



Strategic Plan for Canonicus Ministries aka Implementation of the Business Plan

Executive Summary

The strategic plan provides a detailed set of steps to renew the ministry at Canonicus. The plan is based on a vision that would impact individuals for Christ and enhance community within and between our churches. The programs offered at Canonicus represent both historic traditions of camp for kids and innovative new programs to serve churches and the larger community. None of this vision can be realized if the Canonicus property lies dormant. The final decision of the property is pending. Please consider the information here as well as other resource material from Canonicus Ministries Inc. as we propose a re-vitalization of ministry by and for our churches at Canonicus.

Meeting of the Churches – Winter/Spring 2026

- Engage the churches to determine the future ministry of Canonicus. The churches at large should make this decision in communication with the Board of Ministry. The delegates stopped

the sale in March of 2025 and we look forward to the coming meetings in March and April 2026 for the delegates to grant control of the property and ministry to Canonicus Ministries.

- This current version of this strategic plan was updated in January of 2026. Though there has been no authority granted to Canonicus Ministries Inc. the plan is written with date expectations of a spring 2026 transfer.
- A power point style presentation is available for review which provides an overview of the plan for revitalizing the ministry. This plan represents many of the detailed steps that will be taken.

I. YEAR ONE: Acquire, Assess, Activate

The goal for our initial year is to acquire operational control of the property, assess facilities needs and sequence upgrades, and activate an initial ministry. The strategic action will cover the following areas.

Governance & Legal;

Fund Raising;

Program Development;

Key Personnel;

Operations (Maintenance, Food Service, Financial);

Marketing & Promotion;

Governance & Legal (YR.1):

- Follow-up on the transition of control of property and ministry from ABCORI to Canonicus Ministries Inc. (operational structure, financial records, Canonicus endowments)
 - 1-3 months from signing of the transfer as directed by the churches
- Finalize our IRS 501C3 status.
 - The IRS conferred non-profit status at the end of 2025 and has made all gifts to Canonicus Ministries tax deductible for all of 2025.
- Finalize governance procedures – Board Training/ Board Expansion
 - The Board of Canonicus Ministries (CMI is the abbreviation that will be used in this document) has meet weekly or bi-weekly through this past year for planning and preparation. A board retreat with a board training component has already been held.
- Finalize mission, vision, and essential-only operational policies

Fundraising (YR.1):

- Identify and train a team of "askers" from the board plus other volunteers and approach individuals from the 'friends of Canonicus group' (currently 700 people) and other constituents to make a multi-year gift/pledge to help finance the transitional period.
 - Planning and training stage – begins at month 1
 - Asking stage – begins at month 2 and continues through year # 1
 - Anticipated funding of **\$90,403.65**
- Research and write and submit four grant applications

- Month 5 to 7 from motions accepted at meeting of the churches
- Coordinate record keeping with donor data set software
- Receive the first installment of \$100,000 from the Roosa Fund.
 - After property signing at meeting of the Board of Ministry & the churches

Program Development (YR.1):

1. Implement Retreat and Conference Hospitality Ministry
 - Bookings for August – December 2026 (**Income = \$138,630.00**)
2. Implement ‘Service-Learning Leadership Program’ - Summer 2026 (**Income = \$13,440.00**)
 - a. High School Youth Leadership thru Service - 2 three-week sessions – late June to August
 - b. Young Adult Gap Summer – 2-month summer program – mid June & July to mid-August
3. Implement Planning for Summer 2027 (**Refine the 2027 (YR.2) estimates: \$162,000.00 Resident Camp/ Day Camp \$58,500.00 / Youth Camp Rentals \$81,000.00**). **No youth camps possible in 2026 – too late.**
 - a. 2027 Planning for Overnight camp programs for children and youth – 5 or 6 program weeks
 - b. 2027 Planning for Day Camp programs for children and youth – 4-5 program weeks
 - c. 2027 Planning for Rental of youth camp area to external ministry groups – 3 weeks

Key Personnel Hires (YR.1)

- Search and screen for multi-talented and experienced full time executive director position
 - Position defined – asap (**salary TBD when including benefits plus housing**).
 - Search and screen timeline – Advertise: May-June; Interview July-August; Onboard target of October 2026
- Hire Facility & Properties Director immediately (salary level TBD)
- Hire part time operational staff in bookkeeping, guest services, marketing, and maintenance based on growth pattern of activity.
- Hire leadership development program staff for Summer 2026 to operate Service-Learning Leadership Programs. (potentially)
- **If operational control is delayed**, much of the activity of YR.1 will be at great risk and incur financial liabilities due to the seasonal nature of camping and conference ministry.

Operations (YR.1) (Maintenance, Food Service, Financial)

- Regularize financial systems and protocols with a Board Treasurer and part time Bookkeeper.
 - Obtain insurance coverage for the property and operations!
- Maintenance tasks managed by Facilities Director
 - Full assessment of current property conditions
 - Budget development and prioritization of ‘Refresh Projects’ across facility
 - Fall rentals priority
 - Summer camp area second priority
 - Recruit local church volunteer groups with ‘trades’ ministry
 - E.g., a Tuesday group of retirees that come each week for fellowship & work
 - Specialized skill set people to do ‘limited’ projects on weekends

- Two churches have members who already have decided to volunteer
 - Finalize RV volunteer groups (RVICS or Sowers type groups) for month long service projects for Summer & Fall 2026
 - Summer Leadership Development Programs includes physical service projects
 - Disproportionate facilities budget line item (facility revitalization) reflects the 'Refresh Projects' managed with focus on 'materials only' whenever possible.
- Food Service
 - Establish systems and menus for retreatants and youth programs
 - Fall Rental Groups Food Service provided through part time staff patterns

Marketing (YR.1):

Develop a multifaceted and multimedia plan of attack for multiple audiences and aggressively implement. Move fast and build things.

Phase One will be for late Summer and Fall retreats and conferences (2026), plus the summer of service & leadership in 2026, plus Winter 2027 retreats and conferences

Phase Two will be Summer Camps 2027

- Finalize a pricing structure that is based on costs & market place fees and 'no one is turned away for inability to pay' policy to meet the range of family incomes
- Church visits to ABCORI congregations
- Reach out to Christian charter and independent schools for networking with families for youth programs
- Partner with home school families for outreach for youth programs
- Media push to all sectors – direct mail/ social media platforms/ multimedia
- The marketing launch is reflected in significant line item of **\$24,546.08** for year one.

The projected balance for YR. 1 finances is a balanced budget by additional donations offered.

YEAR TWO: Build out Ministry Operations

Our goal for year two is to build upon the foundation of year one's accomplishments, adjust and correct as needed and make significant headway towards a full functioning ministry!

Governance & Legal (YR. 2):

- Pick up any action steps from the 2026 partial year.
- Active Board Meeting Calendar - Bimonthly
 - Support and supervision of new CEO
 - Board Training
 - Fund Development work
 - Operational Policy Development (personnel, guests, camps)
- Review mission & vision

Fundraising (YR. 2):

- Continue to identify and train a team of "askers" from the board plus other volunteers and approach individuals from the 'friends of Canonicus group' (currently 700 people) and other constituents to make a multi-year gift/pledge to help finance the transitional period.
 - Continuance of Asking Stage if still moving through prospects list – begins at month 1 and continues through year # 2.
 - Anticipated annual funding of **\$85,000.00**
- Research and write and submit four grant applications (new & re-new)
 - January to April
- Coordinate record keeping with donor data set software
- Receive the second installment of \$100,000 from the Roosa Fund.

Program Development (YR. 2):

- Continue to expand Retreat and Conference Hospitality Ministry
 - Bookings for Conference Center on 12-month schedule
 - The occupancy estimates based on distinction between weekend rentals and mid-week rentals. Weekend occupancy rates of 30% and weekday occupancy rate of 20% generates a revenue target = \$297,450.00.
 - Bookings for Retreat Houses on 9-month schedule. (Sponsored Programs need June to August)
 - The occupancy estimates based on distinction between weekend rentals and mid-week rentals. Weekend occupancy rates of 45% and weekday occupancy rate of 15% with revenue target of \$116,032.00 for the three season periods.
 - Both areas together bring a revenue of \$413,490.00
- **Expansion of conference style programming through direct rental or program collaboration.**
Examples: (not all of these will materialize in YR. 2)
 - Military/Veterans groups
 - Disabilities support organizations
 - 12-Step groups
 - Home school mini weeks in environmental education
 - Three season rental or day program opportunities for public school groups.
 - Education cluster groups with colleges doing mixed mode program delivery (online with intensive face to face sessions)
 - Partnership with Rhode Scholar group
 - Baptist Heritage Center/ Baptist History Pilgrimage program
 - Interfaith dialogues (e.g., Seeds of Peace collaboration)
- Continue with 'Service-Learning Leadership Program' for 2027 (depending on 2026 success)
 - High School Youth Leadership thru Service - 2 three-week sessions – late June to August
 - Young Adult Gap Summer – 2-month summer program – mid June & July to mid-August

- Revenue of approximately \$15,000. This is a subsidized program.
- Deliver full complement of Summer Youth Programs in 2026 – Focus on program quality & impact. (Note: 2026 is first full summer camp season).
 - Apply for accreditation from American Camp Association
 - Overnight camp programs for children and youth – 6 program weeks with 270 total attendance at \$600 fee per week = \$162,000.00 represents 50% occupancy rate of youth camp beds (no one turned away for inability to pay policy).
 - Create two innovative program weeks in first year of summer camp. (e.g., trip camp or specialty camp). Focus on traditional resident camp with innovative activities.
 - Day Camp programs for children and youth – 6 program weeks with 180 total attendance at \$325 per week = \$58,500.00 represents 50% occupancy rate of youth camp space.
 - Rental of youth camp area to external ministry groups – 2-3 weeks with 270 attendance at \$300 = \$81,000.00 represents 70% occupancy rate for those sessions

Key Personnel Hires (YR. 2):

- Expand Hiring of part time operational staff in bookkeeping, guest services, marketing, and maintenance based on growth pattern of activity
- Potential hire of full-time guest services manager based on Q1 & Q2 growth.
- Hire full complement of seasonal summer leadership positions (counselors, specialists, kitchen staff etc.) for Summer 2026 youth program delivery.

Operations (YR. 2) (Maintenance, Food Service, Financial)

- Maintain financial systems and protocols with a board Treasurer and part time Bookkeeper.
- Maintenance tasks managed by Full Time Facilities Director with heavy emphasis on volunteer labor resources year around in addition to seasonal staff positions.
 - Completion of **'Refresh Projects'** across facility
 - Summer operations prep priority one in Q1 & Q2
 - Completion of high priority rental facilities refresh
 - Continued recruitment of local church volunteer groups with 'trades' ministry
 - E.g., the Tuesday group of retirees that come each week for fellowship & work
 - Specialized skill set people to do 'limited' projects
 - Finalize RVers service mission groups (e.g., RVICS or Sowers) for block service Spring & Fall 2026
 - Summer Leadership Development Programs includes physical service projects
- Food Service
 - Manage systems and menus for retreatants and youth programs
 - Three season Groups Food Service provided through part time staff patterns

Marketing (YR. 2):

Develop a multifaceted plan of attack for multiple audiences and aggressively implement. Move fast and build things.

Priority will focus on growth of two primary program services:

- Enrollment growth for summer youth programs – multiple marketing channels.
 - Specific outreach through church visits to ABCORI & RISCC congregations
- Continue conference & retreat ministry targeting weekend growth but new outreach for mid-week conference rentals.
 - Outreach to a variety of new groups through direct rentals or collaborations.
(See examples on previous page)
- The marketing launch is expanded to achieve enrollment growth reflected by significant resources of advertising line item of **\$36,577.52** for year two.

The projected balance for YR. 2 finances is **\$30,794.48**

YEAR Three: Continue to Build out Ministry Operations

Year three focus is on maintaining Quality (spiritual impact & happy customers) during rapid growth which is a significant challenge. Two keys are to build quality full time staffing in the right financial timing and to have in place quality summer youth staff. Summer staff quality is through 'growing your own' and 'attracting the best' from outside sources. New growth is always more demanding than maintaining a level of growth already achieved. Year three will be focused on more growth, quality, and financial stability rooted in dependence on God.

Governance & Legal (YR. 3):

- Pick up any action steps from the 2027 year.
- Active Board Meeting Calendar - Quarterly
 - Support and supervision of CEO
 - Board Training
 - Fund Development
 - Operational Policy Development (audits & accreditation)
- Review mission & vision

Fundraising (YR. 3):

- Continue to thank givers and build relationships with current donor base.
- Plan for **special event fundraiser** that reaches a 'new' prospect group (perhaps a Harvest Festival); provides connections to local community; and integrates with mini program themes at resident & day camp like organic garden, pumpkin patch, Christmas trees, sustainability, etc. (Special event TBD)

- Roll out a low key planned giving program based on providing individuals with connections to professionals (e.g., financial planners, lawyers, AB Foundation). Offer services to ABC congregations as a broad-based stewardship education. All will benefit from the program.
- Board and Director continue to pursue leadership gifts.
- Anticipated annual funding of **\$85,000.00**
- Research and write and submit four grant applications (renewals and/or new)
 - January to April
- Coordinate record keeping with donor data set software
- Receive the third installment of \$100,000 from the Roosa Fund.

Program Development (YR. 3);

- Grow Retreat and Conference Hospitality Ministry
 - Bookings for Conference Center facility on 12-month schedule
 - The occupancy estimates are based on distinction between weekend rentals and mid-week rentals and four-season conference use. Increase occupancy rates to weekend occupancy rates of 60% and weekday occupancy rate of 25% generates a revenue target = \$438,900.00
 - Bookings for Retreat Houses on 9-month schedule. (Sponsored Programs need June to August)
 - The occupancy estimates based on distinction between weekend rentals and mid-week rentals. Weekend occupancy rates of 65% and weekday occupancy rate of 25% with revenue target of \$152,775.00 for the three season periods.
 - Combined retreat revenue anticipated to be \$591,675.00
- Continue 'Service-Learning Leadership Program' for 2028 (depending on 2026-27 success)
 - High School Youth Leadership thru Service - 2 three-week sessions – late June to August
 - Young Adult Gap Summer – 2-month long summer program – mid June & July to mid-August
 - Research & Planning of Gap Year program viability. (Expand to a nine-month gap year program)
- Continue to Grow Summer Youth Programs in 2028 – Target for program quality & achieve near max occupancy (waiting lists).
 - Overnight camp programs for children and youth – 6 program weeks with 351 total attendance at \$600 = \$210,600.00 represents 70% occupancy rate of youth camp beds (no one turned away for inability to pay policy). Remember this represents year two of resident camp programs. Expand enrollment for traditional camp and add innovation.
 - Add innovation programs like wilderness camp, sport, fun & fitness camp (holistic health), robots, academic enrichment partnership with local schools, sustainable lifestyle.
 - Add expansion of trip camp programs (sailing, canoe, parent-child wilderness) back into the summer program.

- Day Camp programs for children and youth – 8 program weeks with 360 total attendance at \$325 per week = \$117,000.00 represents 75% occupancy rate of day camp space.
- Rental of youth camp area to external ministry groups – 2 weeks with 300 attendance at \$300 = \$90,000.00; represents 70% occupancy rate for the camp area.

Key Personnel Hires (YR. 3)

- Expand hiring of part time operational staff in bookkeeping, guest services, marketing, and maintenance based on growth pattern of activity.
- Hire full-time guest services manager if not done end of Year 2.
- Hire full complement of seasonal summer leadership positions (counselors, specialists, kitchen staff etc.) for Summer 2028 youth program delivery.

Operations (YR. 3) (Maintenance, Food Service, Financial)

- Maintain financial systems and protocols with a board Treasurer and part time Bookkeeper.
- Maintenance tasks managed by Facilities Director with continued emphasis on volunteer labor resources year around in addition to seasonal staff positions in maintenance.
 - Revise maintenance and preventive maintenance planning (roofs, HVAC, vehicles, etc.) now that **'Refresh Projects'** across facility are completed.
 - Specific projects identified and calendarized for building improvements.
 - Specific projects identified to expand summer resident camp housing or activity centers.
 - Forest management plan with consulting forester (non-wood products perspective)
 - Continued recruitment of local church volunteer groups with 'trades' ministry
 - Continued RVICS or Sowers type groups for block service Spring & Fall 2028
 - Summer Leadership Development Programs includes physical service projects
- Food Service
 - Manage systems and menus for retreatants and youth programs
 - Three season Groups Food Service provided through part time staff patterns
- Support staff assessment study based on growth patterns to create effective staff positions and hiring plan

Marketing (YR. 3):

Develop a multifaceted plan of attack for multiple audiences and aggressively implement. Move fast and build things.

Priority will focus on growth of three primary program services:

- Enrollment growth for summer youth programs targeting full house; 'waiting lists.
- Creation of additional 'innovation camps' for resident camp (e.g., trip camp expansion; sport; technology; academic enrichment – see year 2 ideas list)
- Market study exploring groups that did not re-book for conference & retreat ministry.

- Market study for additional mid-week groups (see year 2 ideas list).
- Revised promotion plan based on analysis from tracking most effective strategies in initial launch (Y1 & Y2). Revise marketing budget and staffing plan based on outcomes. Anticipate advertising/marketing **\$38,406.40** for year three.

The projected balance for YR. 3 finances is **\$168,372.30**

YEAR Four: Continue to Build out Ministry Operations

Given the move fast and build things demand of this start-up it is almost impossible to describe a detailed plan of action for Year 4. The themes of delivering quality sponsored programs; increasing occupancy rates; expanding operational staff to meet growing demands; continuing to support fund development initiatives and volunteers' engagement; and dependence on the Holy Spirit to transform lives and communities will all be maintained.

Proposed

Canonibus Budget Projections 2026-2029

	2026	2027	2028	2029
INCOME				
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
INCOME TOTAL	\$ 490,921.65	\$ 914,438.00	\$ 1,210,523.00	\$ 1,261,723.00
EXPENSES				
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 Maintenance 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		
EXPENSE TOTAL	\$ 490,921.65	\$ 883,643.52	\$ 1,042,150.70	\$ 1,182,139.57
Net +/-	\$ 0.00	\$ 30,794.48	\$ 168,372.30	\$ 79,583.43

codes ir= camp industry data

ab= abcori reports

cs= camp sentinel