Camp Barnard 2014-2019 5-Year Plan
Action Completion Schedule

	2014			2015												2016												2017												2018												2019											
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Goal 1: Improved performance through management excellence, enhanced volunteer support and expanded Scouting group involvement																																																																
Customize and implement the Cascadia camp management model when it is finalized and approved (approval before end of 2014 calendar year; implement in September 2015).																																																																
Develop a Terms of Reference and revised structure for the Camp management team that will improve control of Camp operations and enable timely delivery of the goals and strategies in this Plan - including specific consultation with youth about their involvement with Camp in general and Camp management in particular.																																																																
Prepare job descriptions for identified positions on the management team, both volunteer and staff.																																																																
Create an ongoing "nominating committee" to identify potential candidates for current and upcoming vacancies on the Camp management team and to recruit them – including a continuing inventory of available talent and active recruiting of Scouting alumni.																																																																
Determine the current requirements for effective financial record keeping and control and for the management and budgeting of Camp Barnard finances and identify any shortcomings in the existing system – with the assistance of outside accounting expertise.																																																																
Develop, test and implement a revised financial management system, including updating the system software.																																																																
Create and implement an organized, accessible records management system for Camp Barnard and the Camp Barnard Committee (August 2016); in the short term, consolidate existing digital records online (November 2014).																																																																
Develop and implement a Camp Barnard volunteer appreciation program.																																																																
Document and consolidate existing/in progress Camp Barnard policies and procedures – beyond BP&P, identify gaps and shortcomings (February 2015), and revise/develop as necessary (draft versions to fill critical gaps by end of June 2015; fully operational by December 2016).																																																																

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Identify and define the critical surveys, plans and reports - including usage reporting for individual facilities (see Goal 5) - for the continued successful management and operation of Camp Barnard.																																																																	
Meet the reporting requirements of BC-Yukon Properties – monthly and annual.																																																																
Review 5-Year Plan progress annually and as part of the budgeting process.																																																																
Work with Greater Victoria Area groups and Cascadia Council to confirm a detailed long term vision for Camp Barnard, assess the capacity of the Camp to address that vision, and set usage and budget targets.																																																																

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Goal 2 - Enhanced high quality outdoor programs for both youth and their leaders																																																																
Add one or two members to the existing "core program team".																																																															
Complete current program-related projects at Camp – e.g. structured Playground for 4-7 year olds, backcountry Climbing Wall.																																																															
Survey Scouting groups to identify additional packages and training that would be of particular interest and use for new leaders; explicitly consider whether Camp-based elements of Scouts CARE Green and Project WILD should be re-established.																																																															
Survey 3rd party user groups to identify additional programs they would be interested in.																																																															
Identify and investigate relevant programs offered by outside agencies in the Camp Barnard area and programs that could be offered by external partners at the Camp.																																																															
Recommend to the Camp Barnard Committee strategies and required resources both to maintain the viability of existing programs in the longer term and to establish and deliver high priority new programs identified through consultation with users.																																																															
Investigate and report to Camp Barnard Committee regarding the feasibility of using the "profits" from programs delivered to 3rd parties to fund "on call" and/or part-time staff for development and delivery of both those programs and programs for Scouting leaders and youth.																																																															
Select and complete the development of the first 10 DIY outdoor program packages, including both write-ups and samples of the equipment needed – e.g. campfire building, setting up a campsite, outdoor cooking, pioneering, outdoor safety, geocaching, orienteering, animal tracking.																																																															
Coordinate with overall Camp marketing activities to initiate and carry out program-specific marketing to Scouters and youth using the GVA calendar, online information with video links, social media and e-mail, and presentations at Key 3 meetings.																																																															

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Goal 3 - Camp Barnard a valued classroom for environmental management and education																											
Complete natural history signage for the Nature Trail - currently in progress (December 2014) - and for the Lake Trail (December 2015):																											
Identify/recruit an "environmental lead" for the Camp management team (March 2015), together with small core support group, to undertake initial environment-related activities and feasibility investigations (August 2015).																											
Canvas the local Scouting community for members who have environmental/ natural resource expertise or have contacts to local academic, conservation and resource use organizations and are prepared to help initiate environmental stewardship and education at Camp Barnard – using the GVA Key 3 meeting and e-mail distribution/phone list and the GVA website.																											
Demonstrate environmental responsibility at Camp by developing and implementing specific stewardship policies/procedures that apply to all users – e.g. leave no trace in undeveloped multiple use areas.																											
Provide expertise for identification of "natural areas" to be protected when the Camp property is divided into management areas (see Goal 4 Action Item)																											
Identify, plan and implement environmental "quick wins" – e.g. resource bins with materials for Camp users and course instructors; list of opportunities at or near Camp for completing Scouting environmental badge program requirements; information about off-site nearby opportunities for wilderness experiences and for observation of and/or participation in sustainable resource management activities.																											
Determine the specific commitments that the Camp Barnard Committee/ BC-Yukon Properties/Scouts Canada would be prepared to make to preserve environmental stewardship investments made by partner organizations.																											
Contact identified external organizations to discuss/negotiate their involvement in environmental management and education at and through Camp Barnard – e.g. Habitat Acquisition Trust, Sooke Salmon Enhancement, Ecoforestry Institute.																											

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If there is sufficient interest and probable support, establish an "environment team" to take the lead in implementation of the strategies for this Goal.																																																																		

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Goal 4 - Essential supportive facilities and equipment in place and fully functional																																																																
Complete site preparations for PJ2015, including legacy works - e.g. electical service updating, graywater holding tanks, swim area shower, road/facilities improvements, backcountry climbing wall.																																																																
Complete Emergency Plan (January 2015) and implement (June 2015) - including required alterations to facilities.																																																																
Meet currently planned facility rehabilitation/replacement targets																																																																
- Mackenzie Creek bridge rebuild																																																																
- Mor Kitchen heating system																																																																
- waterfront improvements																																																																
- Keego Kitchen improvements																																																																
- new Keego Washroom - construction initiation November 2014; completion May 2015																																																																
- Camp Barnard sign improvements																																																																
- Keego Kitchen heating system																																																																
Inventory and assess the condition and usage of existing assets at Camp, including structures, program areas, maintenance areas, ranger dwelling, camp vehicles and, critically, camp infrastructure including electrical, water, sewer, gas and roads.																																																																
Develop, budget and implement a preventive maintenance plan for those assets that sets and addresses standards, including legal responsibilities (see *BSA Camping and Outdoor Program Committee Guide, 2011, pp.16-19*).																																																																
As input to the establishment and updating of rental rates and to decisions about continued use, create a system for ongoing collection of appropriate data for calculating unit operating costs for major Camp Barnard facilities (by June 2015); test during PJ2015 and implement for Fiscal 2015/16.																																																																
Develop, budget and implement a fire suppression plan for Camp facilities.																																																																

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Recognize the probable expanded future role of Camp Barnard by doing an initial pre-emptive division of the property into areas with different management priorities in order to preserve flexibility in future planning: e.g. natural protected, undeveloped multiple use, program special use, developed use, utilities, transportation.																																																																	
Establish a working group, determine content and develop a process with timings for the creation and implementation of a longer term facilities improvement plan.																																																																
Identify and plan "no brainers" for facilities improvement in the short term – i.e. in 2015 and 2016 before the long term plan is completed (e.g. additional storage for program equipment/supplies and for "castoffs" acquired for future improvements to facilities).																																																																

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Goal 5 - Camp Barnard, its mission and facilities known and supported throughout the region																																																																
Communications and Marketing																																																																	
When usage data and operating costs for individual major facilities are available (see Goals 1 and 4), review actual costs per user for products and services offered by Camp Barnard and adjust prices appropriately for both Scouting and 3rd party customers.																																																																
Finish the draft 5-year communications and marketing plan, including specific objectives, activities and budget for the next 12 months.																																																																
Implement plan proposals for improving communication with user groups – before, during and after their time at Camp.																																																																
Use the plan to define and prioritize activities to improve the customer experience while at Camp Barnard.																																																																
Continue and expand the innovative promotional initiatives that are currently underway for Camp Barnard, including research into alternate markets.																																																																
Develop new partnerships – e.g. catering/cleaning, not-for-profits, event planners, outdoor clubs, concerts.																																																																
Monitor the competition – especially what they do well that Camp Barnard could adopt or even improve upon.																																																																
Fundraising																																																																	
Recruit a fundraising coordinator for Camp management team.																																																																	
Maintain current annual fundraisers – e.g. Apple Day, Christmas tree sales, Barnard breakfast, Polar Bear swim.																																																																
Continue efforts to expand grants, donations and partnerships, not just for facility improvement but also for program development and delivery.																																																																
Develop a 5-year plan to expand fundraising, including specific objectives and activities for the next 12 months.																																																																