

Draft for discussion

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Managing Camp Barnard

These notes outline proposed changes to our approach to managing Camp Barnard.

Camp Barnard has been managed by a strong team of volunteers over the last 8 years, all with the support of 1st-rate staff. Every structure on site has been upgraded and some new ones have been added. The utilities – particularly the water system – have been extended and brought up to today's standard. Use of the camp by Scouting groups has been steady, use by other organizations has increased substantially, and many volunteers have pitched in to raise funds for camp improvements and day-to-day operations.

So – if we've had 8 years of success – why is there a need for change? In fact, there is a pressing need to get our house in order, and the recently-completed 5-year planning exercise has made that clear. Here are some of the symptoms of a need for change:

- The new 5-year plan should have been in place 3 years ago.
- We have a loose organizational structure, but -- the reality is -- we're not doing a good job of sharing the load. Too much responsibility is being carried by too few people.
- Several aspects of camp management have been neglected. For example, stewardship of natural areas in the camp has been "off the table" for the last 8 years (and more).
- We are falling short of meeting reporting requirements of the Greater Victoria Area and Cascadia Council, in terms of both timeliness and quality.
- We don't have the level of financial discipline that might be expected – to the point where projects are sometimes initiated without having funding in place.
- The management team is little changed from 8 years ago, and there is no succession plan.
- Cascadia Council is developing requirements and guidelines for camp management. While those have not yet been finalized, some of the principles are clear. One is that every Group in the Area be directly involved in setting the direction of our camp.

In spite of these shortcomings, Camp Barnard is in great shape, and we're told that, in many respects, it is a model of how Scout camps should be managed and operated. Nonetheless, it's readily apparent that there's a need to refine our approach to managing the camp.

While there's a need for more structured management, the team spirit behind the camp's success could easily be lost. While change is necessary, it must be thought through and implemented with care.

Two broad changes are proposed: (1) engaging every Scout group in the management of Camp Barnard; and (2) spreading management responsibility among several volunteers to better share the load and be more effective.

The Camp Management Committee

At the present time, the Camp Management Committee (loosely referred to as the Camp Committee) is made up of any number of volunteers who want to support Camp Barnard. Most are simply interested in “pitching in” to improve facilities, but we *do* have a Committee Chair, a Registrar who handles camp bookings, and a volunteer who handles financial accounts. Most of the rest of us are “free-lancers” who go where our interests take us.

We’re now proposing a Camp Management Committee made up of a Chairperson, eight other executive positions, and 1 representative from every active group in the Greater Victoria Area. The proposed make-up and operation of the Committee is outlined below:

- Each group would name one representative and one alternate to the Committee.
- An Annual General Meeting would be held in March of each year to elect executive members, review camp operations and financial performance, and consider proposed changes to policies or work plans.
- A Semi-Annual meeting would be held in September of every year to review goals and plans for the year, approve operating and capital budgets, and approve any changes in camp policy.
- If the Chairperson or any ten members of the Committee see a need for an additional meeting to address particular issues, the Chair will schedule a Special Meeting, to be held within 1 month.
- A quorum of at least ten members must be in attendance in order to proceed with a Camp Management Committee meeting.
- Members will receive copies of the minutes of the Annual and Semi-Annual Meetings and of all Executive meetings.
- The Area Commissioner for GVA, the Deputy Council Commissioner for Vancouver Island, and the Camp Ranger will be *ex officio* members of the Camp Management Committee, but will not have a vote.

The Executive

- The Executive Committee will be made up of 9 positions: Chair, Vice Chair, Secretary, Treasurer, Program Co-ordinator, Conservation Co-ordinator, Fundraising Co-ordinator, Marketing Co-ordinator, and a Facilities Co-ordinator. (Responsibilities for each position are set out in appended “job descriptions”.)
- Individuals may hold more than one Executive position if they’ve demonstrated they have the capacity to carry all of the responsibilities associated with those positions.
- In addition to responsibilities carried by individual members of the Committee, the Executive Committee’s responsibilities include:
 - Pursuing the goals and strategies laid out in the 5-year plan.
 - Monitoring camp operations (e.g. usage levels, user satisfaction, risk management, maintenance of the site and facilities) and taking action on any apparent shortcomings.
 - Approving expenditures within annual operating budgets and capital budgets.
 - Taking immediate action to deal with any emergency situations.
 - Developing policies as appropriate (e.g. fee structure and emergency plans) for consideration by the Camp Management Committee.

- Providing timely and effective reports to members of the Camp Management Committee, the Area Commissioner, and the Chair of BC Scout Properties.
- The Executive Committee will meet at the call of the Chair – generally once a month.
- A quorum of at least four must be in attendance in order to proceed with an Executive Committee meeting.

Electing the Executive

- Elections will be held at the Semi-Annual Meeting.
- The Chair will appoint a Nominating Committee of 3 to 5 individuals at least 75 days before the Semi-Annual meeting. Before appointing the Nominating Committee, the Chair will consult with the Area Commissioner to ensure that at least one member of the Committee is familiar with the pool of Leaders and Group Committee members who might be considered for election to the Executive. No more than one member of the Nominating Committee will be a member of the Executive Committee.
- The Nominating Committee will identify 1 or more qualified candidates for each position that comes open at the time of the Semi-Annual General Meeting.
- The Nominating Committee's report will be distributed to all members of the Camp Management Committee at least two weeks prior to the meeting.
- The Nominating Committee's report will be presented to the Semi-Annual Meeting and the Chair will call for nominations from the floor.
- Election will be by a show of hands or, at the discretion of the Chair, by secret ballot.
- Members will be elected for 3-year, renewable terms, with start dates staggered to provide for continuity. With this arrangement, 3 executive positions will be open for election every year.

Staff

- The Camp Ranger generally takes direction from the Chair of the Camp Management Committee. However, he/she also reports to Cascadia Council on personnel matters (e.g. performance evaluation, personal goals, compensation, and training).
- Other camp operations staff take direction from the Camp Ranger.

Key Support Roles

All management teams need good, timely information in order to make sound decisions. They also depend on expert advice and reliable support systems. For Camp Barnard, these critical roles include:

- Financial Accounting and Reporting -- banking, paying bills, recording financial transactions, and preparing reports.
- Camper Registrar – receiving camp bookings, maintaining records of camp usage, and issuing invoices.
- Project Managers – carrying overall responsibility for completing one or more capital projects to applicable standards, on time and within budget.
- Records Management -- developing and maintaining a records management system that documents property holdings, the physical plant, policy, finances, etc.
- Risk Management – ensuring that appropriate risk management systems and emergency plans are in place.

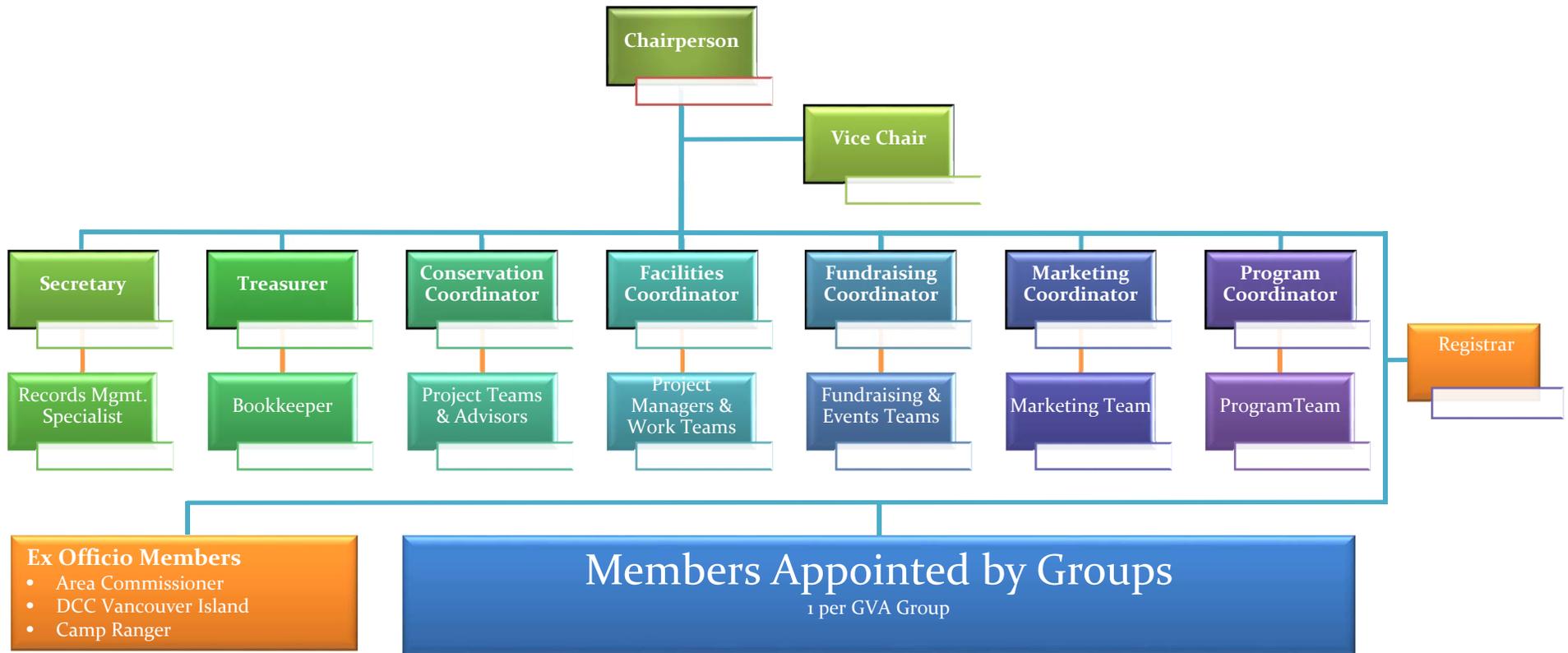
These roles are described in more detail in attachments.

Getting Started

Our goal is to put a restructured committee in place by the end of March, 2015. This means working our way through the following steps.

- Refine the organizational plan and job descriptions and seek approval from the existing camp committee.
- Submit the plan to the Area Commissioner and BC Scout Properties for consideration and approval.
- Brief all GVA groups and other interested members on the proposed re-structuring, and ask each group to name a representative (and alternate) to the Camp Management Committee.
- Invite and consider input from groups.
- No later than mid-January, 2015, appoint a nominating committee, to report to the Chair by mid-March with 1 or more candidates for each Executive position. (For this initial election, three of the positions would be filled for 1 year, three for 2 years, and three for 3 years. At future Annual General Meetings, only 3 positions would generally be up for election.)
- Schedule an Annual General Meeting for late March, 2015, distribute the Nominating Committee's report, and notify all members of the Camp Management Committee of the time, location and agenda at least 2 weeks prior to the meeting.
- At the Annual General Meeting, receive the Nominating Committee's report, accept nominations from the floor, and elect executive officers.

Camp Barnard Management Committee



Denotes Executive Committee members

Executive Committee Job Descriptions

Chairperson: Chair of the Camp Management Committee and principle contact with the Area team, the Scouts Canada Operations Centre and the Camp Ranger.

Primary Responsibilities:

Chair meetings of the Camp Management Committee and the Executive Committee.

Appoint a Nominating Committee that has a full understanding of responsibilities carried by those who are elected to the Executive Committee.

Support the efforts of Executive Committee members in working towards goals that fall in their areas of responsibility.

Support the Camp Ranger in setting priorities, working within budgets, maintaining a safe work and “play” environment, and meeting the needs of camp volunteers and users.

Provide oversight, to ensure that the Camp Ranger, members of the Executive Committee and any committees or working groups they might set up, and volunteers who play key supporting roles in camp management are all working effectively.

Ensure that the camp complies with Scouts Canada policies, government regulations, and policies adopted by the Camp Management Committee.

Liaise with the Scouts Canada Operations Centre on matters related to personnel, policy, and financial management.

Submit monthly and annual financial reports to BC/Yukon Scout Properties and keep them advised of issues related to camp development and operations.

Additional Responsibilities:

Prepare agendas for all meetings of the Camp Management Committee and the Executive Committee.

Prepare newly-elected members of the Executive Committee for the responsibilities they will be carrying.

Represent the camp in dealings with local government, other organizations, and the media.

Participate in fundraising projects and events.

Oversee a recognition program for volunteers and donors.

Qualifications:

Ability to provide leadership and foster a team effort.

Strong commitment to Scouts Canada’s values, policies and procedures.

Understanding of the value that Camp Barnard brings to Scouting and other youth organizations in the area.

Registered as a member of Scouts Canada or willing to become a member.

Vice Chairperson: Backup to the Chairperson in the event he/she is unable to perform their duties, with the added responsibility of leading an annual evaluation and 5-year-plan update.

Primary Responsibilities:

Work closely with the Chairperson as a consultant and advisor.

Chair meetings of the Camp Management and Executive Committees in the absence of the Chairperson.

Perform other duties in the absence of the Chairperson or at the request of the Chairperson.

Take the lead in an annual review and update of the 5-year plan.

Additional Responsibilities:

Support the efforts of Executive Committee members in working towards goals that fall in their areas of responsibility.

Conduct policy reviews (e.g. related to camp usage, fee structure, risk management, etc.) at the request of the Chair, for consideration by the Executive Committee and the Camp Management Committee.

Participate in fundraising projects and events.

Qualifications:

Ability to provide leadership and foster a team effort.

Strong commitment to Scouts Canada's values, policies and procedures.

Understanding of the value that Camp Barnard brings to Scouting and other youth organizations in the area.

Registered as a member of Scouts Canada or willing to become a member.

Secretary: Ensures that the Camp Management Committee and its members have access to accurate and sufficient documentation to determine when, how, and by whom decisions are made and action taken.

Primary Responsibilities:

Prepare accurate minutes of Camp Management and Executive Committee meetings and distribute them for approval.

Ensure that records of camp business (e.g. correspondence, minutes, site surveys, camp policies, camp usage, contracts, financial reports, etc.) are maintained in a secure storage medium, accessible to members of the Camp Management Committee and others, as appropriate.

Manage all correspondence.

Prepare correspondence that hasn't been assigned to others.

Ensure that members receive proper notification of meetings.

Additional Responsibilities:

Assist the Fundraising Co-ordinator with grant applications.

Assist the Marketing and Fundraising Co-ordinators in efforts to publicize special events.

Participate in fundraising projects and events.

Qualifications:

Records management experience.

Ability to work effectively with professional support people to establish a records management system.

Strong commitment to Scouts Canada's values, policies and procedures.

Understanding of the value Camp Barnard brings to Scouting and other youth organizations.

Registered as a member of Scouts Canada or willing to become a member.

Treasurer: Manages financial operations and ensures that the Camp Management Committee receives accurate and timely information on Camp finances.

Primary Responsibilities:

Develop and oversee the financial management system, including banking, signing authorities, invoicing, payment for goods and services, and record keeping.

Work closely with the book keeper to ensure that all transactions, accounts, records, and reports conform with Generally Accepted Accounting Principles (GAAP).

Provide the Camp Management Committee with regular reports on the Camp's financial position and cash flow outlook and recommend appropriate action.

Provide advice on investment of funds that are surplus to immediate needs.

Develop an annual budget proposal in consultation with other members of the Executive Committee and the Camp Ranger, for consideration and approval by the Camp Management Committee at its Semi-Annual Meeting.

Monitor and report on actual revenues and expenses in relation to budget.

Ensure all necessary financial reports are filed with BC/Yukon Properties and government agencies.

Initiates an annual audit of the financial management system and ensures that the auditor receives information and support required for the audit process.

Additional Responsibilities:

Advise the Chair and Fundraising Co-ordinator on fundraising strategies.

Assist the Fundraising Co-ordinator with grant applications.

Participate in fundraising projects and events.

Qualifications:

Financial management knowledge and experience, preferably with recognized accounting certification.

Ability to work effectively with a volunteer bookkeeper.

Strong commitment to Scouts Canada's values, policies and procedures.

Understanding of the value Camp Barnard brings to Scouting and other youth organizations.

Registered as a member of Scouts Canada or willing to become a member.

Conservation Co-ordinator: Manages an environmental conservation, awareness, and education program and advises the Camp Management Committee on the environmental implications of development proposals.

Primary Responsibilities:

Develop an information base for site conservation plans, including maps, surveys and photographs.

Develop a conservation plan which:

- Divides the property into conservation zones, according to their natural features and current condition.
- Defines the appropriate types and intensity of use for each area.
- Identifies areas requiring protection or restoration.

Establish an environment team that includes youth and adults in Scouting as well as outside groups and individuals who are willing to contribute their know-how and/or energy to site restoration and environmental awareness and education.

Advise the Camp Management Committee of ways in which proposed development projects will impact the site conservation plan and affect fish, wildlife, water, and forest resources.

Monitors developments (e.g. timber harvesting plans) in the area around camp as they may affect the natural environment on the camp property.

Work to make Camp Barnard a showcase of sound environmental stewardship.

Develop resource materials for group leaders (e.g. resource “bins,” games and activities, GPS challenges tied to environmental points of interest, well-signed nature trails, etc.)

Ensure that volunteers are recognized for their contribution.

Additional Responsibilities:

Work with the Program Co-ordinator and the GVR training team to design and deliver environmental awareness programs.

Work with the Marketing Co-ordinator to promote Camp Barnard as an outdoor education centre, both to Scout groups and 3rd party users.

Work with the Fundraising Co-ordinator to raise funds for conservation projects.

Participate in other fundraising projects and events.

Qualifications:

A strong interest in conservation and site restoration coupled with experience in the field and willingness to learn.

Ability to reach out to other organizations, develop work plans, and build volunteer teams.

Commitment to Scouts Canada’s values, policies and procedures; understanding of the value Camp Barnard brings to Scouting and other youth organizations; and registered as a member of Scouts Canada or willing to become a member.

Facilities Co-ordinator: Oversees the maintenance of all facilities (including sites, roads, trails, shelters, buildings, and utilities) and the development of new or upgraded facilities.

Primary Responsibilities:

With the Camp Ranger, develop a preventative maintenance program, including an inventory of existing facilities, an inspection schedule, and a schedule of routine maintenance and servicing.

Create a long-term facilities development plan, accounting for anticipated camp use, future program initiatives, the conservation plan, and the need to renew or upgrade existing facilities.

Develop a near-term facilities improvement program that addresses priority projects in the long-term facilities development program.

Develop reliable cost estimates and time-lines for capital and maintenance projects, for consideration by the Camp Management Committee.

Select project managers to oversee projects, and monitor progress, quality of work, and cost in relation to budget.

Ensure that volunteers are recognized for the effort they put into camp maintenance and improvements.

Additional Responsibilities:

Support volunteer work parties and encourage Scouting groups to include “camp good turns” in their programs.

Work with the Conservation Co-ordinator to minimize the impact of development work.

With others, work to acquire goods and services free of charge or at a discounted price in order to do as much as possible with limited funds.

Work closely with the Fundraising Co-ordinator on grant applications and fundraising for particular projects.

Participate in other fundraising projects and events.

Qualifications:

Experience in program planning and project management.

Ability to develop work plans, and build volunteer teams.

Commitment to Scouts Canada’s values, policies and procedures.

Understanding of the value Camp Barnard brings to Scouting and other youth organizations.

Registered as a member of Scouts Canada or willing to become a member.

Fundraising Co-ordinator: Develops a fundraising strategy, and builds teams to organize and run fundraising events.

Primary Responsibilities:

Develop a fundraising strategy that addresses: the Camp's long-term need for operating funds and capital funds; the capacity of volunteers to organize and run fundraising events; and changes that may open up new opportunities (e.g. communications technology and community values).

Develop fundraising teams, each taking responsibility for planning, publicizing and running a particular fundraiser.

Identify grant opportunities, whether from government agencies, service clubs, foundations, businesses, or other sources.

Spearhead the development of grant applications.

Take outreach initiatives to make potential donors aware of our needs.

Provide training and support for fundraising teams.

Recognize the achievements of fundraising teams and the youth, adults, and donors who contribute to fundraising events.

Additional Responsibilities:

With others, work to acquire goods and services free of charge or at a discounted price in order to do as much as possible with limited funds.

Participate in fundraising projects and events.

Qualifications:

Strong communication and team-building skills.

Experience in planning and running fundraising events.

Commitment to Scouts Canada's values, policies and procedures.

Understanding of the value Camp Barnard brings to Scouting and other youth organizations.

Registered as a member of Scouts Canada or willing to become a member.

Marketing Co-ordinator: Develops a marketing strategy and leads the effort to increase the use of camp by Scouting and 3rd-party users.

Primary Responsibilities:

Develop a marketing strategy that: positions Camp Barnard as an outdoor activity and environmental education centre; encourages Scouting groups to make greater use of Camp; and attracts more 3rd-party users.

Develop a communications plan as a key component of the marketing strategy.

Assess the competitive position of Camp Barnard in relation to other camps (e.g. Scout camps, church camps, Provincial parks, etc.) and recommend changes in fees, facilities, marketing efforts, or programs in order increase camp usage and income.

Establish a “customer satisfaction” program that identifies areas where improvements are needed or where initiatives might be taken to encourage groups to come back more often or extend their stay.

Investigate new market opportunities (e.g. film making), including what is needed to accommodate them, what is an appropriate fee structure, and how to attract their business.

Develop and manage a near-term marketing program that addresses immediate opportunities in the context of the marketing and communication strategies.

Additional Responsibilities:

Participate in fundraising projects and events.

Qualifications:

Strong communication skills.

Marketing know-how and experience.

Commitment to Scouts Canada’s values, policies and procedures.

Understanding of the value Camp Barnard brings to Scouting and other youth organizations.

Registered as a member of Scouts Canada or willing to become a member.

Program Co-ordinator: Develops an outdoor education program that adds value to the time Scouting groups spend at camp while attracting new 3rd-party users.

Primary Responsibilities:

Prepare a plan for staged development of an outdoor education program that helps leaders develop skills and knowledge they can pass on to youth and moves Camp Barnard towards the Adventure Centre model adopted by Scouts Canada.

Build a team of volunteers who can contribute to the program planning process and can develop and run particular programs (e.g. canoeing, archery, climbing, camp cookery, LNT).

Identify the expertise, equipment and other resources needed to support the outdoor education program, and work with the Fundraising Co-ordinator and Facilities Co-ordinator to put those resources in place.

With the Marketing Co-ordinator, identify organizations that might use Camp Barnard as a base for their own outdoor education programs.

Work with the Area team to design and deliver outdoor skills workshops as one component of the Area training program.

Ensure that volunteers are recognized for the time and effort they devote to developing and delivering programs and activities.

Additional Responsibilities:

Participate in fundraising projects and events.

Qualifications:

Ability to plan, staff and deliver educational programs.

Team-building skills.

Commitment to Scouts Canada's values, policies and procedures.

Understanding of the value Camp Barnard brings to Scouting and other youth organizations.

Registered as a member of Scouts Canada or willing to become a member.

**Members at Large
Job Description**

Member at Large: Appointed to the Camp Management Committee by their GVA group, to participate in the development and approval of policies, programs, budgets, and short- and long-range plans for the camp.

Primary Responsibilities:

Actively participate in the review and approval of policy, budgets, programs, and short- and long-range plans for the camp.

Serve as an ambassador for the camp, both within their own group and in the community at large.

Serve as a “window on the community”, alerting the Committee to issues and trends that might affect the camp or open up new opportunities.

Advise the Chairperson or appropriate member of the Executive Committee aware of ways in which the use, operation and financial performance of the camp might be improved.

Additional Responsibilities:

Develop an understanding of camp policies, programs, plans, and finances, sufficient to provide a basis for decision-making in these areas.

Keep their group advised of developments and needs at camp.

Share their own resources, experience, talents and influence.

Participate in fundraising projects and events.

Encourage others to support Camp Barnard by participating in fundraisers and work parties or with donations of materials, services or expertise.

Qualifications:

Commitment to Scouts Canada’s values, policies and procedures.

Understanding of the value Camp Barnard brings to Scouting and other youth organizations.

Registered as a member of Scouts Canada or willing to become a member.

Camp Ranger Job Description

Camp Ranger

2008 Job Description

The Camp Ranger manages camp operations and maintains the camp. This is a full-time position averaging 35 hours per week, depending on camp bookings and maintenance activities.

The Ranger's responsibilities include:

- **Carrying out preventive and light maintenance of the facilities and site.** This includes: lawn mowing; ensuring washrooms, kitchens, dining halls, sleeping cabins, lodges and grounds are clean and in good repair before every arrival; clearing windfall; keeping the beach area clear of debris; washing windows; making emergency repairs (e.g. to taps and plumbing); and painting.
- **Dealing with contractors and others retained for maintenance and upgrade work.** This includes: routine contracted work (e.g. providing access and checking work such as garbage pick-up, septic tank pumping, fire equipment servicing, fuel oil and propane deliveries) and special or emergency contracts (e.g. obtaining price quotations, helping the Camp Committee select contractors, providing access to contractors, suppliers and inspectors, and checking work).
- **Assisting with maintenance or upgrade construction projects undertaken by volunteers.** Assisting volunteers who are working on camp maintenance and upgrading projects (e.g. providing camp tools in good working order, buying or renting required equipment, buying materials, and -- depending on time requirements for other camp work -- working hand in hand with the volunteers.)
- **Ensuring camp property, facilities and fixtures meet applicable standards.** Is familiar with health regulations, Scouts Canada policy, and other standards related to camp operations (e.g. water purity, kitchen facilities, and fire alarm and suppression systems). Take action when standards are not being met (e.g. by correcting the problem, referring the problem to Camp Committee for action, or -- as a last resort -- closing facilities).
- **Ensuring program equipment and materials are in safe working order.** For example, ensuring the public telephone, floats, swimming area, canoes, paddles, and PFD's are in good repair. Handle administrative procedures associated with canoe/kayak rentals. Coordinate camper use of bookable facilities, i.e. waterfront, amphitheatre, playing field.
- **Supervising the arrival and departure of groups.** Meets each group as it arrives and ensures that group representatives are familiar with camp rules, parking restrictions, etc. Walks through the facilities/site with the group representative and completes a check-in form with them. Completes a walk-through check of facilities when each group is ready to leave and complete the check-out form. Remains on site for duration of rental period.
- **Maintaining positive relationships with camp users, neighbours and the local community.** Ensures that groups are considerate of others who are using the camp. Makes himself/herself available to deal with any problems that groups might experience. Supports positive relations with neighbours and the community. Assists with marketing of the camp, including providing site tours.
- **Assisting the Camp Registrar as needed.** Working in partnership with the Camp Registrar to co-ordinate camp bookings and keep administrative records required for invoicing, etc.

- **Providing input to the annual operating and capital budgets.** Attends camp committee meetings regularly and provides input by reporting on tasks accomplished and assisting with prioritising camp needs.
- **Providing security by residing on the property and controlling unauthorized access.**

The Camp Ranger's position requires broad general knowledge of building and equipment maintenance and repair, and light construction. A demonstrated knowledge of applicable fire safety, environmental, health and safety and other legislation and procedures is also required.

Experience with Scouts Canada's and/or other structured outdoor programs is a definite asset, and a clean police records check and willingness to ascribe to Scouting's Mission Statement and Principles are required. Strong inter-personal skills are essential.

Administratively, the Ranger is responsible to Scouts Canada's Operations Manager as the employment contract administrator. However, his/her work is overseen by the Camp Committee Chair, and periodic performance evaluations will be conducted by the Camp Committee and Operations Manager.