



Community: How We Relate

Christian Camping International

Approved by the Board July 2024 (updated Jan 2026)

This document serves as the Bylaws for Christian Camping International Inc.

ARTICLE 1 MEMBERSHIP

1.1. Introduction

Membership is designed to encourage, nurture, and connect Associations, Associates, and Individuals within the international Christian camping community. Membership also provides the platform to encourage the development of new Associations and Associates worldwide.

1.2. Membership Styles

- 1.2.1. **Associations** – Associations are groups of camps or camping ministries that enhance, encourage and expand the work of Christian camping in their country or region through mutually beneficial training, networking, sharing of best practices, and common support.
- 1.2.2. **Global Associate** – Global Associates are organisations that encourage, deliver, support or enable Christian camping.
- 1.2.3. **Friend** – Friends are people, churches, individual camps or organisations who wish to demonstrate their support of the ministry of CCI.

1.3. Association Membership

Membership is exclusive to one Association per country and one per region; members will be expected to be a member of their regional Association if it exists, in addition to being part of CCI Worldwide.

1.3.1. Membership Process

New Association members will be welcomed on the basis of:

- 1.3.1.1. Endorsement by a member Association or a CCI representative appointed by the CCI CEO.
- 1.3.1.2. Affirmation of the CCI Identity and Community documents.
- 1.3.1.3. Demonstration of broad engagement through:
 - 1.3.1.3.1. A wide range of Christian camping leaders representing multiple churches, denominations or other ministries.
 - 1.3.1.3.2. A large geographic area.
 - 1.3.1.3.3. Various styles of Christian camping (for example - activity, retreat, conference, training, canvas etc).
- 1.3.1.4. Demonstration that they are sustainable through team leadership and a proven track record of involvement in Christian camping with integrity and honesty.

1.3.2. Criteria for Association membership

To become an Association member and to maintain status as an Association, the board or steering committee must, on an annual basis:

- 1.3.2.1.** Agree with the CCI 'Statement of Faith'
- 1.3.2.2.** Agree with the CCI 'Identity' and 'Community' documents*
- 1.3.2.3.** Make a financial contribution, amount to be suggested by the board, to support the ministry and growth of CCI
- 1.3.2.4.** Submit a report of activity

**The Association Leader will sign agreement of the 'Identity' and 'Community' documents on behalf of themselves and their Board, it is therefore the responsibility and expectation of the Association Leader to ensure all Board members are given these documents to review on an annual basis. As these documents are currently only produced in English, it is the responsibility of the individual to ensure understanding and to seek clarity where necessary.*

1.3.3. Benefits of Association Membership

- 1.3.3.1.** Invitation to Global and Regional Gatherings
- 1.3.3.2.** Invitation for a representative to attend the Executive Global Gathering held every three/four years.
- 1.3.3.3.** Listing on the CCI Worldwide website
- 1.3.3.4.** Part of a global mutual support structure
- 1.3.3.5.** Regular global communication and sharing of best practice
- 1.3.3.6.** Use of the CCI logo
- 1.3.3.7.** Use of the name Christian Camping International and CCI and the CCI logo
- 1.3.3.8.** The opportunity to vote for and serve as a member of the CCI Board of Directors
- 1.3.3.9.** The opportunity to grow leaders spiritually

1.3.4. Association Membership

There are two types of Association membership:

1.3.4.1. Established Association

- 1.3.4.1.1.** With at least one paid employee helping to run the Association
- 1.3.4.1.2.** With an annual gathering of leaders for planning, fellowship, and training
- 1.3.4.1.3.** With an established board
- 1.3.4.1.4.** With a maintained membership, contact or affiliate list
- 1.3.4.1.5.** With regular communication throughout the year for their members
- 1.3.4.1.6.** With an agreement in place and a CCI Coach where appropriate
- 1.3.4.1.7.** With a clear structure in place for financial accountability and sustainability
- 1.3.4.1.8.** Committed to making a yearly financial contribution to CCI Worldwide

- 1.3.4.1.9. Demonstrating broad engagement through representation of different churches, denominations and/or other ministries from a large geographic area with various styles of Christian camping

1.3.4.2. Developing Association

- 1.3.4.2.1. With a committed volunteer leader and team running the Association
- 1.3.4.2.2. With an annual gathering of leaders
- 1.3.4.2.3. With a board or steering committee in place
- 1.3.4.2.4. With development and maintenance of a participant/subscriber/affiliate list
- 1.3.4.2.5. With regular communication throughout the year for their developing membership
- 1.3.4.2.6. With an agreement in place and a CCI Coach
- 1.3.4.2.7. With a progression plan in place to move to 'Established' membership
- 1.3.4.2.8. Committed to making a yearly financial contribution to CCI Worldwide
- 1.3.4.2.9. Demonstrating commitment to broad engagement through representation of different churches, denominations and/or other ministries from a large geographic area with various styles of Christian camping

1.3.4.3. Notes:

- 1.3.4.3.1. Some Associations will have no profile globally due to sensitive access within the country – these Associations can be either Established or Developing
- 1.3.4.3.2. Area groups, networks, and individuals that CCI is proactively working with, and have a coach appointed seeking to support and encourage them emerge towards membership, will be referred to as 'Emerging' groups. The focus of Emerging groups is to grow towards becoming a Developing Association member, however, these will not be formally classified as CCI Association Members. These groups or individuals can be invited to participate in CCI Worldwide events and Gatherings.
- 1.3.4.3.3. Definitions:
 - 1.3.4.3.3.1. *Established* – Recognised as a stable Association Member (existed for a period)
 - 1.3.4.3.3.2. *Developing* – Entry point for Association Membership (growing or becoming stronger)
 - 1.3.4.3.3.3. *Emerging* – **Not yet** Association members (starting to exist)

1.4. Global Associate Membership

1.4.1. Criteria for Global Associate Membership

To become an Associate member the organisation must:

- 1.4.1.1.** Agree with the CCI 'Statement of Faith'
- 1.4.1.2.** Operate or be involved in more than one country
- 1.4.1.3.** Be excited about the power and potential of Christian camping to change lives and grow the church globally
- 1.4.1.4.** Be committed to pray for the effective ministry and growth of CCI
- 1.4.1.5.** Have no reduction in any current support to a local CCI Association

1.4.2. Benefits for Global Associate Membership

- 1.4.2.1.** Have the ability to tangibly support the growth of the Christian camping movement globally
- 1.4.2.2.** Invitation to Global and Regional CCI Gatherings
- 1.4.2.3.** Regular global communication
- 1.4.2.4.** Use of the CCI logo on their publications
- 1.4.2.5.** Use of the name Christian Camping International or CCI on their publications
- 1.4.2.6.** Can be featured on the CCI website and App as a global Associate

1.5. Friend Membership

1.5.1. Criteria for Friend Membership

To become a Friend member the individual or organisation must:

- 1.5.1.1.** Agree with the CCI 'Statement of Faith'
- 1.5.1.2.** Be excited about the power and potential of Christian camping to change lives and grow the church globally
- 1.5.1.3.** Be committed to pray for the effective ministry and growth of CCI
- 1.5.1.4.** Make a voluntary financial contribution to support the ministry of CCI each year

1.5.2. Benefits of Friend Membership

- 1.5.2.1.** Regular global communication
- 1.5.2.2.** Providing support of a worldwide mission

1.6. Continued Membership

- 1.6.1.** In the event that an Association fails to maintain membership requirements, the CEO, in consultation with the Board, will have discretion to redefine the membership status or remove a member from the worldwide alliance.
- 1.6.2.** In the event that a 'Global Associate' fails to maintain membership requirements; the CEO will have discretion to redefine the membership status or remove a member from the worldwide alliance.
- 1.6.3.** In the event that a 'Friend' fails to maintain membership requirements, the organisation or individual will automatically be removed as a member
- 1.6.4.** The CEO reserves the right to withdraw permission to use the 'Christian Camping International' name and logo.

ARTICLE 2 CONNECTION AND INTERACTION

2.1. Global Gatherings

2.1.1. Purpose

The purpose of the Global Gathering is to:

- 2.1.1.1. Provide spiritual support for the Association leaders.
- 2.1.1.2. Enhance networking and relationships between Association leaders and beyond.
- 2.1.1.3. Create a forum to discuss issues of mutual concern within Christian camping and invite perspectives beyond CCI members.
- 2.1.1.4. Share best practices in Christian camping and Association management.
- 2.1.1.5. Provide opportunity to visit Christian camping venues and programmes in different parts of the world.
- 2.1.1.6. Celebrate Christian camping globally

2.1.2. Logistics

Where feasible, it is expected that the Global Gathering will be held every three/four years. The CEO will consult with other leaders and Board members to establish the date, site, and structure for the event.

2.1.3. Participation

It is expected that all member Associations are represented at the Global Gathering where possible.

2.2. Regional Gatherings

2.2.1. Purpose

The purpose of Regional Gatherings is to:

- 2.2.1.1. Provide spiritual support for Association leaders
- 2.2.1.2. Enhance networking and relationships between Association leaders.
- 2.2.1.3. Create a forum to discuss issues of mutual concern within Christian camping especially within the scope of the region.
- 2.2.1.4. Share best practices in Christian camping and Association management.
- 2.2.1.5. Provide opportunity to view Christian camping venues and programmes within the region.

2.2.2. Logistics

2.2.2.1. Where feasible, Regional Gatherings will be held every three/four years during which time a total of five Regional Gatherings will be run:

- 2.2.2.1.1. Europe
- 2.2.2.1.2. Asia Pacific
- 2.2.2.1.3. Africa
- 2.2.2.1.4. North America
- 2.2.2.1.5. Latin America

2.2.2.2. These may be stand-alone events, or they may link with existing regional meetings. The locations will be determined by the CEO in consultation with other CCI leaders in the specific regions.

2.2.3. Participation

Leaders of Associations are invited to participate in their local Regional Gathering.

2.3. Executive Leadership Gathering

2.3.1. Purpose

The purpose of the Executive Leadership Gathering is to:

- 2.3.1.1.** Provide spiritual support for Association executive leaders.
- 2.3.1.2.** Enhance networking and relationships between Association executive leaders.
- 2.3.1.3.** Create a forum to discuss issues of mutual concern within Christian camping especially within the scope of the job role.
- 2.3.1.4.** Share best practices in Christian camping and Association management.
- 2.3.1.5.** Provide opportunity to view Christian camping venues and programmes within the region.

2.3.2. Logistics

Where feasible, Executive Leadership Gatherings will be held every three/four years. The locations will be determined by the CEO in consultation with other CCI Association executive leaders.

2.3.3. Participation

One executive leader per Association will be invited to attend

2.4. Communication

CCI will communicate regularly with members and share prayer requests between members.

ARTICLE 3 CCI WORLDWIDE BOARD

The Board of Directors is the official governing body of CCI.

3.1. Responsibilities

- 3.1.1. To act as the guardians of the Statement of Faith.
- 3.1.2. To approve the Strategic Plan.
- 3.1.3. To establish appropriate policies.
- 3.1.4. To approve the annual budget.
- 3.1.5. To select and supervise the Chief Executive Officer (CEO).
- 3.1.6. To select the Board Chair and other officers.

3.2. Requirements

- 3.2.1. English is the official language of the CCI Board; therefore, all Nominees must possess adequate English language skills to read reports and participate in discussions.
- 3.2.2. All Nominees must have had previous experience on a Board of Directors, preferably experience on the Board of their home Association.
- 3.2.3. Affirms the 'Identity' and 'Community' Documents of CCI.
- 3.2.4. Endorsement by one's home Association.
- 3.2.5. Endorsement by other supervisory organisations such as camps, church, denomination or mission agency.
- 3.2.6. Board Members or their home Associations are responsible to cover the cost of their travel to and from board meetings.

3.3. Nomination and Election

- 3.3.1. New members may be nominated by the Board of Directors or by Member Associations.
- 3.3.2. The Board will determine the number of spaces available to be filled in the annual election.
- 3.3.3. Each year the Board can appoint an Election Committee to supervise the nomination and election of new and returning Board Members. This committee will normally consist of the CEO and two Board Members who are not standing for re-election.
- 3.3.4. Electronic communication will be the norm for nomination, interaction and voting.
- 3.3.5. A call for nominations will be sent to the Associations by June 30.
- 3.3.6. Nominations from the Associations must be received by the Elections Committee by August 31.
- 3.3.7. By September 15, all nominees will be required to submit:
 - 3.3.7.1. An affirmation of their willingness to serve on the Board of Directors.
 - 3.3.7.2. An affirmation of their support for the Identity and Community documents of CCI.
 - 3.3.7.3. A written endorsement of support from their home Association.
 - 3.3.7.4. A written endorsement of support from any other supervisory organisations such as a camp, church, denomination or mission agency.
- 3.3.8. By September 30 the board will ratify the nominations put forward by the Associations, board members will vote electronically to ratify this
- 3.3.9. By October 15 a ballot will be prepared and sent to the Associations. Associations will be asked to vote for as many candidates as there are positions available. Votes must be received from Associations by November 30.

- 3.3.10.** At least 50% of the Associations must vote to constitute a valid election.
- 3.3.11.** When the number of Nominees is equal to, or less than, the number of available positions on the Board, Nominees must receive a simple majority approval of the Associations casting ballots.
- 3.3.12.** When the number of Nominees is greater than the number of available positions on the Board, the Nominee(s) receiving the greatest number of votes will be elected.
- 3.3.13.** In the case of a tied vote that would create an excess number of Board Members (based on the number of available positions), the Board will have the discretion to select the candidate who will fill the vacancy.
- 3.3.14.** All Nominees will be notified of the election results by December 7 and Associations will be notified of the election results by December 14.
- 3.3.15.** Records of the votes will be maintained until after the next face-to-face meeting of the Board of Directors.

3.4. Composition

- 3.4.1.** There will be no fewer than seven and no more than eleven Members of the Board of Directors.
 - 3.4.1.1.** There will be no fewer than seven and no more than nine Association Board Members.
 - 3.4.1.2.** In addition, the Board has the discretion to nominate up to two Independent Board Members.
- 3.4.2.** No more than one person per Association may serve as an Association Board Member at any time. However, Independent Board Members may be from any location.
- 3.4.3.** The CEO is a non-voting, ex-officio member of the Board of Directors. His or her membership is not included in the minimum or maximum number of board members, nor does his or her participation negate a board member from his or her home Association serving on the Board.

3.5. Terms

- 3.5.1.** Terms will be four years for the initial term and two years for the second term and two years for the third term, if affirmed by the board. Individuals will not need to be re-elected by the Associations for the second and third terms, but these additional terms will require affirmation by the Board.
- 3.5.2.** No Board Member will serve more than eight consecutive years unless there are exceptional circumstances, see 3.5.5
- 3.5.3.** Board Members who have discontinued service may be eligible for re-election after two years off the Board of Directors.
- 3.5.4.** Terms begin January 1 and conclude December 31.
- 3.5.5.** By exception, as agreed by the board, a member may serve a maximum of 2 extra years, beyond 8 years, should there be no suitable replacement, or there are extraordinary circumstances which require their continuation.

3.6. Meetings

- 3.6.1. The Board normally meets one time each year in a face-to-face meeting, where feasible.
- 3.6.2. The Board normally meets, at least, two other times each year by electronic means.
- 3.6.3. Special meetings may be called at the request of any Board Member.

3.7. Quorum

- 3.7.1. A quorum shall consist of 75% of the board members entitled to vote. No official business may be conducted without a quorum.
- 3.7.2. Directors may participate in meetings in person or through electronic means, such as videoconferencing (e.g., Zoom), that allow all participants to hear and speak to one another, and to view any documents tabled at the meeting. Participation in this manner shall constitute presence in person for purposes of establishing a quorum and voting.
- 3.7.3. If a quorum is not present at the scheduled start of the meeting, those present can agree to delay the start for up to an hour to allow a quorum to be reached. If a quorum is still not achieved, no official action may be taken other than to adjourn the meeting to a later date, with proper notice given to all eligible voting members. The quorum requirement remains applicable for the reconvened meeting.
- 3.7.4. A quorum shall be required for all Board actions, including amending the bylaws and a quorum with at least 21 days' notice of a meeting shall be required to approve the dissolution of the organization.
- 3.7.5. Overview of numbers of board members required for quorum:

Total number of active, voting board members	Number required in a meeting for quorum (75%)
7	6
8	6
9	7
10	8
11	9

3.8. Officers

- 3.8.1. The Board shall elect its own officers.
- 3.8.2. The Board will set the terms of its officers.
- 3.8.3. The Board will have a Chair. The Chair's duties include calling meetings, establishing the agendas for the meetings, appointing committees, communicating frequently with the CEO, and other tasks assigned by the Board.
- 3.8.4. The Chair may hold no other office within CCI while serving as the Chair. The Board will have a Vice-Chair. The Vice Chair's duties include supporting the Chair as required and taking on the role as the acting Chair when the Chair is absent. The Vice Chair position will be re-voted on a yearly basis. There is no assumption that the Vice Chair will go on to become the Chair elect.
- 3.8.5. The Board may combine the positions of Secretary and Treasurer. The Secretary duties include keeping minutes of the meetings, when necessary, and signing legal documents on behalf of CCI. The Treasurer duties include reviewing financial statements and communicating with the CCI Staff concerning financial matters.

- 3.8.6.** The Treasurer and the Secretary, or someone filling the combined role of Treasurer/Secretary may also hold other offices.
- 3.8.7.** The Board may establish other officers as it chooses.
- 3.8.8.** The Board may have an Executive Committee consisting of the officers of the board and the CEO and up to one additional Board Member to address issues that arise between meetings.
- 3.8.9.** The board may have a Finance Committee whose purpose is to assist the board in relation to financial matters, see Finance Committee Terms of Reference (2.6).

ARTICLE 4 CHIEF EXECUTIVE OFFICER AND STAFF

- 4.1.** The Board of Directors may employ a Chief Executive Officer to fulfil the organisation's mission and vision, and to manage the day-to-day operations of CCI.
- 4.2.** The CEO may use other titles (President, International Director, Director, etc.) as appropriate within various cultures and languages.
- 4.3.** The CEO will serve as a non-voting, ex-officio member of the Board of Directors.
- 4.4.** The responsibilities of the CEO include:
 - 4.4.1.** Serving as the guardian of the 'Identity: Who We Are' and 'Community: How We Relate' documents.
 - 4.4.2.** Selecting, supervising, and reviewing the employment and involvement of all staff and volunteers (paid or unpaid) of CCI.
 - 4.4.3.** Managing the finances.
 - 4.4.4.** Fulfilling of the Strategic Intentions and other initiatives and goals established by the Board of Directors.
 - 4.4.5.** Raising the funds needed to operate and grow CCI.
 - 4.4.6.** Communicating with the members.
 - 4.4.7.** Speaking on behalf of CCI.
 - 4.4.8.** Representing CCI.
 - 4.4.9.** Assessing the health of each Association and providing encouragement and support as needed.
 - 4.4.10.** Establishing new Associations.
 - 4.4.11.** Developing links with other organisations with the intent of forming partnerships
 - 4.4.12.** Other duties assigned by the Board of Directors.

ARTICLE 5 FINANCES

5.1. Introduction

Funds needed to operate CCI will be generated primarily through donations, membership fees and event fees. The United States Dollar will be the primary currency used for transactions.

5.2. Sources of Income

- 5.2.1. **Donations** – The CEO will work to generate the funds necessary to operate and expand CCI. Sources may include individuals, churches, associations, businesses, foundations or other benevolent agencies.
- 5.2.2. **Event fees** – Events such as the Global Gathering and Regional Gatherings should generate adequate income to cover their costs. It is expected that financial assistance from donations will be needed to help some members participate in the Global and Regional Gatherings.

5.3. Uses of funds

- 5.3.1. Income may be used for operating expenses such as salaries, travel, insurance, administration and communication.
- 5.3.2. Income may be used for the expansion of and strengthening of CCI through the establishment of new Associations and by temporarily assisting existing Associations.
- 5.3.3. Income may be used for special projects approved by the Board of Directors.

5.4. Budgets

- 5.4.1. The International Director will prepare an annual budget.
- 5.4.2. The Board of Directors will approve the budget.

5.5. Accountability

- 5.5.1. An outside review of the financial statements will be conducted each year.
- 5.5.2. Financial accountability will adhere to the standards of the Evangelical Council for Financial Accountability (ECFA).

5.6. Finance Committee Terms of Reference (adopted April 2024)

5.6.1. Purpose

To assist the Board to:

- 5.6.1.1. Meet its fiduciary responsibility to monitor the financial health of the organisation;
- 5.6.1.2. Plan for future growth and development;
- 5.6.1.3. Ensure best practice is achieved; and
- 5.6.1.4. Give confidence to donors and Member Associations regarding financial management

5.6.2. Powers

- 5.6.2.1. The committee is advisory only. Its role is to monitor, review and make recommendations to the Board.
- 5.6.2.2. The Board retains full responsibility for financial and administrative matters.

5.6.3. Responsibilities and Duties

- 5.6.3.1.** The primary responsibility of the Committee is to recommend to the Board processes and policies to maintain effective oversight of the financial position of CCI-WW.
- 5.6.3.2.** The duties of the Committee include:
 - 5.6.3.2.1.** Monitoring the association's finances consistent with the requirements of the CCI-WW Bylaws and relevant government regulations;
 - 5.6.3.2.2.** Planning the financial development of the association, providing advice and recommendations to the board on financial decision making;
 - 5.6.3.2.3.** Supporting the CEO in development of annual budgets for presentation to the Board;
 - 5.6.3.2.4.** Reviewing salaries and making recommendations to the Board; and
 - 5.6.3.2.5.** Recommending action to aid in meeting statutory financial requirements
- 5.6.3.3.** The committee may consider any other matters relating to finance and administration it considers appropriate
- 5.6.3.4.** The Committee shall examine any other finance and administration issues referred to it by the Board.

5.6.4. Membership and Meeting

- 5.6.4.1.** Membership of the Committee shall consist of the CEO, at least two members of Board, and the Chairman of Board ex-officio.
- 5.6.4.2.** The Committee has the power to co-opt additional members with the requisite skills following approval by Board.
- 5.6.4.3.** The quorum for Committee meetings will be three.
- 5.6.4.4.** The Committee Chairman will be appointed by Board.
- 5.6.4.5.** The Committee shall meet as necessary, including typically in the month prior to the Board meeting to allow timely recommendations to come to the Board.

5.6.5. Reporting and Secretarial

- 5.6.5.1.** The Committee Chairman or their delegate shall report to Board at the Board meeting following each Committee meeting.
- 5.6.5.2.** Minutes of meetings of the Committee shall be prepared in draft form, approved by the Committee Chairman and circulated to Board members at the Board meeting following each Committee meeting.

ARTICLE 6 AMENDMENTS

Amendments to this document, 'Community: How We Relate', will be made by a vote of two-thirds of the Board Members.