

## Harmattan NEXT GENERATION | Event Questions

QUESTION	ANSWER
<p>Are we concerned about the cost of creating two or more of the same kinds of services (e.g. kitchen and dining, etc.)?</p>	<p>The camp size and geography (the Little Red Deer River runs through the property) lends itself to the development of multiple use areas that can operate separate and simultaneous. Certainly creating multiple self-serving areas requires greater capital, but will allow a diversity of guest options and ministry programs. The key will be to develop each area to properly suit its needs and maintain sustainable operations. While one direction could be to create one large facility, the distances and logistics between areas of the camp are not ideal; at this time we are pursuing full development of the camp, including multiple, independent site areas.</p>
<p>Why don't we advertise in the "Summer Camping Guide" that is sent out in March to Red Deer and Calgary?</p>	<p>We have chosen to advertise in the Admazing Savings (annual coupon book) because of the cost and constant advertising that it provides. Any "print" type ad has a small shelf life (maybe one or two days) where a coupon book for the same cost stays with a family for an entire year. We have seen our rental income increase from the Admazing Savings book.</p> <p>Last year, we ran SHINE FM ads in Red Deer and Calgary, and saw no benefit from this.</p> <p>Our best advertising that we have found is two front:</p> <ol style="list-style-type: none"> <li>(1) Word of Mouth from friends of Camp Harmattan</li> <li>(2) One day discount day (Last year – 140 people registered for summer camp)</li> </ol>
<p>Is there any possibility that accommodations for seniors could be prioritized a little sooner?</p>	<p>Part of the beauty of camp has been the wide demographic that it can serve. Recently, the need for better accessibility is evident, and the hope is we can incorporate this, particularly lodging, as soon into the development as possible.</p>
<p>Would we consider partnering with another denomination in order to sustain the camp?</p>	<p>Ambrose is a good example of what partnering can do. If providing a venue for faith development is our end goal, then we don't have the "corner" on this market.</p>
<p>Is it possible for the District to provide regular funding to the camp from their finances? Or could camp be supported from Missions budgets?</p>	<p>We could begin supporting regularly, but other things would have to be eliminated as our income is already fully allocated out (e.g. Staffing, servant leadership scholarship).</p> <p>We must be mindful that we also have another camp on the district that is struggling financially, as well as several churches that are struggling more than Camp Harmattan. They are also trying to do ministry and have older buildings and are ministering year round.</p> <p>The district has given Harmattan grants and loans. We also host Family Camp on-site. A large offering is given every year.</p>

	<p>There's always more funds to go around if more money comes into the GTO!</p> <p>The best way for camp to receive support is through individual donations or through churches in our district sponsoring children and youth from their church to attend camp. For example, a church might pledge and send money for eight kids, but only end up sending six kids, and the families of three of them might fully pay their own registration. Therefore, the church has donated money to help subsidize other kids and assist with the general operations. At the end of the day, we want more kids and people to experience the life-saving message of Jesus.</p>
<p>Will we be getting a loan to pay for some of this or is it all donor funding up front?</p>	<p>Camp Harmattan as the operators do not have the ability to borrow money. The Canada West District as owners do. Borrowed money is a good tool if used in a well-planned situation.</p>
<p>What's involved in changing our camp from non-profit to for-profit? Does that help us?</p>	<p>Good question! We can look into this further. I do know that going for-profit will require us to pay property taxes, GST, and Harmattan will not be able to offer donation receipts.</p> <p>However, I would be surprised if it would be of benefit and may trigger a loss of control as to how we operate.</p>
<p>Have we taken into consideration the additional expenses (staffing, upkeep, etc.) with additional facilities?</p>	<p>The new development will come with increased operating costs, but the types of development will be such that they can handle these expenses at a sustainable level. We experience first-hand the difficulty of having a building that is more of a burden than an asset to operations when considering all factors, so developing new facilities that stabilize and support the ministry of the camp is important to the vision of a lasting Camp Harmattan.</p>
<p>Would the youth side be able to function during the winter? E.g. Would the sewer lines freeze up?</p>	<p>All existing services would need to be reviewed and likely replaced to ensure they meet the Alberta Building Code, including their ability to operate through the winter months. This area of development and the extent of updates is quite unknown until it is fully investigated.</p>
<p>What works better for the Camp – a one-time gift of \$1200 or monthly gifts of \$100?</p>	<p>Monthly giving with tools like "Canada Helps," is by far the best approach. CH then knows what to expect, and even with everyone's best intentions to give that \$1200 check each year, it is easy to forget. We firmly believe that a large group giving a small amount each month will help us begin to be able to do sustained projects at camp throughout the year rather than having "high" and "low" times of financial resources throughout the year. A consistent monthly amount allows us to budget and plan accordingly for the different projects that need funding throughout the year.</p>
<p>Is it possible for the General Church to support the camp with a grant of some sort?</p>	<p>We will ask. We could also ask the National Board.</p>

<p>Has there been any consideration given to selling a portion of our property to gain needed capital?</p>	<p>The camp is committed to developing the land that we have. We are grateful for this land and opportunity. If the ambitious development plan does not become feasible, it might be an option that is considered, along with many other 'Plan B' avenues.</p>
<p>Have we attempted to streamline expenses in light of reduced income in order to avoid our current deficit situation?</p>	<p>We have been trimming costs and finding ways to be more efficient every year that I have been involved. We are very "bare bones" and are in at the point where trimming could affect programming. Through staff efforts of attracting 60 volunteers this year we have been able to maintain excellence. Every budget year, we are constantly evaluating what we can do more of with less financial strain to the camp. Unfortunately, the largest cost of camp is the infrastructure insurance costing \$55,000 a year in addition to the repairs and operating expenses that are needed. The staff have implemented cost savings strategies and each staff member is responsible to generate revenue (whether in school group rentals, volunteer staffing, or an increase in summer student registration).</p> <p>As a point of reference, this was the smallest summer staff team we had in over 15 years.</p>
<p>Is consideration being given to sourcing a used bridge?</p>	<p>Yes, consideration has been given to installing an existing/used bridge. Once the bridge design and specifications are complete (including span and load requirements) we will be able to explore what existing bridges are available for potential use by our camp.</p>
<p>Has there been any consideration to build the Main Facility (on SW portion of land) first? (When people actually see something big and new happening they then want to become involved / invest)</p>	<p>Yes, this has been considered, however there are many other factors being considered. While it still could be a possibility that the phasing plans change, some of the current reasons that access to the youth side and the youth side Dining Hall are being considered as the first phase instead of the Main Central Facility are:</p> <ol style="list-style-type: none"> <li>a. This directly supports and upholds the purpose and tradition of 'kids camp' by stabilizing the youth side</li> <li>b. Construction of the new Dining Hall on the youth side can be done in the offseason with a bridge in place, and therefore not interfering with 'kids camp'.</li> <li>c. The existing Dining Hall and ancillary facilities (excluding Lodging and Washrooms) require immediate replacement – there is not enough life remaining to wait a few more years while other buildings are being built.</li> <li>d. Investing in the access (bridge) and Dining Hall facility would require less capital than the major Main Central Facility, and is phased (Bridge first then Dining Hall) and therefore much more manageable to complete sooner from a capital cost perspective.</li> <li>e. The completed Youth Side phase results in a fully functional four-season option for off-season ministry and guest rentals, greatly shifting the financial situation to a more sustainable and supporting operations.</li> </ol>

<p>Is there a timeline for these developments?</p>	<p>The timeline question is tough to answer because there is no 'start date' in place (yet). There has been some background work completed that will save some time once the 'green light' is given. Once the phases proceed, it would be fair to estimate the access phase (bridge) to take one year, and the Dining Hall construction another year. Keep in mind that with our site being spread out, construction could take place on multiple phases at once, with the main prohibiting factor being available funds. Otherwise, there is nothing to say that all four locations of camp cannot have ongoing work at the same time, hypothetically. On the flip side, unearthing existing services and renovation site work comes with large unpredictability.</p>
<p>What about RV Storage as a revenue generator? Has this been considered?</p>	<p>The Camp Harmattan land is zoned as a Parks and Recreation District (P-PR). Typically, RV Storage is reviewed on a discretionary basis for Agricultural Districts. There are many steps and requirements for providing RV Storage. Whether the question is referring to designated storage or long-term placement on a campsite, we would need to undertake discussion to see if this is something the camp should consider to invest the time and resources needed for this setup either now or in the future.</p>
<p>Does the Kid's Camp still need to be subsidized?</p>	<p>As we continue to see growth in the number of students who are attending camps and as we see the camp sizes becoming fuller (close to sell-outs), the subsidy for kids' camps becomes less. This year, Camp Harmattan will subsidize around \$15,000 from its budget to cover kids' camp (this includes infrastructure, programming, food, and staffing costs). The break-even place for us with kids' camp is around the 400 kid mark.</p>