

Meeting of Unicamp Board of Directors, Tuesday, July 7, 2020 (online with Zoom)

Present: Janice Canning (President), Iris Murray (Treasurer), Kosu Boudreau (Secretary and Minutes), Jeff Baker (Communications Chair), Rich Bailey (Governance Chair), Nicole Cormier (Long Range Planning and Property Committee Chair)

Guests: Yvette Salinas (Executive Director)

Regrets: Jenny Thomas-Bojin (Camp Director)

Absent:, Julie O’Hara- Murphy (Seasonal Rep), Theresa Hanley (Vice President)

ITEM	DISCUSSION	FOLLOW-UP
Welcome, opening words, land acknowledgement	Janice	
Approval of the agenda	All	Agenda approved
Approval of June, 2020 minutes	All	June minutes approved.
President’s Report	Janice	
	<p>Looked at the updated Customer Service Policy and will make suggestions/commentary for next meeting.</p> <p>Operational (staff) and board decisions and responsibilities. Discussion ensues about when structural changes are made, (new sites made or old ones closed, and building/renovations for example), that the board be involved in any decisions that will impact the financials of the organization. This could include increasing the amount of rentals, and developing a more standard fee structure (long range planning). The board needs to be aware of policies and procedures that will impact the camp financially and as a Unitarian community. ED position was created to have a good communication structure with the board and staff, institutional member congregations, CUC and to create a budget with the support of the Camp Director and Finance Director.</p> <p>Accommodations under AODA due to disclosed challenges/ disabilities are to remain confidential to the ED and Camp Director. The board may need to be involved in awareness of the issues at hand without naming individuals. The ED</p>	

		<p>will create a file that will be secure digitally as well as a hard backup that is written and secured at the admin office.</p> <p>Cordero family (seasonal camper and past Board member) has had a death due to COVID 19. Decision was made for the President to send a sympathy card with a beautiful Unicamp photo to express the staff and board's condolences.</p> <p>Discussion about a memorial that can be held in the future, when appropriate and safe to do so, at camp, for all in the community who were affected by death or illness in their families and communities.</p>	
<p>ED/Staff Report</p>	<p>Yvette</p>	<p>Yvette presented Customer Service Policy for review. All policies are stored online in Google drive, also a hard copy will be made available in the admin office.</p> <p>Staff update: There are presently six staff that are being trained and more expected in mid-July. They are paid under the student grant (Canada Summer Jobs). They are preparing online activities, others needed as we open the camp gradually as procedures and policies are put in place and enacted to create a safe working environment. Cleaning schedule has been introduced and overnight camping has started with limited seasonal access (one week in the month of July). The cabins are being prepared for rental, week long and exclusive use rates have been posted on the website and announced in the newsletter. Day passes (four households per day) – are selling out on holidays and week-ends, less on week days. The dining hall is closed and there is no food preparation. Showers are closed until phase 3. Deck has been arranged to create safe seating.</p> <p>AGM:</p> <p>Delegates have been contacted but there has not been much response. CUC was invited. The policies have been placed on G drive and these, as well as the motions from this year, and will be available to delegates. Board is reminded to get reports ready for August.</p> <p>Parliamentarian: Ellen Papenburgh will take this position and has asked for someone else to step up to this position as well so that she will mentor them this year.</p> <p>Secretary: Kelly Collins, a colleague of Kosu Boudreau, the current Unicamp secretary, has agreed to take this position for the AGM</p>	<p>Yvette will refine subtitles of this policy before next meeting</p>

		<p>Motion: An Honorarium will be offered to Secretary and Parliamentarian of \$120 each, Iris seconded, five in favour and one opposed. Motion passed.</p> <p>Nominating Committee to seek Board members with these skills for next Board.</p> <p>Dave's Cottage –payment will come from reserve funds previously dedicated for capital projects.</p>	
<p>Treasurer's Report</p>	<p>Iris</p>	<p>Long term forecast for 2020 year end figures remains unclear. \$10,000 loss is conservative – look at additional longer term rentals, grants, fundraising donations, special events.</p> <p>Board still struggling to get transparent monthly reports of income/expenses</p> <p>Donations for Legacy Fund for 2019 are showing in general accounts and were not recorded in a separate line item unfortunately.</p> <p>Problems with receiving reports; revenues are bundled in the software, some problems with QuickBooks are attributed to Treasurer's access to the software was set-up on a restricted basis, and to the lack of using category labels for each entry. There is no wrong doing; but the Board needs much better, up to the minute information to improve decision-making.</p> <p>Importance of reconciling with audited statements – waiting for updates as yet - accounts were examined by the ED and Board – need to clarify restricted and unrestricted funds –clarify categories in the chart of accounts and disbursements</p> <p>As of 2019, the Liability called “Forever Fund” no longer exists as the time limit had expired.</p> <p>Need to update book keeping systems so numbers are consistent between Quickbooks, Treasurer, Bookkeeper and ED</p> <p>Report from the Treasurer prepared June 30, 2020</p> <p>Current Financial situation:</p> <p>Expenses; \$50,060 from January to present including \$5,811 for RH insurance and \$1,869 for hardware items.</p> <p>Revenue; \$112,084 including \$400 from CUC, solar panel income of \$3,356 and two amounts of; \$3,432 + \$1,796 from the government of Canada's special epidemic policies.</p> <p>Much of this revenue may yet be refunded to individuals depending on the option of opening camp.</p>	<p>Consult with Kathy Thompson, Ted Wood to revise account ledgers to clarify accounts</p> <p>Rich will work with Yvette and Iris to work on audited statements</p> <p>For August meeting have monthly income/expense statement for May 2020 and yearly statement for 2019.</p> <p>Nichole and Vera to have a conversation about needs for admin software including financial record keeping.</p>

		<p>These QB figures above do not show the bank loan/grant of \$40,000</p> <p>The Canada Summer Jobs Grant was approved for \$28,000 to cover 1,800 hours over 7 individual positions – This money will be received later in the summer.</p> <p>After receiving the \$40,000 loan CEBA and the wage subsidy CEWS there is \$139,385 in our bank account at present.</p> <p>The Board had already directed a motion that Unicamp will release from the GICs the amount of \$23,122 towards Dave’s cottage and will keep \$40,000 in GIC. Then the Board asked for a recommendation regarding various lengths of terms from 6 months to 5 years.</p> <p>Motion made by Treasurer “Any gift of \$5,000 and greater as not specified by the donor, for a particular purpose, Unicamp will set aside at least 50% to be kept in long term assets fund for long-term large projects and capital expenses. The remainder of 50% or less may be allocated to be used for operating expenses in the current year.”</p> <p>Friendly amendment: “Any gift of \$5,000 and greater as not specified by the donor, for a particular purpose, Unicamp will set aside at least 10 % for long term assets fund, 90 % will go toward the current Operating Budget.” Seconded: Janice, unanimously approved.</p> <p>Motion passed</p> <p>Motion made by Treasurer: The Treasurer be authorized to make arrangements to secure \$40,000.00 in a GIC at the best rate with Meridian Credit Union when the existing GIC terms come due in July 2020, and preserve that amount for a two year term only. Seconded, Rich, vote: unanimously approved.</p> <p>Motion passed.</p>	
Governance Report	Rich		
Communications Report	Jeff	<p>The July 2020 Unicamp Newsletter was mailed out to our MailChimp subscribers on July 5th. The newsletter included messages from Board President Janice Canning and Executive Director Yvette Salinas, the schedule for Online Summer Programming, info about our Unicamp Forever Fundraiser, a call for volunteers for the 2020-21 Board of Directors, and the revised August-October program schedule.</p> <p>All Newsletters are announced/linked on our social media sites (Instagram, FB). I am grateful for Jenny, Hauwa, and Nicole’s</p>	

		<p>contributions to creating content for and posting on our social media sites. Hauwa has started creating animated ‘Stories’ on our Instagram site—a great way to connect with our younger social media audience.</p> <p>The staff completed an amazing ‘passing the hat’ video was a big hit. The video was posted on our social media accounts and included in the newsletter. Other video clips are planned.</p> <p>Our website has been updated to reflect the changes to August programming and current booking options. Please have a look and let me know if you see anything that should be updated. The ‘Donate Now’ webpage now has a link to the ‘Unicamp Forever’ merchandise fundraiser, as initiated by Nicole.</p>	
Long Term Planning	Nicole	<p>Briefly discussed long term plans, still in the research and development phase.</p> <p>Developing policies that incorporate special recognition of Indigenous land and community</p> <p>Membership to Unicamp?? At present, only Institutional members have voting privileges per our Bylaws</p> <p>Fundraising campaign underway; virtual talent show was a success, dance to be held at the end of July.</p> <p>(See the Long Term Planning “5-Year Goals” report appended to these minutes below. **Please note that this is a draft report—a work in progress that has not been voted on by the board**)</p>	
New Business		<p>Condolence card will be sent to Cordero family regarding Nick’s death.</p>	
Announcement of next meeting, Closing words	Janice	<p>Tuesday, August 4, 2020, 6:00-9:00 pm Online</p> <p>Zoom URL: will be e-mailed to participants</p>	

Parking Lot:

- Emergency Order, impact on Unicamp 2020
- AODA 2020 requirements (Yvette/Janice)
- Update bylaws to take out individual membership option at next AGM (Rich)
- OCA membership and future accreditation (Yvette)
- Program Development support (Yvette, input from Iris)
- Kitchen menu/healthy food diet (Yvette, Theresa)
- Volunteer coordination (staff function) and volunteer roles (Yvette)
- Forums for public consultation (Theresa)
- Outreach - Sue Berlove
- Memorial Service for deaths/losses related to COVID-19

UNICAMP OF ONTARIO

LONG RANGE PLANNING

5 YEAR GOALS

Unicamp's mandate;

To organize, operate, and maintain camps with related services for children; we also provide and maintain facilities for programs, seminars, leadership conferences, and workshops for a variety of ages.

UNICAMP OF ONTARIO

LONG RANGE PLANNING

5 YEAR GOALS

Our charter states:

UNICAMP OF ONTARIO INCORPORATED For the following objects, that is to say:

To organise, operate and maintain camps with related services for Unitarian religious training of children and to provide, operate and maintain facilities for church and leadership conferences and seminars

EXCLUSIVE USE RENTALS

Weekends in May, June, September and October are under utilized. We have the opportunity to grow our revenue as well as our customer base.

We have many great reoccurring rentals and we also have the ability to grow and change into a more versatile site.

These rentals will help grow our audience as well as make income to support our children and youth programming.

Current Wedding Model

Damage & Admin Fee of \$600
Overnight - \$25 /person, 12.50/child
Day Pass - \$10 /person

Ex. 150 people, Friday - Sunday
25 people stay Friday night
\$625
75 people stay Saturday night
\$1875
75 day rate
\$750
Damage and Admin
\$600
Total - \$3850

Current "Private" Rentals 2020

June

Wild Ginger (5 days)
\$5633.50 Total Cost
Big Heart Dance Camp (5 days)
\$5,760.50

September

Housing Links (5 days)
\$2,075
Young Adult Weekend (3 Days)
\$1140

Costs for above are between \$20 - \$25/person/night

The current model works well for other rentals but is confusing and difficult to regulate. If we want to improve our off season income, this pricing model should be updated to be more appealing.

Moving to a flat fee that's not dependent on how many people stay overnight is easier to ensure accuracy and is also how the market works when renting a space without meals.

Advantages

- Growing our customer base
 - We have the opportunity to engage an audience who may not have been to camp before, These has the potential to be repeat customers
 - Include incentives like a discount to guest who haven't booked with us before
- Not take a lot of staffing needs from our end, but with a good amount of potential revenue

Challenges & Considerations

- What's the best way to open camp early and get everything done by the first rental?
 - We may need more paid staff onsite.
 - Why is it that only seasonal campers can be onsite during "private " rentals?

Next Steps

- What's the staffing costs for the spring and how long does it take to get camp ready
 - Can this be done in a week with extra staff?

SEASONAL ROTATION

Seasonal campers are a vital part of the Unicamp community, if we want to build a more sustainable, inclusive seasonal community, a rotation would greatly help that.

There are currently 21 names on the wait list and 30 occupied sites.

During a season we make the following (on average)

- Regular site - 2 adults \$38/night
 - 30 nights, we make \$1140
- Power site - 2 adults \$44/night
 - 30 nights, we make \$1320
- Seasonal site
 - 1 adult \$1245/season plus \$100 per additional adult

How it could work

- Hold a draw in September to see who gets a seasonal site for the next season
 - Each winner has 1 week to confirm their spot and pay their deposit. If they decline, we draw a new name
- After the draw, current seasonal campers are able to have until camp closes to move their items offsite,
- If seasonal campers need to store their items onsite (during the off-season) until they find a new storage space, they can pay \$400-\$500 as a storage fee (this is below market value)
- All items need to be offsite by the first weekend of May
- Once you accept a seasonal spot, you cannot be put back into the draw until everyone has the opportunity for their name to be picked
 - ex, if your name gets picked but you decline the spot, you cannot get picked again until everyone has a turn
- Reduce seasonal sites to 25, to expand our user-ship, making space for a wider range of campers from our member congregations. As it stands now, everyone would get a site every other year.

Advantages

- Makes camp feel more inclusive and community oriented.
- Builds excitement at a time when summer is ending and people are moving on from camp
- A more democratic and fair process for seasonal campers
- This would allow us to make more income on storage fees, and spend less time on seasonal dilemmas

Challenges & Considerations

- Are seasonal's able to move their items before camp officially opens?
 - We might need 1 person onsite before we open as an onsite contact
- Wanda's site - We need to hold true to her contract
- Need to present a united front, this is a way to breath new life into camp!
- What happens to sites that are not able to move their trailers?
 - Can these sites be at an additional cost that goes back to original builders?
 - Seasonal's can internally share their trailers if they want to

Next Steps

- Any questions that cannot be answered in this meeting I will work on for the next meeting.

SEASONAL ROTATION

Seasonal campers are a vital part of the Unicamp community, if we want to build a more sustainable, inclusive seasonal community, a rotation would greatly help that.

How it would work

- Hold a draw in September to see who gets a seasonal site for the next 2 seasons
 - Each winner has 1 week to confirm their spot and pay their deposit. If they decline, we draw a new name
- After the draw, current seasonal campers are able to have until camp closes to move their items offsite,
- Seasonal campers can pay \$100 per month to store their items until are able to find other arrangements.
 - This would only be between when camp closes to when it opens again.
 - What do we do with trailer that is still being used next season? Do we charge them the storage fee or maybe it's reduced
- All items need to be offsite by the first weekend of May
- Once you accept a seasonal spot, you cannot be put back into the draw until everyone has the opportunity for their name to be picked
 - ex, if your name gets picked but you decline the spot, you cannot get back into the rotation again until everyone has a turn
- As it stands now, everyone would get a site every 2 years.
- We would not implement this rotation until after the 2021 season.
 - This gives current seasonal campers time to adjust and figure out a way to move their items

Challenges, Considerations and Next Steps

- What is the date for Seasonal Campers to move their items pre-season? Who will be onsite for that?
- What happens to sites that are not able to move their trailers?
 - Seasonal's can internally share their trailers if they want to
 - Do we charge them a reduced storage fee or no storage fee?
 - We can recommend Luc to help with moving trailers or general labour
 - This would come at the cost and organization of the seasonal camper
- How do we deal with what site everyone gets?
- We need to put out a survey that asks for opinions and help, this survey would not be sent out until September at the earliest.
- Figure out what policies we need to create
 - Allowing trailers to be sold or rented
 - Sharing sites
- How can we make the rotation inclusive for BIPOC, LGBTQ+ and other marginalized persons.

OFF SEASON CHILDREN'S PROGRAMMING

A way to diversify our audience and make off-season income.

These logistics would need to be planned out, but 2020 is a perfect time for this.

We would tailor these specifically to what the group wants, Whether that is a day trip or overnight trips.

Pricing:

Around \$75 / day / participant

Day Trip for \$70 / participant

3 Days for \$225 / participant

Advantages

- Directly grows our mandate
- We just need to tweak our regular children's programming to make it work for this audience.
- Helps with income during the off season
 - We would be able to pay staff for a longer period of time
- School trips usually come with chaperones, so we would not need as many program specific staff
- An incentive for mature staff members to keep working at camp
 - If staff are in post secondary school, this allows them to start work closer to the end of their school year.
 - It's a chance to have more practice ex. kitchen staff

Challenges & Considerations

- We need to build what the programming will look like
 - Programming could be split with the school specific programming and Unicamp programming
- Needs marketing and outreach to find schools and groups that would be our target audience.
 - Homeschooling groups, nature schools, Waldorf, etc
 - Do we have contacts?

Next Steps

- What pricing model will make it worth while
- How many staff do we need onsite?
- Do we have an audience for this?

OFF SEASON CHILDREN'S PROGRAMMING

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Challenges, Considerations and Next Steps

- We need to make a mock program
 - This will help to make a specific brochure, figure out staffing needs and what our pricing model will be
- Needs marketing and outreach to find schools and groups that would be our target audience
 - Homeschooling groups, nature schools, Waldorf, etc
 - We need to make a database for us to reach out to
 - Can we start to reach out and see what the response is
- Do we have anyone hired this summer that can look into this?
 - Jenny and Yvette to advise

CHANGES TO REGISTRATION SOFTWARE

Currently we use two different registration softwares. Let's Camp & Planning Centre. Neither of these are decreasing staff workload. We need an intuitive software that is user friendly for both our customers and staff.

Camp Brain is a Canadian company that Yvette and Jenny have been looking into. This is one system that may be able to do what we need. It's also in the 2019 staff recommendations

Camp Brain works as a registration, hiring and fundraising software. We are able to create a comprehensive donor database with this as well as pull multiple types of lists and metrics.

There is more research to be done, but what we have right now is not working as well as it should be.

Fees for registration software last year

Let's Camp Fees

October 30 2018 - April 7 2020

Initial fee of \$1605.38

Yearly fee of \$2980 (average)

Planning Center Fees

January 2019 - May 7 2020

Yearly fee \$843 (average)

We could not find the initial fee

Advantages

- Save work hours
 - During all of the refunds and donations this year, it has take us 3 times the amount of work to get all the information we need

Challenges & Considerations

- We would need to make sure we can move all of our information over to the program we pick
- It would be a large initial fee, but if we are able to make it work for, the reward would be worth it.

Next Steps

- What is the pricing?
- Are we able to cancel the other two software without financial repercussions?
- Is it able to do everything we need it to?
- We need to take time to chat with Let's Camp to see if they can tweak their services to meet our needs.
 - This is a lot of work and may not be able to happen until after September

LAND RECONCILIATION

Unicamp resides on stolen land. It is our privilege to call this place our home and we need to both understand this privilege and try to do what we can to give back.

Implementation of a Land Reconciliation Fee

Start a fee for all reservations that go directly back to a local Indigenous community organization

- This fee could be around \$5 per reservation and have a different rate for seasonal campers and groups

Considerations & Next Steps

- We need to research and find an organization(s) for this
 - This could be a great way to make Unicamp more inclusive to Indigenous communities.
 - This organization may also be a partner for our BIPOC campership
- What fee would be accessible to our community?
- Do we have anyone hired this summer that can look into this?
 - Jenny and Yvette to advise

MEMBERSHIP TO UNICAMP

Some feel more connected to their faith through Unicamp rather than a congregation

Individuals can pay a membership fee to be a member of Unicamp.

- With this, seasonal campers and board members can be a member of Unicamp instead of the member congregations
- The hope for this is to start a community group that feels more drawn to helping camp rather than it being a far removed entity
 - Potential to include these people for specific board committees and other unicamp help
- There are workthroughs we would need to make at a board level.

Considerations & Next Steps

- What should this fee be and how often should it be paid
- Are there other perks we can include?
 - Discounted rates, or just voting privileges

ITEMS STILL TO BE EXPANDED ON

- FEDERAL INCORPORATION
- OCA ACCREDITATION
- NON-PROFIT/SOCIAL ENTERPRISE STATUS
- LONG TERM FUNDRAISING PLAN
- MAJOR UPGRADES

If anyone has capacity to do research into the topics above, please let me know.

I have started on most of the items but could use some help