	181		136	
Food services	60,708		67,653	
Fundraising costs	3,234			
Bus transportation	9,529		10,669	
Professional fees	3,265		1,600	
Program supplies	7,625		6,362	
Merchandise for resale	4,410		5,119	
Publicity	3,058		3,180	
Salaries and benefits	92,815		104,074	
Salaires administrative	50,726		45,239	
Property taxes and permits			100	
Training	2,843		925	
Telecommunications	4,452		4,835	
	319,238	\$	334,881	\$

**FINANCIAL COSTS**

Interest and bank charges	8,021	\$	6,520	\$
	8,021	\$	6,520	\$