



# **SCOUTS CANADA CAMP BARNARD**

***FIVE-YEAR PLAN***

***2014-2019***

***- SUMMARY -***



# Camp Barnard

- *Why?*

- to help Scouting and other youth to:
  - learn new skills
  - experience nature and their place in it

- *How?*

- by providing, at reasonable cost:
  - high quality outdoor programs for youth and leaders
  - easy access to outdoor resources and environments
  - excellent facilities and equipment



# The Camp and Its History

- **Camp**
  - southern Vancouver Island, 45 km west of Victoria
  - 100 hectares (251 acres), mostly forested with lake, most donated by Senator George Barnard in 1945
  - year-round residential/wilderness camping + day use
- **Financial and Usage History**
  - primarily Scouting but also 3<sup>rd</sup> party use
  - subsidized by high local Scouting fees until 2004
  - 2005-09 “survival plan” saved the Camp from being closed by
    - eliminating a \$40K annual deficit > *net surplus since 2008/09*
    - overcoming reduced Scouting enrollments and severe restrictions on 3<sup>rd</sup> party use > *Scouting use maintained, 3<sup>rd</sup> party use increased*
    - restoring existing facilities and meeting new health/safety standards



# Why this 5-Year Plan?

- *Opportunity to “step back” and “look ahead”*
- *No plan since the “survival plan” of 2005*
- *Scouts Canada/Cascadia Council requirement*
- *Transformation to Scout “activity centre”*
- *Expanded commitment to environmental responsibility by Scouting*
- *Proposed improved and more accountable Camp management structure and process*



# Components of the Plan

- ***Strategic plan and action plan***
  - no specific action items in a standard strategic plan
  - however, these give much more detail to focus and assist in Plan implementation
- ***Goals***
  - broad statements about what you want to accomplish
- ***Strategies***
  - how you propose to reach goals
- ***Current Reality***
  - where you are now with respect to goals/strategies
- ***Action Items***
  - the details of what you are going to do by when



# Goal 1

***Improved performance through management excellence, enhanced volunteer support and expanded Scouting group involvement***

- ***Current Reality:***

- high achieving core group of volunteers and staff but vulnerable to loss of key individuals
- management control and many procedures too ad hoc
- bias toward facility restoration no longer so necessary
- incomplete financial controls and financial reporting
- insufficient focus on marketing/communications
- need more Greater Victoria Area involvement
- ad hoc planning, primarily annual budget focussed



# Goal 1

***Improved performance through management excellence, enhanced volunteer support and expanded Scouting group involvement***

- ***Strategies:***
  - re-invent the Camp Barnard Committee
  - refocus and strengthen the Camp management team
  - improve financial controls and management reporting
  - take communications, marketing and fundraising more seriously
  - review and update policies and procedures
  - make planning and reporting an ongoing priority



## Goal 2

### *Enhanced high quality outdoor programs for both youth and their leaders*

- ***Current Reality:***
  - youth programs largely delivered by Scouting groups, by Greater Victoria Area and by 3<sup>rd</sup> party renters
  - less leader outdoor training than in the past
  - currently a few outdoor skills programs – notably canoeing and archery
  - no staff or funding for programs, few volunteers and uncertain support from Scouts Canada
  - opportunity exists to expand involvement by youth and outside agencies in program delivery



## Goal 2

### *Enhanced high quality outdoor programs for both youth and their leaders*

- ***Strategies:***
  - establish a Program Team
  - build on existing activities and interest
  - provide DIY outdoor program packages
  - deliver outdoor programs
  - expand outdoor skills training for leaders



## Goal 3

### *Camp Barnard a valued classroom for environmental management & education*

- ***Current Reality:***
  - have recent ecosystem and vegetation information, including opportunities for restoration
  - existing trails and signage and 5 geocache tours
  - natural areas at Camp to be protected, restored or enhanced not yet identified
  - have not showcased or made good use of Camp Barnard's environmental assets and potential
  - external resources and partnerships will be needed and have not yet been identified



## Goal 3

### ***Camp Barnard a valued classroom for environmental management & education***

- ***Strategies:***
  - establish an Environment Team including outside experts
  - demonstrate responsible environmental stewardship
  - support the development and delivery of environmental programs with information, activities and infrastructure
  - support the marketing of environmental programs



## Goal 4

### *Essential supportive facilities & equipment in place and fully functional*

- ***Current Reality:***
  - huge improvement since 2004.
  - current commitments are being met, especially for PJ2015, but some may need additional resources
  - no funded, routine preventive maintenance
  - need formal identification of areas with different management priorities – e.g. to protect natural areas
  - future facilities development not determined
  - access to fixed facilities by youth with disabilities OK but program area access needs further improvement



## Goal 4

### ***Essential supportive facilities & equipment in place and fully functional***

- ***Strategies:***
  - meet existing commitments, especially re PJ2015
  - complete facility rehabilitation
    - including kitchen and waterfront improvements and a new washroom
  - develop and implement an ongoing preventative maintenance plan
  - create a longer term facilities development plan
  - implement a carefully staged facility improvement program



## Goal 5

### ***Camp Barnard, its mission and facilities known & supported throughout the region***

- ***Current Reality:***
  - Camp has the basics for expanded use including a good website but is not yet well known locally
  - current product has limitations – e.g. no food services, no cleanup, few off-the-shelf programs
  - marketing has strong leadership, a plan in progress and some recent funding
  - fundraising is sustainable but no fundraising coordinator or plan
  - expanded 3rd party use the best way to increase revenue but will be challenging



## Goal 5

### ***Camp Barnard, its mission and facilities known & supported throughout the region***

- ***Strategies:***

- develop a communications and marketing plan and implement it
  - with a budget and using outside expertise
- develop a fundraising plan and implement it
  - including maintenance of existing fundraisers, spreading the load for grants and donations and leveraging partnerships
- “professionalize” the Camp Barnard experience



# See Also

- ***5-Year Plan full document***
  - 33 pages including Appendices
    - Appendix A – Financial History since 2006/07
      - including Investment Funds and current priority capital project estimated costs
    - Appendix B – Usage History since 2004/05
    - Appendix C – SWOT Analysis  
(Strengths/Weaknesses/Opportunities/Threats)
    - Appendix D – March 30,2014 Workshop Summary
  
- ***5-Year Plan action completion spreadsheet***
  - Action Items by Goal with visual and comparative indication of the proposed completion date for each