

Campaign Planning Study



Summary of Findings

Rebuilding the Magic of Camp

Okanagan Anglican Camp

December 2025



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Purpose of the Study

M&M International was engaged to conduct a Campaign Planning Study for Okanagan Anglican Camp (Camp OAC) following the 2023 McDougall wildfire and the resulting need to rebuild and restore camp operations. The Study assessed Camp OAC’s readiness to undertake a fundraising campaign and evaluated the attainability of a proposed \$3,953,000 rebuild and expansion plan over five years.

Study Overview and Methodology

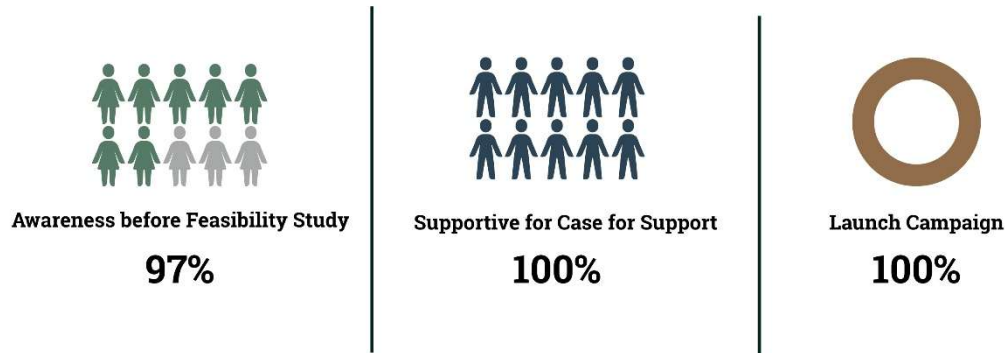
In collaboration with the Campaign Planning Study Steering Committee, M&M International used a systematic methodology that included:

- Developing a Preliminary Case for Support and inviting a broad cross-section of supporters to participate.
- Issuing invitations to 69 potential interviewees.
- Conducting 36 confidential interviews with 46 participants (October 20–24, 2025).
- Holding three open forums: October 21, 2025 (supporters) and November 27, 2025 (clergy), with approximately 26 attendees in total.
- Collecting 9 additional responses through an online survey.

All input was gathered through questionnaires and compiled in a central database. Individual comments were treated as confidential.

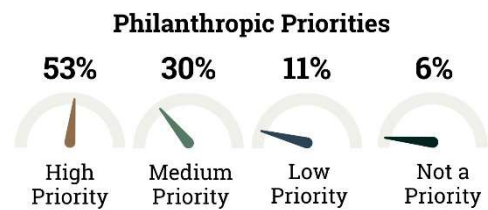
Key Findings at a Glance

This Study delivers a clear mandate to move forward — with important guidance on phasing, governance, communications, and realistic goal setting.



Nearly everyone we heard from already understands both the urgency and the opportunity before Camp OAC. **Awareness of the wildfire impact is essentially universal (97%),** and there is **unanimous support (100%)** for rebuilding and restarting camp programming. Just as importantly, there is a clear mandate to move forward with fundraising: **100% of respondents said Camp OAC should launch a campaign,** and **94% believe the wider community would support it** (with **6% unsure** and **no one opposed**).

When it comes to how people want to give, supporters signaled a strong preference for a structured, pledge-based approach. **Most donors prefer to contribute over time,** with **77% indicating a five-year pledge** rather than a **one-time gift (17%)**—a helpful indicator for campaign planning and cashflow.



What Supporters Value Most About Camp OAC

Participants consistently described Camp OAC as a place of formation, belonging, and joy. The most frequently cited strengths included:

- Deep community, belonging, and relationships ("camp magic"; multi-generational connections).
- Natural setting and rustic simplicity, including an "unplugged" experience.
- Inclusive and welcoming culture with few barriers to participation.
- Strong programs for children and youth, including leadership development and wholesome outdoor activity.
- Leadership and staff who provide a safe, caring environment.

Opportunities to Strengthen Confidence and Sustainability

Supporters also identified priorities to address as part of pre-campaign readiness and long-term sustainability:

- Facilities and infrastructure: replacing aging buildings and moving from repeated "band-aid" repairs to durable, cohesive rebuild solutions.
- Governance and accountability: establishing a fully functioning Camp Board with strong skills and clearer decision-making and oversight. Relationship or oversight by the Diocese needs to be significantly improved to create a more effective and transparent relationship.
- Accessibility: improving barrier-free cabins, washrooms, paths, and lighting; embedding accessibility across the site for summer and year-round use.
- Maintenance capacity: strengthening staffing and resourcing so program teams can focus on campers rather than ongoing repairs.
- Communication: clearer, regular updates to supporters, parishes, and the Diocese; improved visibility and signage for Camp OAC.

The Case for Support

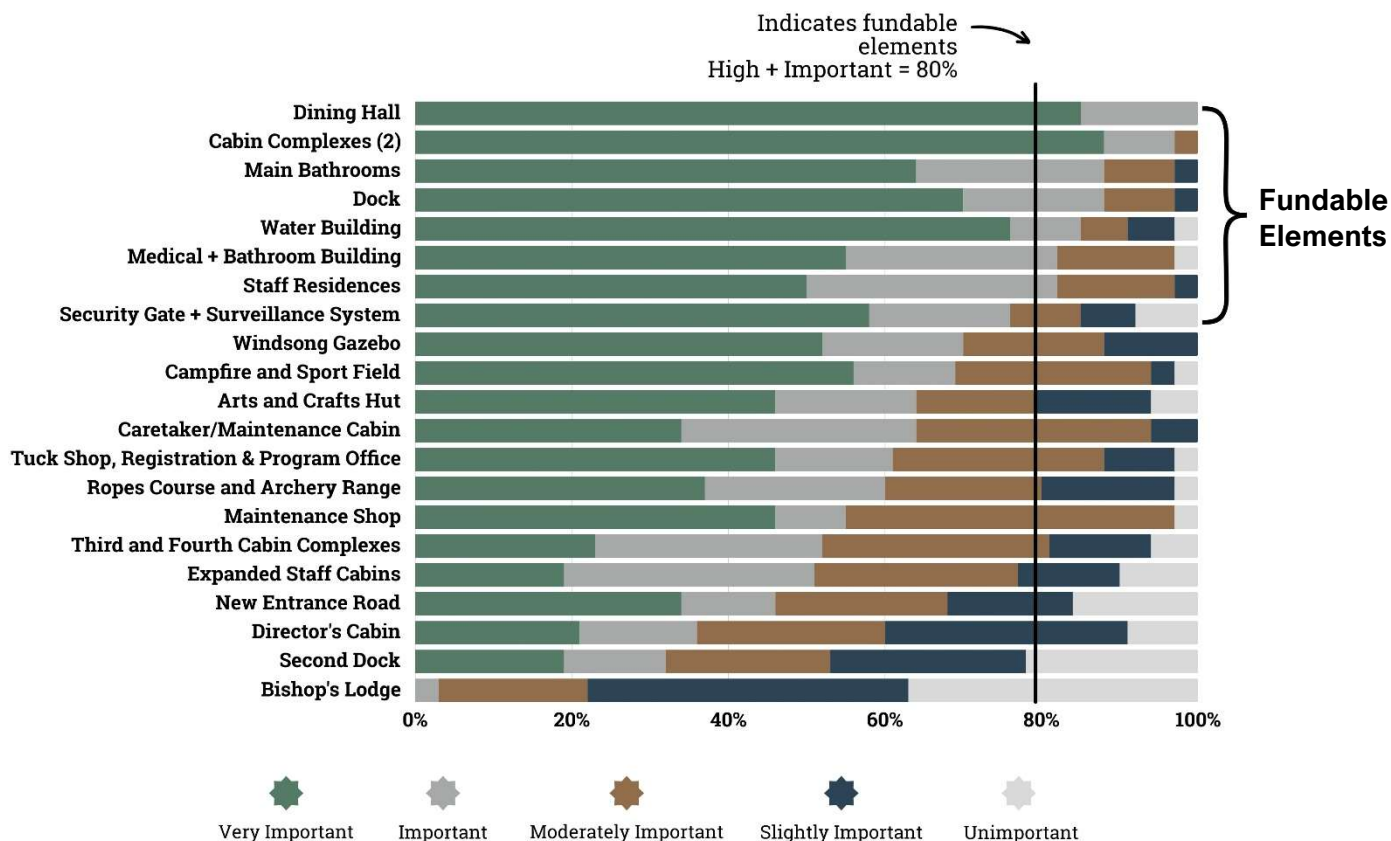
The study gathered valuable feedback on the Preliminary Case for Support to assess its effectiveness in securing support for the proposed fundraising initiative. Key elements were ranked by participants based on their perceived importance, with a combined "very important" and "important" ranking of 80% or higher deemed fundable.

Core, Highly Fundable Elements (80%+ combined support)

These priorities were viewed as essential to reopening camp and supporting both programming and rentals:

- **Dining Hall (100%)** — universally seen as the *heart of camp* and a key driver for community life and rental capacity (some requests for clarity on size/design).
- **Cabin Complexes (2) (97%)** — top physical priority; strong emphasis on safe, camp-like accommodation, accessibility, and flexible use for campers and renters.
- **Main Bathrooms (88%)** — framed as a dignity, cleanliness, and accessibility need, with strong calls for inclusive design.
- **Dock (88%)** — strongly supported for waterfront safety and core programming.
- **Water Systems & Utilities (85%)** — support increased once understood as foundational infrastructure; respondents recommended clearer naming and explanation of its purpose.
- **Medical / First Aid Space (82%)** — valued for child safety and wellness; some suggested combining/co-locating for efficiency while keeping it dedicated and secure.

- **Staff & Leadership Housing (82%)** — supported to enable strong operations; respondents want clarity on bed numbers, staffing model, and whether it can be phased or used flexibly.



Moderately Supported / Conditional Priorities (60–79%)

These elements are valued, but respondents often suggested phasing, reframing, or sizing them carefully so the campaign remains focused on reopening essentials:

- **Security gate / access control (76%)** — supported for safety and vandalism prevention, though “surveillance” language raised concern.
- **Windsong Gazebo (70%)** — beloved gathering/program space and symbol of “camp magic,” though some felt it could be later-phase.
- **Campfire area & sports field (69%)** — valued for community-building and play, with a need to address fire safety and compliance.
- **Arts & crafts hut (64%)** — appreciated, but many felt it could initially be accommodated in the dining hall.
- **Caretaker / maintenance cabin (64%)** — seen by many as helpful for year-round stewardship and maintenance, with some recommending a smaller or later build.
- **Tuck shop / registration / program office (61%)** — helpful for guest experience and smoother arrivals, but could be phased.
- **Ropes course & archery range (60%)** — seen as “nice to have” programming; insurance/cost questions suggest careful scoping.

Lower Priority / Requires Change (40% or less)

These elements are not strong fundraising priorities in their current form and should be deferred or reframed:

- **Director's cabin (36%)** — generally viewed as a later-phase need; many suggested using staff housing initially.

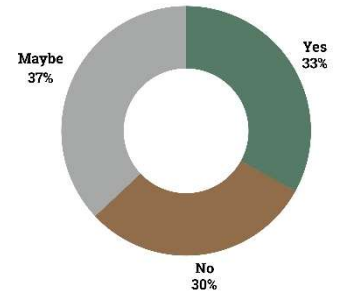
- **Second dock (32%)** — not seen as essential; could be future-phase unless clearly tied to safety/program management.
- **Bishop’s Lodge (3%)** — **not fundable in its current form**; strong recommendation to **repurpose** or defer.

Leadership And Volunteerism

The Study indicates **strong leadership potential and a healthy volunteer base** to support a campaign. Many participants expressed willingness to help—especially if roles are clear and training/tools are provided—and a confidential list of recommended leaders was provided to Camp OAC leadership.

Key indicators

- **70%** would consider serving on a Campaign committee.
- **56%** would be willing to connect with potential donors in a peer-to-peer way.



Goal Attainability and Financial Support

The Study indicates strong enthusiasm to rebuild and reopen Camp OAC but also reflects practical uncertainty about the ability to raise \$3,953,000 in charitable gifts without a stronger pool of early leadership gifts.

Key financial and planning observations include:

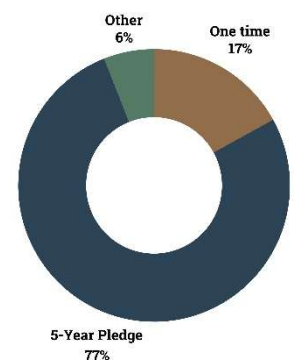
- Among respondents who provided indicative giving ranges, potential gifts clustered from \$1,000 to \$100,000 over five years, with one respondent signaling a gift of \$100,000 or more.
- The group consulted would contribute an estimated \$392,000 in gifts, with an estimated average gift range of \$10,980 (low) to \$19,932 (high).
- The Study did not identify firm commitments to enough gifts in the \$250,000 to \$1,000,000 range typically required for a \$3.95M charitable campaign target.

Recommended campaign goal: M&M International recommends a **five-year campaign goal of \$800,000 to \$1,200,000**, contingent on implementing the recommendations in the full report and retaining professional fundraising support. When combined with existing insurance reserves of approximately \$2.6M, this suggests an overall funding pathway of approximately \$3.4M to \$3.8M toward priority rebuild needs.

Giving Options and Guidance

Participants expressed strong support for a campaign that offers **clear, practical ways to give** and invites both immediate and long-term generosity.

- Most donors indicated a preference for **multi-year commitments**, with **77% favouring a five-year pledge** (compared with 17% who prefer a one-time gift), reinforcing the importance of a structured pledge program.
- Respondents also generally support **recognition and naming opportunities (87%)** provided recognition is **tasteful, values-aligned, and focused on honour/memorial giving rather than overt commercial branding**.
- While only **15%** currently include Camp OAC in their Will, **62%** of those who have not would consider doing so, suggesting strong potential to introduce a **simple legacy giving option** alongside the campaign—particularly to support long-term sustainability priorities such as a camper bursary fund and future capital needs.



Recommendations

The Study confirms strong support for rebuilding Camp OAC and outlines practical steps to strengthen readiness, focus the plan, and set the campaign up for success:

1. Strengthen governance and accountability (first priority)

- Establish a fully functioning **Camp OAC Board of Directors** with key skills (finance, HR, legal, communications, fundraising).
- Clarify the **relationship and decision-making structure** with the Diocese of Kootenay to build confidence and trust.

2. Revise the Case for Support and costing

- Refine priorities so the plan is **clear, achievable, and focused on immediate needs**.
- Ensure full costing includes **site preparation, program equipment/furnishings, and contingency**.

3. Reduce scope and phase the project based on priorities

- Focus Phase 1 on the highest-supported elements: **Dining Hall, Cabin Complexes (2), Main Bathrooms, Water Systems, Dock, Medical/First Aid space, and Staff Housing**.
- Include other valued elements (60–79% support) **as funds allow**.
- Re-evaluate or defer lower-priority items: **Bishop's Lodge, Director's Cabin, Second Dock**.

4. Increase communication and transparency

- Provide **consistent, clear updates** so supporters understand the plan, phasing, and how to help.
- Use multiple channels (in-person updates at local churches, online communications), with **bi-weekly updates** as a minimum and a full communications plan as a pre-campaign activity.

5. Campaign goal and approach

- Begin with a **Quiet Phase** to meet with leadership donors, confirm resonance, and finalize the goal.
- Recommended campaign target: **\$800,000–\$1.2M over five years**. Overall plan to include Campaign goal and funds on hand from insurance.
- Aim to secure **50–60% of the goal** before the public launch to build momentum and confidence.

6. Campaign parameters

- **Five-year pledge period**.
- **Every-supporter visit** approach to build ownership and participation.
- Pursue **grants and foundation support** once plans are finalized.
- Launch a **legacy giving program** (including support for a camper bursary fund and future capital needs).