



Daybreak Point Bible Camp Society on Anvil Island, Howe Sound

MINISTRY PLAN

EXECUTIVE COMMITTEE WORKING DOCUMENT
FOR THE PERIOD 2008-2015



TABLE OF CONTENTS

Introduction..... 3

Guiding Principles 4

Ministry Parameters..... 6

Vision..... 7

Structure 7

Capital Project Development 7

Communication 7

Sessions..... 8

Financial Development 8

Facilities and Operations 9

INTRODUCTION

PURPOSE:

This is a working document by which the Trustees, Executive Committee and interested parties define the direction our camp ministry for the next 5-10 years – who we are and where God is calling to do. The objective is to carefully think through out direction so that we can make better decisions as we move the society forward in fulfilling our mission.

OUR MISSION STATEMENT:

Anvil's mission statement defines, in a larger brush stroke, what God is calling us to do.

Encouraging campers to encounter the love and life of Jesus Christ through:

- ❖ *Christ-centred teaching and programs*
- ❖ *Christian Community*
- ❖ *Personal relationships and*
- ❖ *A safe and fun camp experience*

This is our defining statement that we must realign all of our activity to ensure that our plans and efforts are uniting us to achieve our mission. We have done this at Daybreak Point Bible Camp for over 60 years. We are so fortunate to be rich in history. Thousand of people have served God at Anvil and we must appreciate that history and recognize God's goodness through out the years. At the same time of respecting our history we cannot be confined to it. We must always be seeking God for the Spirit's direction. The culture we live in is always changing so we must be willing to adapt *how* we fulfill our mandate without compromising the message of the Gospel. Ultimately we want Daybreak's ministry to bring glory to God.

LEADERSHIP:

We are agents of the Holy Spirit. We are his hands and feet carryout the mission God has given us. God requires that Leaders lead. That is the purpose of this document. To put forth the vision and direction of the ministry so that we call can carry it forward. **UNITY IS KEY**, without it, we will flounder. Our goal in putting this working paper together is to bring unity amongst the various leadership levels of the camp by describing the course that the ministry will take for the next few years.

LAYOUT OF THE MINISTRY PLAN:

This Ministry Plan will outline the **Principles** that will guide our society then set out a **Vision** of what Anvil will become over the next 5-10 years. Finally, the plan will become more tactical in how to achieve what the vision describes with timeframes and resources.

GUIDING PRINCIPLES

Our Guiding Principles are the values that our ministry holds to as we plan, develop and operate the camping ministry that God has called us to do. These principles will help give more definition to our mission statement. We must ensure that the tasks and decisions that we do at camp will be done with a view of these 8 principles. There is no specific order for the Principles as they work in conjunction with each other to build synergy of the Anvil ministry.

1. CAMPER WHOLENESS AND SAFETY

For each camper, we will strive to develop them in mental, physical, social, emotional and spiritual wholeness. This formation will be done with biblical teaching, Christian fellowship, mentoring relationships all within a safe and fun camp experience.

2. BIBLICAL BASED

We will strive to be biblically based as we encourage campers to encounter the love and life of Jesus Christ. We will focus on teaching the campers and staff the biblical truths as the core of their spiritual formation. We will hold true to our ministry's statement of faith.

3. GOSPEL RELEVANCE TO THIS GENERATION

We will strive to present the Gospel of Jesus in the most relevant means available to the campers of the current day. We will never reduce nor "water down" the Gospel to make it "easier" for people to accept but we will present it in a manner that campers can readily understand and embrace the freedom and forgiveness that the Good News brings.

4. VOLUNTEERISM

The foundation of Anvil's ministry is volunteers. We will strive to broaden the base of our volunteers to create an open team environment to work together to show the love of Christ. We will honour the donations of individuals who support the ministry by being responsible with their gift of time and funds. We will treat all our volunteers with respectful and celebrate our diversity with unity that comes from the Spirit.

5. STAFF LEADERSHIP DEVELOPMENT

While we utilize our volunteers and paid staff to carry out the ministry at Anvil, we will support them in their spiritual formation, gifting, skill and leadership development. We will utilize the model of "giving and growing" – giving service to the work of Anvil while growing as a follower of Christ. We will continually develop new generations of Christian leaders through their service at camp. Our desire is that these developing leaders attain their full potential at Anvil so that they can impact their churches and those around them.

6. RELATIONSHIPS IN COMMUNITY

We value the relationships we have in our Christian community. While we acknowledge that there will be disagreement about issues, we will strive for unity within relationships. We will always consider people before programs and procedures.

7. STRATEGIC LEADERSHIP

We strive to be strategic in our vision and intentional in our implementation. We will utilize the diversity, creativity and ingenuity of our volunteer leadership teams to guide and manage the ministry in the most effective and efficient way while always keep in mind that people come first.

8. QUALITY & EXCELLENCE

We will strive to delivery quality and excellence throughout the ministry. We will be financially prudent and resourceful while maintaining excellence in our programs and facilities. We will not cut corners and reduce quality to save a buck.

9. STEWARDSHIP OF THE ISLAND

We will strive to maintain the camp in the natural beauty that God has created it. We will protect the camp setting through proper care of the landscape with minimal environmental interference. We will purse sustainability by reducing negative ecological impacts through recycling, consumption reduction and alternative energy sources where they make financial sense.

MINISTRY PARAMETERS

Before we can begin to develop a plan for change, we must start by recognizing the elements of our ministry that we not change. This is a result of either change being at least very difficult, if not impossible, or not desired. The “difficult” changes would be our island location or natural resources (water supply) whereas undesired changes would be altering our volunteer emphasis. As the old adage goes “if it ain’t broken, don’t fix it” and for the Daybreak there are many things that “ain’t broke”.

1. Our camp property provides a wonderful facility for us to carry out our ministry. As we acknowledge that fact we must also accept the limitations that our island property brings.
2. We are limited to the resources available such as water, sewage treatment, energy, etc.
3. Operation season – due to the weather conditions and the camp is only accessible between March to November.
4. Count of campers and staff should be maintained and thus all building should support this number
5. Continue to be approved by BC Camping Association as makes most sense to our ministry and our ability to maintain.
6. Volunteers as the basis for ministry
7. Development of staff – key requirement to maintain the volunteer base of the camp ministry
8. Distinctiveness of sessions – each of the summer camps is independent

VISION

Vision is about seeing both the present and what the future can be. It is know that if we want to have different results in our ministry then we cannot continue doing the same things. We need vision for what the ministry will become so we can all move together to make that vision become reality. The next part of this document outlines the areas that we see changing so that we can create a new common reality for the Anvil Camp Ministry.

STRUCTURE

1. Trustee membership – we will explore different ways in which we can effectively expand our Trustee and Support base. This will also involve improved ways to engage the greater Anvil community.
2. Paid Staff – we will review the current staff structure to ensure it is the best match for our means of carrying out ministry. We will review the role of the camp administrator to see if we should expand it into a full-time and how this role should Camp Manager, other staff
3. Improved organizational structure – more definitions of committee roles especially the Executive with Trustees

CAPITAL PROJECT DEVELOPMENT

1. New staff building to replace existing facilities of hospital, old workers & Arbutus. This new building will also recognize the fact that a significant portion of the volunteering is done by families.
2. Dining Hall – we will need to replace the dining hall over the next 3-5 years
3. Lodging for part-time caretakers – with our new operational structure of full-time and part-time caretakers we will need to provide suitable lodging for both caretakers while they are on the island. These buildings need to be self-contained allowing the caretakers to have their separate and private areas on the island.
4. Redevelop Waterfront area – we will look at a plan to redevelop our waterfront area to provide more activities and place were the campers can congregate together. This would involve replacing the existing pier and establishing a new float system that will also be able to handle the loading of the boat that bring the camper up each Saturday.
5. Outdoor Chapel – the existing outdoor chapel needs to be replaced with a new facility either on the current site or a new one.
6. Long term access to the island – although it is not a pressing issue at the time we want to consider strengthening our position with the purchase of a site on the mainland to provide better access to the camp all year round.

COMMUNICATION

1. Website development – we will continue to develop our website as an information touch point for our ministry. We will utilize it to reduce the amount of back office data entry work that our office staff would have to do and increase the “self-serve” functionality for all our members.

2. Communicating to the “We are Anvil” – we will set out a plan to regularly communicate to the greater Anvil community. This will take advantage of newsletters, email blasts, banquets to improve the communication and thus the involvement of the many Anvil supporters.
3. Name and logo – we will review longstanding logo of the camp to determine if a change/update is required. We will also look at the name situation that has developed with the terms “Daybreak” and “Anvil”. Although we are called Daybreak, the term Anvil is often used with reference to the camp. We will assess this situation and determine what is the best method to move forward to deal with the name situation.

SESSIONS

1. Additional weekend camps – we see the opportunity to develop additional Anvil camps to further the effectiveness of our ministry. We are working towards having a teens follow up weekend for this coming year with other opportunities where more specialized weekend camps such as a single moms group or parent/child camp.
2. Ongoing camp follow-up – one of the struggles all camps face is the follow up after camp has ended. We will evaluate what the best method that this can be done. We will look at opportunities to develop a year round resource centre for camp staff at our office – establishing partnerships with other Christian organizations (Churches, YFC, Young Life, UGM).
3. Separate CIT/LIT program – we will consider the opportunities of developing a separate CIT program during the summer. This program would utilize the lodge building once the new staff lodging is completed.
4. Review age range and timing of each session – the current session structure has been passed down through out the years. We will review the current sessions structure to ensure it is the most effective structure for our ministry. We will look at such questions as “do we have the correct balance of junior teens to senior teens ratio” and “is there still the need for an all boys and all girls camp?”
5. Building strong succession for each camp – we will continue to work at building strong succession plan for each session so that the momentum and strength of each week can be preserved.

FINANCIAL DEVELOPMENT

1. Support base growth – we will set goals for increasing at expanding our support base in the areas of pre-authorized monthly givers and annual givers.
2. Fundraising – for our larger capital development we will look at the opportunity to involve and hire external fundraising organizations to help direct us in this area.
3. Review pay structures of staff – we want to ensure our staff are paid appropriately for what they do. We will also look at the possible option of allowing a staff member to raise a portion of their own support
4. Fee Structure – Each year we will continue to review our fee structure keeping it affordable for our situation.

FACILITIES AND OPERATIONS

1. Rental levels – we will review our rental agreements and prices to ensure we can maximize this revenue source. We will also determine the opportunity to provide food and cleaning sources for group wanting to use the camp but not be responsible for this area of operation.
2. Alternative energy sources – as energy costs continue to increase we will examine the opportunities of adding alternative energy sources such as wind, solar and mini-hydro to power the camp during the on and off season time.