

2026/ Canonicus Ministries



# SHAPING THE FUTURE MINISTRY AT CANONICUS



**PRESENTATION BY CANONICUS MINISTRIES (CMI) LEADERSHIP TEAM**



# Canonicus Ministries Inc. (CMI)



Changing lives  
& communities  
with the good  
news of Christ

# AGENDA

- 01** CMI Vision for Ministry at Canoncus
- 02** CMI Provides Financial Benefits to ABCORI
- 03** Persuade YOU that CMI is the best ministry option for the Canoncus property
- 04** Creating time for Q&A and dialogue



# EXECUTIVE SUMMARY



1. Identify how the use of the property aligns with ABCORI'S purpose and mission.
2. A business plan, includes an organization description; market analysis; staffing and management; services provided (ministry); customer segmentation; marketing plan; logistics and operations; and detailed financials is presented.
3. The immediate and ongoing financial benefit to ABCORI.
4. Insurance coverage issue was resolved and CMI was granted 501(c) 3 status by the IRS
6. Details of the strategic plan to achieve outcomes and other relevant data in Fact Sheets available upon request.

NOTE: This slide deck is the OVERVIEW. The FACT SHEETS contain more details.



We are a group of American Baptist pastors, leaders, and supporters who believe God is not finished with changing lives and communities at the Canonicus Camp and Conference Center. A bold and visionary opportunity lies ahead of us and we are prepared to step into that future with the Holy Spirit.

We represent the wishes of hundreds of Canonicus alumni and friends who want to see this vision achieved. Short bios are attached to the end of this presentation to indicate the multiple gifts, abilities, and experiences the current board brings to the table.

# Organization Description



1. The Canonicus Ministries Inc. is a non-profit religious organization incorporated in Rhode Island in 2025. IRS status as a 501C3 tax exempt organization has been conferred.

2. The mission is “to advance the spiritual well-being of members of the American Baptist Churches of Rhode Island and other churches of the Christian faith and the well-being of the general public through youth, adult, and family camp and conference programs.”



## Shared Beliefs

CMI is American Baptist in terms of its leadership and its network of alumni, friends, and supporters. (700 plus).

## Shared Ministry

Canonicus is a 'shared' ministry by the 'association' principle of local churches pursuing mission objectives.



# Alignment with ABCORI's Purpose & Mission

## Fact Sheet Detail

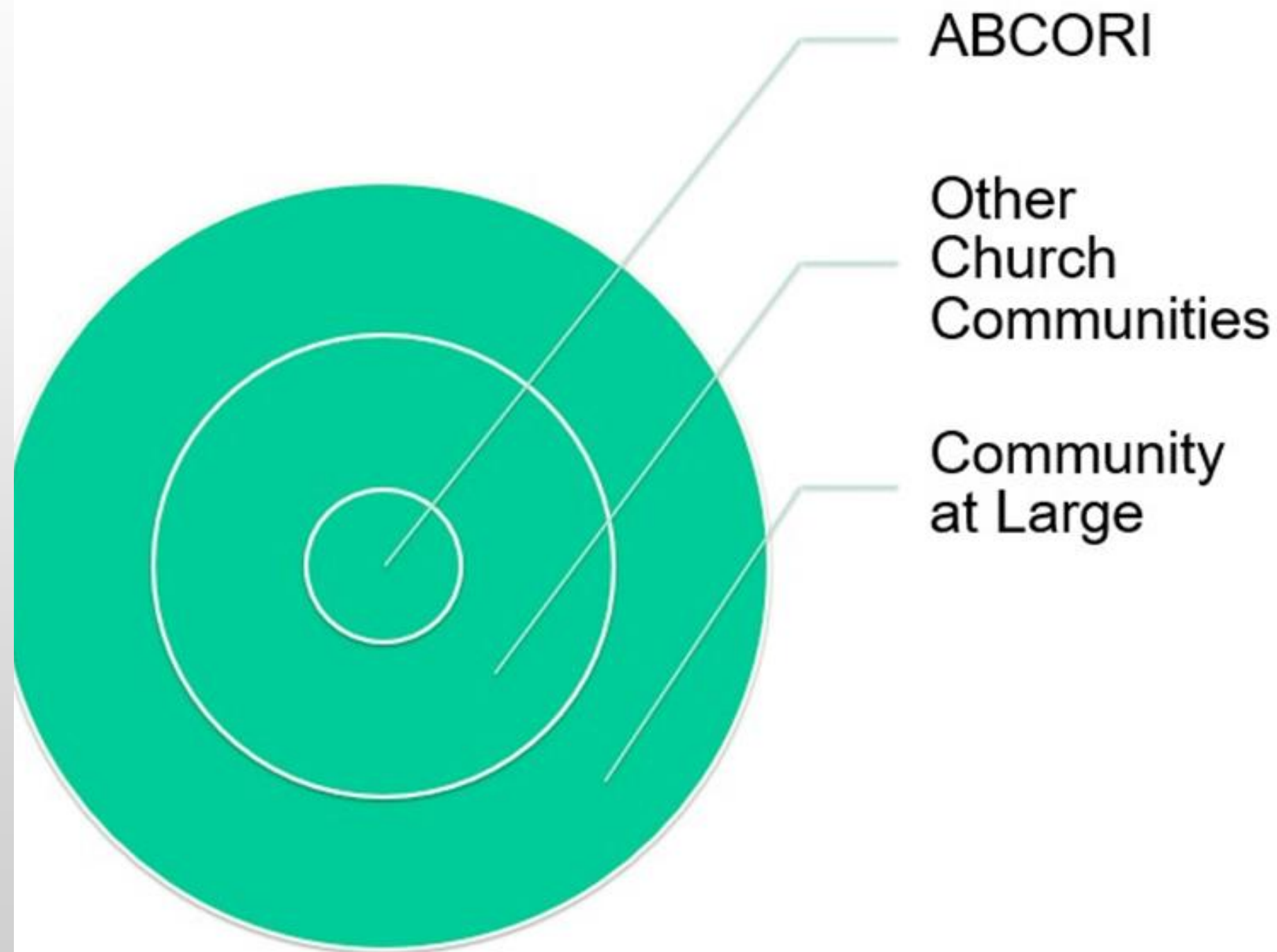
Read the essay from Rev. Dr. Hartman in a Fact Sheets to supplement this presentation & find:

- A historical description of the 'association' between Baptists for shared work
- Description of how the Canonicus mission aligns with ABCORI's recently stated mission and purpose and values:
  - Promotes Shared Ministry; Equipping & Resourcing Leaders & Congregations; Prophetic Voice; Proclaiming Good News; Transforming Lives



# CMI Mission and Structure

## CMI is Missional



## TEAM OVERVIEW

### Internal Structure

- Board of Directors
- CEO
- Staff & Volunteers

### Member Skills

- Experienced board
- Camp & Conference ministry/ pastors/ successful businesses

### Responsibilities

#### The Board:

- sets vision
- supervises a CEO to achieve the vision plan through
  - \*other staff;
  - \*volunteers; and
  - \*donors.

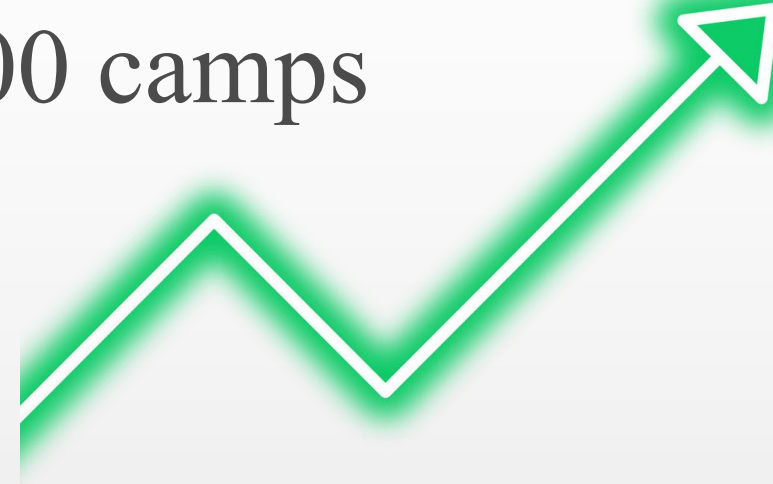


# Market Analysis

## The Big Picture – Ministry Opportunity – Camping is not DEAD

American Camp Association: 20,000 camps

- 26 Million campers per summer
- Total youth camper count is increasing nationally (1)



## American Baptist Camps are successfully enrolling campers & conferees

**Camp Sentinel** – ABC NH & VT

- Steady growth: 326 campers to 686 in 2024
- Budget growth: \$148K (2005) to \$627K (2024)

**Camp Grotonwood** – ABC of Massachusetts

- 2023 all time high camper enrollment & highest budget ever



•1- ACA CampCounts 2022 survey

# Market Segmentation

## Who are the Markets for Canonicus Camp & Conference Center

- Youth Camps Market: Day Camps & Overnight Camps
  - Camper Fees and Camper Scholarships Philosophy
  - Rhode Island has 165,000 children in schools (ages 5 to 18) (1). Reach <1% = capacity at camp. Detail of numbers in Marketing Fact Sheet
  - Day Camp Shortage is a local Community Need
- Retreats & Conferences: Fees from Hospitality Ministry
  - Three key market laws: multiple groups & diverse accommodations & mid-week use (60% occupancy rule is attainable)
  - 3.4 million people within 75 mile radius of Canonicus
  - 486 churches in RI/ 63 ABC churches in ABCORI
  - Good News: Canonicus already has physical infrastructure to meet the demands for both traditional & innovative ministry **thanks to faithful givers who have gone before us.**



# How does this new approach help ABCORI?



- **Removes all Canonicus expenses (\$210,649 in 2025-26 budget)**
- ABCORI organization balances budgets by moving in new directions
- **Canonicus connects ABCORI congregations to each other.**
- Continues youth camp ministry & retreats to serve ABCORI churches
- **Continues ABC ecumenical spirit** by extending ministry opportunity to all churches & communities in the New England area.



# Ministry Programs

“the products or services”



## Traditions and Innovations

Youth Culture is in Crisis:

**Camp changes lives:** meeting Jesus, growing in faith, & leadership development. Traditional goals with new activities and new outreach.

**Congregations** create healthy community and spiritual growth through retreat experiences.



## Innovation for New Programs

New people & New programs:

Veterans/ Home school/ 12-step/ Baptist history tourism/ Health & Lifestyle/ Interfaith Dialogues/ etc.



# Implementation Strategy



**•The strategic plan: a key Fact Sheet with extensive detail on:**

- Marketing and sales plan calendar
- Logistics and operations (includes maintenance, food service, personnel);
- Financials (fund development; program growth; innovation revenue)



**•The strategic plan also covers areas not included in the request for proposal from the Board of Ministries: :**

- Governance & Legal;
- Fund Raising;
- Program Development;

—•Note: The next slide highlights a few examples of the many action steps.

# Some Highlight Reels from Strategic Plan : Examples

# 1. The Roosa Fund gift of \$400,000.

# 2. A fund development project to raise additional support from individual alumni and friends of Canonikus (a group of 700) and pursue other foundation gifts.

# 3. Program growth (revenue) is phased in realistically for both youth camps and the retreats ministry.

- Revenue focus starts with retreat ministry then moves to youth camp
- Marketing plan revitalizes resident camp and day camp programs.

# 4. Innovative outreach to mid-week rental opportunities.

- Baptist Heritage Study Tours & Spiritual Pilgrimages
- Community Organizations Off-Site Training (see fact sheet)

## Some Highlight Reels from Strategic Plan : (Examples)

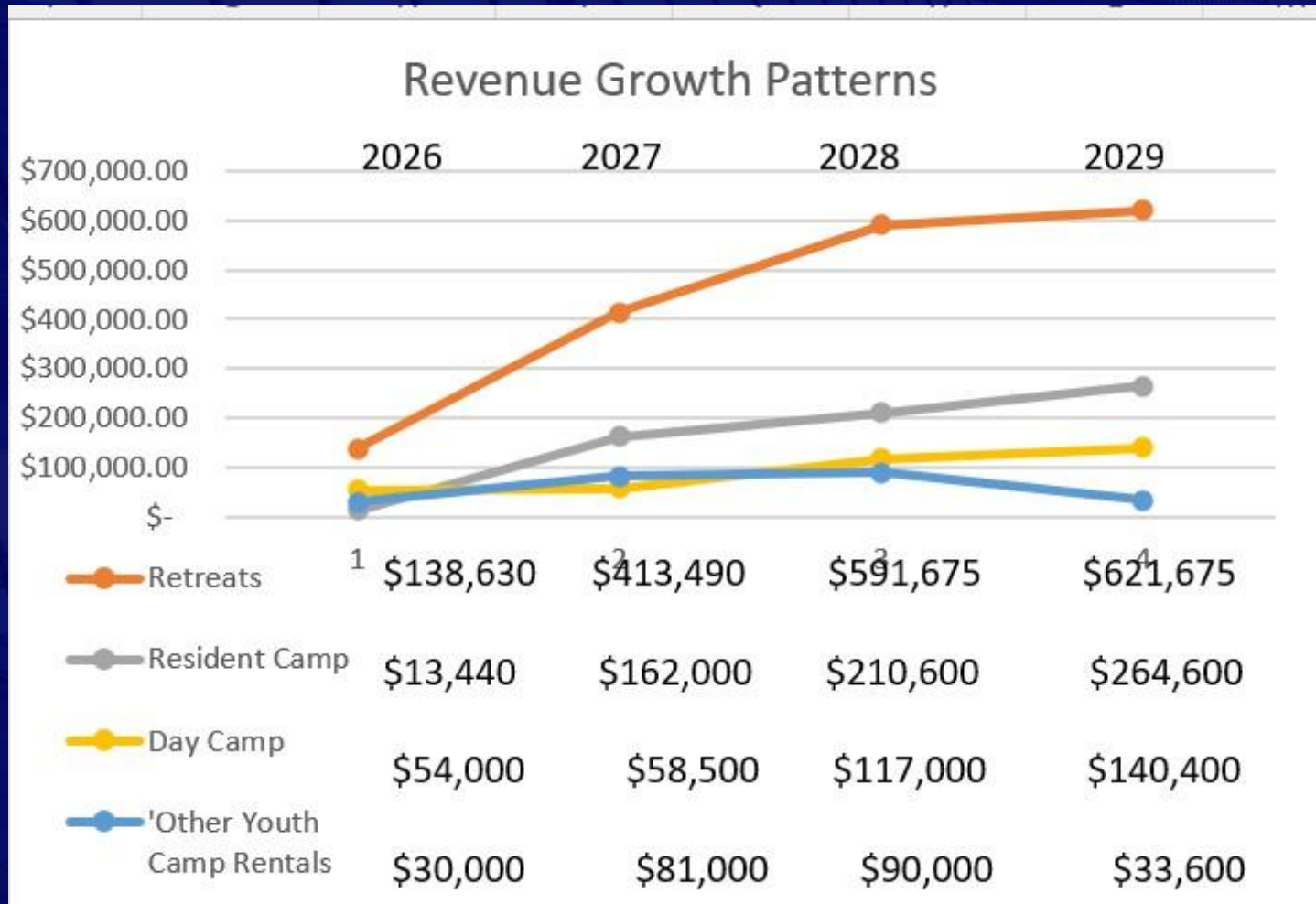
# 5. Local Volunteer Trades–People Work Groups: “the Wednesday Group”

# 6. RV Traveling Service Mission Groups: Three weeks of skilled volunteers.

# 7. Home School collaboration programs: 3.9% of students in 2023 were homeschooled (<https://pewrsr.ch/433FaH4>). RI: 3500 or more students. Movement is growing.

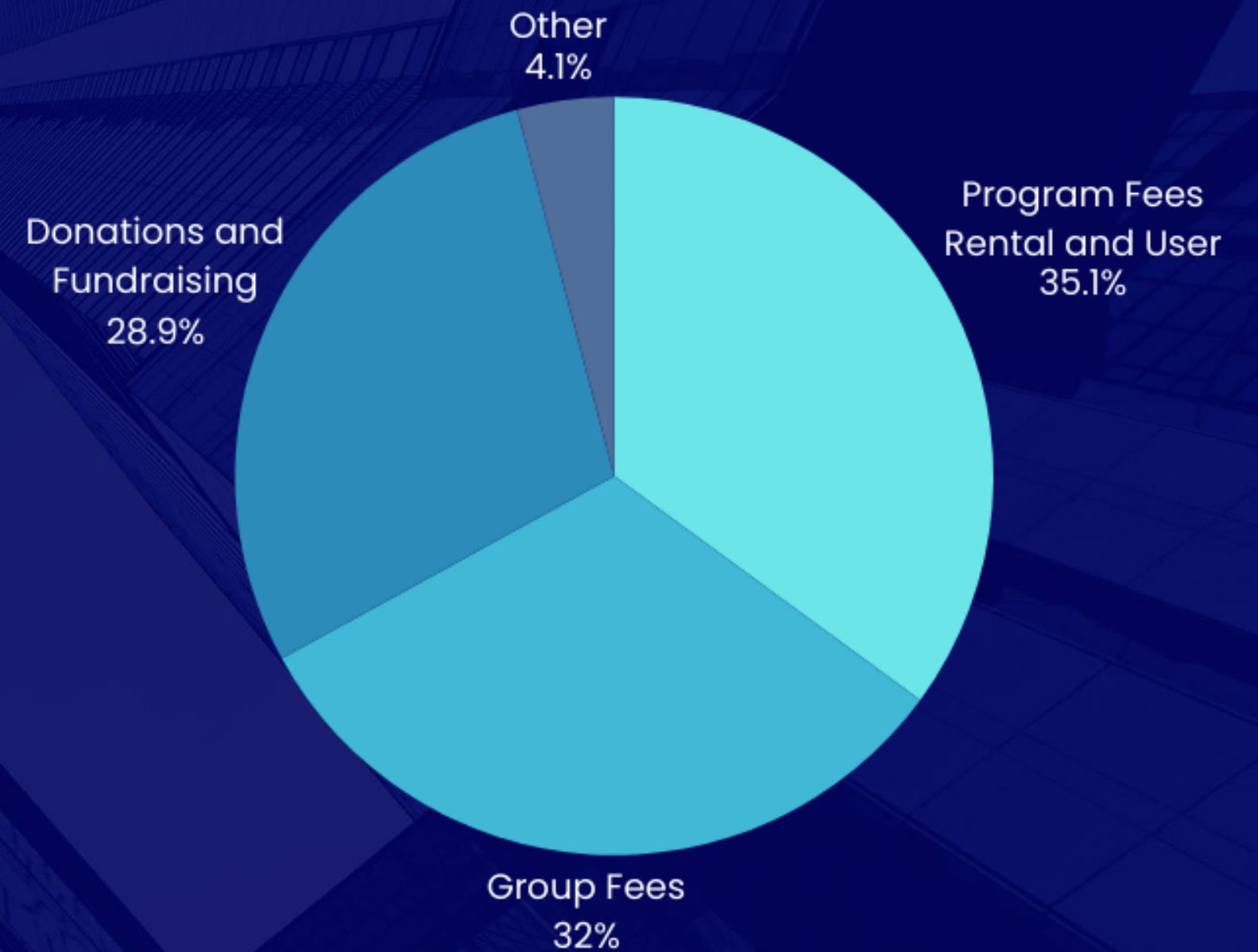
# 8. In the end it is about Stories of life impact and not Numbers attended

# FINANCIAL HIGHLIGHTS



## Canonicus Revenue Projections

- Retreats: highest potential for fastest revenue growth. Target markets in plan
- Overnight camp area; second year start.
  - Target markets in plan
- Day camp; first year potential plan
- Details in market plan



Average camp & conference ministry  
Income Percentages:

Camper Fees; Group Rental; Donations.

Christian Camp and Conference Assoc. 2023 Compass Survey

# FINANCIAL NOTES

•The budget to the right provides a detailed 4 year plan. Projections are sourced from national camp industry reports or regional ABC camp’s data.

Proposed  
**Canonibus Budget Projections 2026-2029**

		2026	2027	2028	2029
<b>INCOME</b>					
	Retreats Program	\$ 138,630.00	\$ 413,490.00	\$ 591,675.00	\$ 621,675.00
ir	Resident Camp Program	\$ 13,440.00	\$ 162,000.00	\$ 210,600.00	\$ 264,600.00
ir	Day Camp Program	\$ 54,000.00	\$ 58,500.00	\$ 117,000.00	\$ 140,400.00
ir	Other Youth Camp Rentals	\$ 30,000.00	\$ 81,000.00	\$ 90,000.00	\$ 33,600.00
ir	Church Missions	\$ -	\$ -	\$ -	\$ -
ir	Friends of Canonibus Gifts	\$ 90,403.65	\$ 85,000.00	\$ 85,000.00	\$ 85,000.00
ir	Grants and Endowments	\$ 9,448.00	\$ 9,448.00	\$ 9,448.00	\$ 9,448.00
ir	Transition Grant Proposal	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00
ir	Transition Loan Resource	\$ 50,000.00	\$ -	\$ -	\$ -
ir	Misc. Income	\$ 5,000.00	\$ 5,000.00	\$ 6,800.00	\$ 7,000.00
	<b>INCOME TOTAL</b>	\$ 490,921.65	\$ 914,438.00	\$ 1,210,523.00	\$ 1,261,723.00
<b>EXPENSES</b>					
cs	Full Time Staff	\$ 79,000.00	\$ 194,000.00	\$ 262,500.00	\$ 330,875.00
cs	Part Time Staff - Yr Around	\$ 39,000.00	\$ 41,000.00	\$ 75,000.00	\$ 70,000.00
cs	Seasonal Staff - Summer	\$ 30,600.00	\$ 50,000.00	\$ 75,000.00	\$ 82,500.00
cs	Health and Dental	\$ 25,000.00	\$ 50,000.00	\$ 82,500.00	\$ 90,750.00
cs	Pension	\$ 12,640.00	\$ 31,040.00	\$ 32,592.00	\$ 42,000.00
cs	Cell Phone	\$ 700.00	\$ 700.00	\$ 735.00	\$ 808.50
cs	Travel / Miles	\$ 4,000.00	\$ 4,000.00	\$ 4,200.00	\$ 4,620.00
irs	Payroll Taxes	\$ 11,145.00	\$ 21,375.00	\$ 22,443.75	\$ 24,688.13
cs	Worker Comp	\$ 6,241.20	\$ 11,970.00	\$ 12,568.50	\$ 13,825.35
cs	Dues / Licensing	\$ 1,500.00	\$ 1,500.00	\$ 1,575.00	\$ 1,732.50
ir	Advertising	\$ 24,546.08	\$ 36,577.52	\$ 38,406.40	\$ 42,247.04
Office			\$ -	\$ -	\$ -
ab	Website / Computer	\$ 5,500.00	\$ 5,500.00	\$ 5,775.00	\$ 6,352.50
cs	Legal Fees	\$ 5,000.00	\$ 2,000.00	\$ 2,100.00	\$ 2,310.00
	Postage	\$ 850.00	\$ 850.00	\$ 892.50	\$ 981.75
ab	Office Supplies	\$ 2,000.00	\$ 2,000.00	\$ 2,100.00	\$ 2,310.00
ab	Phone/Internet	\$ 7,300.00	\$ 7,300.00	\$ 7,665.00	\$ 8,431.50
Other			\$ -	\$ -	\$ -
ir	Camp Program Supplies	\$ 10,000.00	\$ 10,000.00	\$ 10,500.00	\$ 11,550.00
ab	Conference Food Service	\$ 30,000.00	\$ 60,000.00	\$ 78,000.00	\$ 85,800.00
cs	Summer Camps Food	\$ 12,000.00	\$ 56,000.00	\$ 70,000.00	\$ 77,000.00
ab	Maintanance Ops	\$ 40,835.00	\$ 48,000.00	\$ 50,400.00	\$ 55,440.00
cs	Facility Revitalization	\$ 47,472.10	\$ 75,000.00	\$ 78,750.00	\$ 86,625.00
ab	Electric	\$ 26,181.60	\$ 32,727.00	\$ 34,363.35	\$ 37,799.69
ab	Propane	\$ 27,440.00	\$ 34,300.00	\$ 36,015.00	\$ 39,616.50
ab	Water	\$ 4,915.00	\$ 4,915.00	\$ 5,160.75	\$ 5,676.83
es			\$ -	\$ -	\$ -
ab	Vehicle Fuel	\$ 3,730.00	\$ 3,730.00	\$ 3,916.50	\$ 4,308.15
ab	Vehicles Repairs/Rental	\$ 4,965.00	\$ 4,965.00	\$ 5,213.25	\$ 5,734.58
ab	Vehicles Regis. & Insurance	\$ 1,694.00	\$ 1,694.00	\$ 1,778.70	\$ 1,956.57
cs	Insurance	\$ 26,666.67	\$ 40,000.00	\$ 42,000.00	\$ 46,200.00
ir	Loan Repayment	\$ -	\$ 52,500.00		
	<b>EXPENSE TOTAL</b>	\$ 490,921.65	\$ 883,643.52	\$ 1,042,150.70	\$ 1,182,139.57
	<b>Net +/-</b>	\$ 0.00	\$ 30,794.48	\$ 168,372.30	\$ 79,583.43

codes ir= camp industry data ab= abcori reports cs= camp sentinel

# The Request to ABCORI

- Transfer the Canonikus Property to Canonikus Ministries Inc. (CMI).
- Details & Benefits
  - ABCORI is free from expenses from the operation of the Canonikus property (reduces ABCORI budget deficit by 211K) .
  - CMI provides ministry support to ABCORI: Yr. 1 = 100,000; Yr. 2 = 110K; Yr. 3 = 100K; Yr. 4 = 100K; Yr. 5 = 90K. Total = \$500,000.
  - Transfer of property removes any future liability claims to ABCORI and gets them out of the landlord business.
  - CMI looks forward to the Board of Mission endorsing our plan **to be presented to the delegates for approval** in April meeting.



# Show me the Money!



How will CMI pay ABCORI for the next five years?

## 1. Donors Gifts:

- CMI raised \$460,000 for the reboot period to fiscal stability.
- A campaign to raise additional funds to be launched.

2. **Fees** from Camps & Conferences **and alternative revenue streams** pay for operations including the ABCORI payments.

3. Several donors have indicated willingness to provide 'bridge loans' should #1 or #2 come up short in a given year.

Let's talk about alternative revenues

# Canonicus Ministries Roadmap

Ready for Positive Decision for Renewal of Ministry at Canonicus April, 2026

## ABCORI Special Meeting

Churches vote 64 to 41 (approx.) to stop the sale of Canonicus

March 19, 2025

## The Roosa Fund Grant

Approved for \$100,000 Grant providing we receive operational control for Canonicus Ministries. Renewable for three additional years, at \$100,000 per year subject to review and approval by the board.

January 8th 2025

## Canonicus Ministries

Non-Profit Corporation, tax exemption as 501c3 Canonicus Ministries

January 8th 2025

Steering Committee formed from Canonicus Concerned Group

Fall, 2024



# Summary

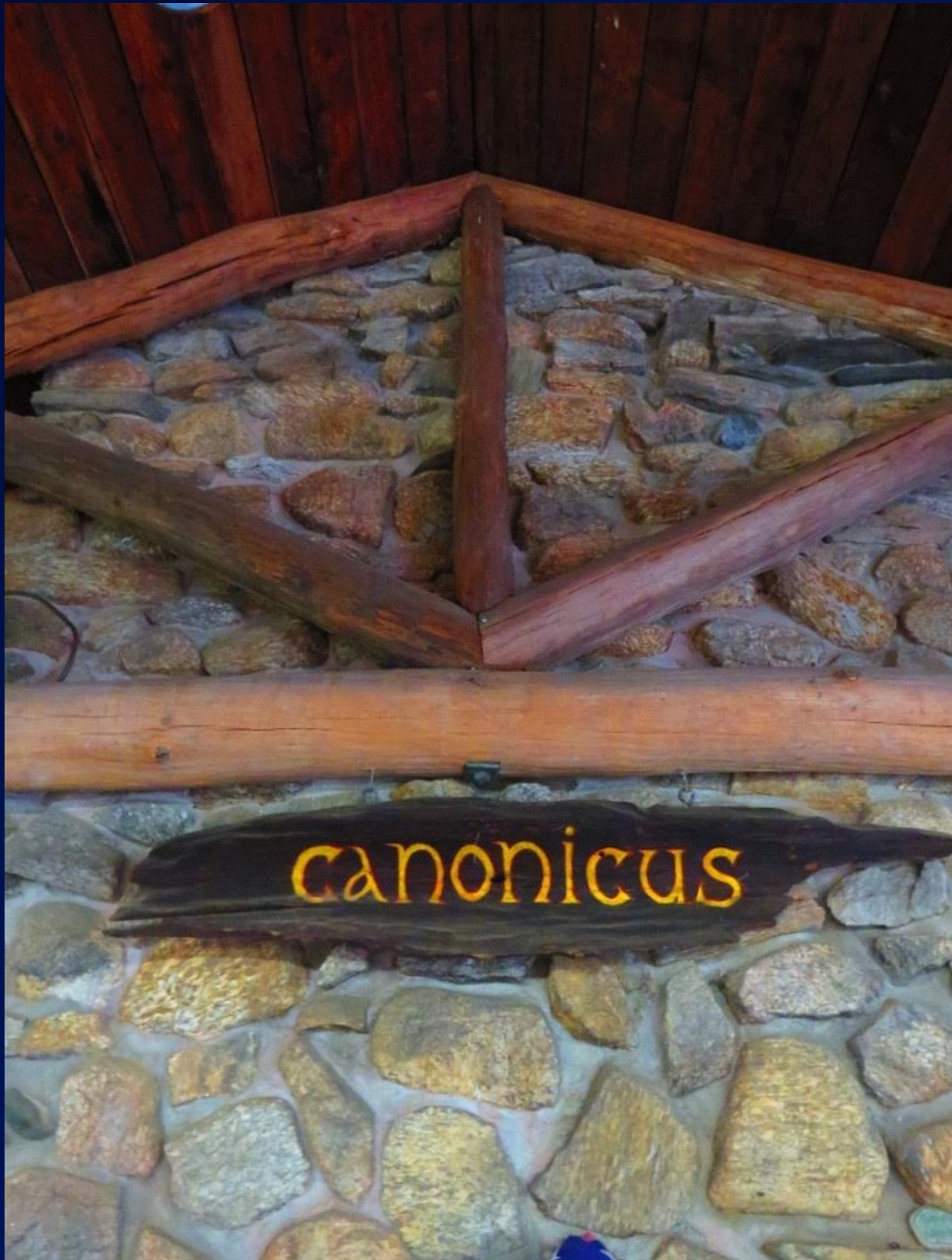
Fact Sheets: Available upon request

- Strategic Plan Action Steps
- Marketing Plan Data
- Alternative Revenue Projects
- ABCORI Benefits: Alignment Essay



Proposal Summary from Canonicus Ministries

- CMI provides camp & conference ministry to ABCORI and others.
- CMI guarantees \$500,000 to ABCORI over 5 years
- CMI assumes all Canonicus expenses as of property transfer
- Property transferred by ABCORI Inc. to CMI as soon as possible
- ABCORI board recommends this plan and delegates approve April 2026



LET'S GROW TOGETHER

THANKS FOR  
YOUR TIME

See You at Camp!

---



Rev. Dr. Alan Wright  
President



Capt. David Pickering  
Vice President



Mr. David Maine  
Secretary



Robert Benjamin  
Treasurer



Rev. Dr. Evan Howard  
Member



Minister Erica Traub  
Member



Rev. Dr. Charles Hartman  
Member



Rev. Dr. Tony Pappas  
Member



Mrs. Lee Trainer  
Member



Mr. Harold Hemberger  
Member



Mr. Peter Marshall  
Member

# MEET THE TEAM

# BOARD LEADERS' BACKGROUND (1)

Rev. Dr.  
Charles  
Hartman

I am an American Baptist pastor whose life and 50+ years of ordained ministry were shaped by American Baptist camping. I have served 5 ABC congregations, large and small, rural and urban, in 4 regions. I have been involved with Canoncus for over 40 years serving in many capacities, from Master Site Committee to trip camp leader..

Rev. Dr.  
Alan  
Wright

Professor & administrator at CSUN with focus in leadership & outdoor adventure education. Supervised university outdoor programs serving over 9000 participants per year . ABCUSA contract consultant for ABC Camps from 1993 to 2014. Former VP of Development & Leadership Institutes at Green Lake Conference Center. Former Director at Canoncus 1983-1990.

Rev. Dr.  
Tony  
Pappas

As Executive Minister in a nearby region, oversaw the transition of the camp from hemorrhaging red ink to stability to profitability. Last year that camp recorded a SURPLUS of \$124,000!

# BOARD LEADERS' BACKGROUND (2)



Captain  
David  
Pickering

International Speaker in more than 30 countries for a non-profit in the wellness industry and founder and co-founder of Fitness and Wellness Companies in the northeast. Currently a board member for seven non-profit organizations including serving as a parliamentarian. An executive committee member of the Narragansett Council, BSA (now Scouting America, serving all youths) for several years, which operates 5 very active and successful co-ed camps throughout Rhode Island and Southeastern Massachusetts.



LEE  
TRAINER

A Process Analyst and business traveler who for 25 years brought individuals together from multiple countries for educational conferences. A member of a family with 3 generations of overnight campers and yearly VBS participation at Canonicus. Currently a Worship Team leader at FBC of NK.

# LEADERS' BACKGROUND (3)

Rev. Dr.  
Evan  
Howard

Evan Howard is pastor of the First Baptist Church of North Kingstown, located fifteen minutes from the camp, where members of the congregation have participated for generations, and where the Roger Williams Baptist heritage offers exciting possibilities for spiritual pilgrimages to Rhode Island and artistic initiatives of hope and peace.

Harold  
Hemberger

My Canonicus journey began at the age of eight and has continued uninterrupted for 63 years. I served seven years on the summers staff and OVER thirty years on various Canonicus boards and committees. I also served the community for 41 years as the CEO of a YMCA.

Peter  
Marshall

Peter Marshall started out as a camper at Canonicus for a number of years then became a counselor for another number of years. Became the onsite caretaker of the property for a five-year period. Met his wife in Rocky Ledge and was married in the outdoor chapel. Served on the property committee. Peter went on to create a large RI based hazardous waste contracting firm.

# BOARD LEADERS' BACKGROUND (4)

Evangelist  
Erica A.  
Traub

Associate Pastor for Calvary Baptist Church. Church Moderator for 2020–2025. Worked for Recreation Department (NORD) summer camp for 7 years. Studied Business Administration and owned my business for 20 years. Worked for the Middlesex County Substance Abuse Action Council as Prevention Coordinator & Counselor. Youth Pastor for 8 years in CT.

David  
Maine

Lifelong member of Warwick Central Baptist Church serving in a number of leadership roles. Spent my career in college and university library service at Rhode Island College. Also serve on the Board of Directors for John Clarke Senior Living in Middletown. A former camper at Canonicus as a youth.

Bob  
Benjamin

Member of Harbor Baptist Church on Block Island. Retiree from banking and education who gratefully serves by acting as the Treasurer for Canonicus Ministries, Inc. and several nonprofits.