



Scouts Canada's Property Strategy and Dashboard Feedback Report

Context

Part of Scouts Canada's strategic plan is to increase the number of high-quality nights away and outdoor adventures young people experience through Scouting. One way of achieving this was to unlock the value of properties in non-traditional ways. Having attempted this with four properties, our learnings included:

- Members were unclear about how properties were chosen for partnerships or sale, and they thought the process lacked transparency. Many believed that the organization had already made up its mind to sell all our properties.
- Members have wondered if the proceeds from property sales would truly be used to help youth or to only improve Nationals' finances.
- There has often been a perceived lack of trust between Camp Committees and the National office, as the latter reduces authority and complicates operations, leading to feelings of disrespect and increased difficulty for Camp Committees and Property Societies.
- A more transparent Decision-Making Framework—outlining an approach to how we should make decisions about our campsites.

Between 9th April and 23rd April, the Chairs of Property Societies, Camp Committees, Functional Key 3s (FK3s) and Council Key Threes (CK3s) were asked to give feedback on the above. This report outlines what feedback was received, and what action has or will be taken as a result. All comments (having been edited to remove comments that would identify the individual) are noted in appendices.

We genuinely thank all of those who took the time to provide feedback, which was considered constructive and in some cases significant in depth.

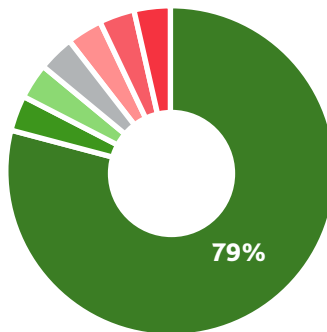
As such, a new approach has been designed involving:

- Clearer and more specific Principles and Objectives that will drive our work with campsites.
- A Dashboard (Beta v1.0) that can show members what we know about our campsites.

Method

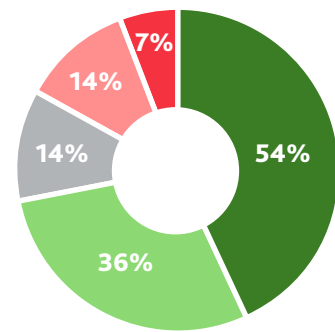
The Principles and Objectives, Dashboard and Decision-Making Framework were hosted on Scouts.ca. All Property Society and Camp Committee Chairs, as well as CK3s, FK3s, were invited to test these outputs and give feedback via a short survey.

In total, 29 responses were received in the two-week window. The majority of respondents were based in Ontario (79%) and held roles as Camp Committee Members (54%), Group/Section volunteers (36%), Property Society members (14%), CK3s (14%) and parents of young people in Scouting (7%).



RESPONSES BY PROVINCE

- Ontario
- Nova Scotia
- Saskatchewan
- Alberta
- BC
- Quebec
- NB



RESPONSES BY ROLE

- Camp Committee Member
- Group/Section volunteers
- Property Society members
- Council Key Three
- Parents

The Dashboard

The first version of the Dashboard (which will be reviewed and improved on an ongoing bases) is intended to be a single source for all our real estate holdings. The goal is to showcase the ownership structure and financials of our sites, streamline the management of our property assets and increase transparency for our members.

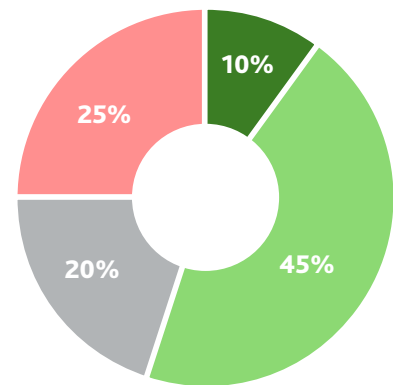
Currently within a PowerBI format, each property includes Ownership Type, Estimated Portfolio Value based on information from Colliers, whether its consolidated with Scouts Canada's reporting or not (ie, does National have visibility into its data in order to reflect its value in the Dashboard), and its profit earnings (net revenue) for 2022/23 (Financial Year FY23).

1. Levels of Support

Respondents were asked **to what extent do you agree the dashboard is helpful.**

While most respondents agreed that it was helpful (55%), a significant number either weren't sure (20%) or disagreed (25%). The majority of those who disagreed were Camp Committee Members.

- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree (0%)



2. Property Specific Feedback

Respondents were asked if they had **any concerns related to the data shared regarding a specific property.**

The responses raised concerns related to the financial information provided for individual properties. This information included the incorrect status of a camp (inaccurately grouped as 'consolidated' or 'non-consolidated'), incorrect portfolio value, inconsistent financial information or showed properties that have been previously sold.

There were also these general themes in feedback:

- **Desire for More Effort to Align Information:** Aligning numbers with other sources to ensure the data is correct.
- **Desire for Specific Property Data:** Request to drill down to specific property data.
- **Disagreement with Overhead Cost Distribution:** Concerns about equal distribution of overhead costs.
- **Criticism of Scouts Canada's Direction:** Critique of perceived lack of progress and continuity in Scouts Canada's management.

All comments are shared as submitted in Appendix 1.

Decision Making Framework

In attempting to give more confidence and transparency in how decisions are made regarding properties, a Decision-Making Framework was shared for comment. It included a first stage that would give a potential action for each property (**Invest, Sustain, Partner, Sell**) that considered:

- Where is the property **located** and is it close to a significant portion of our membership base?
- Does the property have the right **characteristics** to properly serve our members and our Mission?
- Is there flexibility for Scouts to **improve** the property and can they facilitate **financial sustainability**?

A second stage would then involve Property Societies, Camp Committees, CK3s, FK3s and local Scouting members to consider whether the data used for Stage 1 is legitimate for coming to a sensible conclusion, followed by consideration of:

- **Property ownership and structure:** How does ownership affect property investment, sustainability, partnerships, and sales?
- **Organizational structure and culture:** How does the organization's risk tolerance and hierarchy affect property investment, sustainability, partnerships, and sales?
- **Investor appetite:** Does knowledge of investor preferences affect the ability to partner or sell a property?
- **Political motivations:** How might external (e.g., government, residents) or internal (e.g., local organizations) views influence property investment, sustainability, partnerships, and sales?

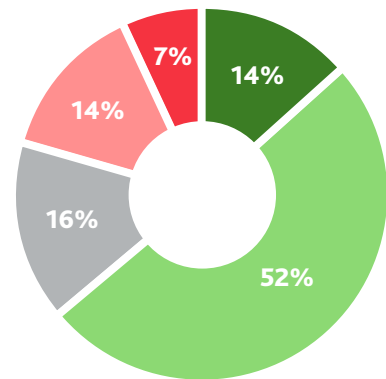
Ultimately leading to a decision on how to progress the property.

1. Levels of Support

Respondents were asked **to what extent they agree with the Decision-Making Framework.**

Most respondents agreed with the Decision-Making Framework (66%). Around a fifth disagreed (21%) and a minority were unsure (16%). All respondents who either disagreed or strongly disagreed were Camp Committee members.

- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree



2. Additional Feedback

All respondents were invited to provide feedback on the Decision-Making Framework, specifically how can we make it better and What do you like or not like. The feedback can be viewed in its entirety in Appendix 2, and is summarized below:

Transparency and Communication: There's a consistent call for more transparent communication regarding financial data, decision-making processes, and the future of Scout camps. Respondents desire clear and open channels of communication to understand the rationale behind decisions and to feel more involved in the process.

Community Engagement and Ownership: Many respondents express a strong attachment to their local Scout camps and advocate for greater involvement of the community, including camp committees and in decision-making. There's a sentiment that camps should be treated as community assets, with decisions made in consultation with those directly affected.

Accuracy and Trust in Data: There are concerns about the accuracy and reliability of financial data used in decision-making. Respondents emphasize the importance of trustworthy data to ensure fair assessments of camp viability and to build trust in the decision-making process.

Diversity and Local Context: The diversity among Scout camps across different regions is highlighted, with camps operating under varying financial models and serving distinct needs. Respondents stress the importance of considering this diversity and local context when making decisions about camp properties.

Urgency for Action and Clarity: There's a sense of urgency for decisive action, particularly regarding financial sustainability and the future of camp properties. Respondents want clear direction and endpoints for the decision-making process, with a focus on ensuring the long-term viability of remaining camps.

Additional Feedback

Finally, respondents were asked if they had any other feedback related to how we progress property strategy in Scouts Canada. All comments have been included in Appendix 3, but in summary:

- **Communication and Engagement:** There's frustration over perceived lack of engagement and communication from Scouts Canada, particularly regarding financial matters and decision-making processes related to camp properties. Respondents feel individual Camp Committees input and concerns are not adequately considered.
- **Financial Accountability:** Concerns are raised about financial mismanagement, including issues with donation management, reported revenue losses, and perceived incompetence in handling finances at certain camps. There's a call for greater accountability and transparency in financial operations.
- **Governance and Trust:** Issues with governance and trust within Scouts Canada are highlighted, with a perceived lack of cohesion between National leadership and local Camp Committees. There's a desire for improved dialogue and collaboration between all levels of the organization.
- **Fairness in Cost Distribution:** Questions are raised about the fairness of distributing property operation expenses evenly among all camps, regardless of their specific needs or financial situations. Suggestions are made for a more equitable distribution model that considers factors such as ownership status and staffing costs.
- **Concerns about Property Management:** Specific concerns are voiced regarding the management and decision-making processes related to Scout properties, including outdated information on camp websites, lack of clarity on certain terms and processes, and perceived misalignment between stated objectives and actual actions taken by Scouts Canada.

Planned Action/Non-Action

As outlined above, there is a wide range of views regarding how to best manage, support and develop camp sites within Scouts Canada. It is also clear that some proposals may or may not be sensible in the opinion of respondents, but a lack of trust ultimately means they remain unsupportive.

As such, we want to be transparent going forward on what action we do or do not take as a result of feedback. It is unlikely there will ever be unanimous agreement, but we can strive for as many members as possible feeling that we have genuinely listened.

1. Themes that will lead to action

Views expressed during this consultation that will lead to changes in approach include:

- **Transparency and communication:** It is recognized that there is a concern that local properties and members do not have information related to our properties. As we are committed to transparency, updates will be made to the website based on the feedback and suggestions prior to being distributed to all members. The website will become a centralized space for all future updates. Consultation will occur at each stage of the process and results of all consultation will be published in a format similar to this report. The National team is also prepared to answer questions, even the challenging ones.

- **Updates to dashboard:** Comments were made about the desire to have more information shared including booking numbers, amenities and previous years' data. There will be numerous updates to the dashboard. The next version of the dashboard will have booking numbers as available and provide more details for each property. In January 2025 a new version of the dashboard will be released with additional financial metrics including FY24 financial statements. The next update of the dashboard will also address some of the suggestions made including additional definitions, camp name changes etc.
- **Local consultation:** There are concerns that decisions will be made without local consultation. We are committing that local camp committees, volunteers and property societies will be engaged and consulted on each step of the process. Reports will also be published with information that can be shared publicly. Some information may not be able to be shared if it could impact a possible transaction (IE: environmental assessment).
- **Investment:** There were comments that we are only talking about property divestment. As per the Decision-Making Framework a series of recommendations will be published putting camps into various categories including invest, divest or sustain. This exercise recognizes that, to create high quality nights away, we need to heavily invest in our properties and some of this investment will be made possible through divestment of other properties. Once those recommendations are published, consultation will occur for each property before any final decisions are made.
- **Rebuilding trust:** It is recognized that there is still a level of distrust between local camp committees and the National office. Through honest and transparent communications, it is the goal of the National team to try and rebuild trust in all matters related to properties.

2. Themes that will not lead to action

There were some opinions or themes that we will not take action on, either because it is contested or some other overriding factor is at play. We may ultimately be proven wrong in making these assertions, and we can return to these issues as we seek more feedback and learn more over time:

- **Data from non-consolidated camps:** There were concerns that financial information may not match the camp committee's financial statements. It is our goal to ensure all data aligns with individual camp financial information but until such time that all nonconsolidated camps share their financials with Property Operations the data will not be complete and may not match.

Offsite expenses cost distribution: There were concerns that offsite expenses were split equally between all properties. We do not track how much time each staff member spends supporting each camp. Implementing this process would create significant administration and additional workload while decreasing support to properties. These will remain a "centralized expense" but how it is displayed on dashboard will be explored including removing from individual camps.

Transferring property management: There were comments made that National should just let local groups run their camps. Unfortunately, as members of Scouts Canada the national organization holds the risk of the property regardless of who is operating it. Also, As Scouts Canada is the legal identity it holds the responsibility of ensuring the camps are safe, and compliant and do not jeopardize the financial or reputational health of the organization. Therefore, steps need to be taken to understand and support the entire portfolio. The strategy of creating a sustainable portfolio that better meets the needs of members coast to coast has been approved by the Board of Governors. While there is a commitment to move forward, there is also a commitment to moving forward transparently and with consultation of local camp committees and volunteers.

Project management: There is a concern around the ability of Scouts Canada staff to manage. Within the last two years the organization welcomed a new Director of Asset Management, Executive Director (accountable), and CEO. In addition, the organization introduced a Project Management office that will help provide an additional check and balance. A review is underway to determine the role of the project partner (currently Colliers) as their agreement is up for renewal later this year.

Appendix 1: Camp Specific Feedback

Question: Do you have any camp specific feedback?

- Camp Timken was sold in 2016/17 when I was the Council Commissioner for TSC.
- Camp Bimoba—is not Annual Consolidated. It has finances separate from SC. it is also not a leased camp. Camp Bimoba is in trust to the local city. SC has not entered into a lease agreement for its use as required by its own policy. I have identified this numerous times without any action.
- I am the committee chair for Sunken Lake Scout Camp. It is a viable camp in constant use. There was no data I could see as there was no way to view the dashboard. The email only contained general graphs.
- I have a potential partner for our camp.
- None—the more the better, but we have to put more effort into making sure that the numbers align with other sources.
- Newmarket Scout Hall was leased from the town of Newmarket. The lease ended in I think 2017 or so; the hall no longer exists. I do not believe we are currently paying anything for this property ([link](#)).
- I am also searching for the appropriate documentation for this property as we do not have it in the OIB warehouse so far.
- Camp Charlbro (SWC) is not listed (yet). The camp is operational.
- Estimated portfolio values for Wildfang (SWC) is closer to \$250K, based on the Colliers info shared with the OIB in January 2023.
- Estimated portfolio value for Robinson Park (SWC) seems out of line for the size and location of the property.
- Special note: Green Bay Scout Camp also goes by the name Lake Cecebee camp (I do not know why). Thanks again—let me know if I can assist with anything.
- I cannot drill down to any specific property in the screen shot provided.
- Yes because some data/information needs to be kept in house.
- I could not see the data but I would like to be able to see the data.
- The Camp Properties by Financial Monitoring Status shows Grey Wolf is owned. It doesn't indicate a portfolio value. The 2023 net operating income from this chart is \$696.00 which to my understanding indicates it has a positive earnings. Is it Scouts Canada's intention to liquidate properties that are not generating thousands of dollars ? Is financial gain the motive?
- YES! The Aug 2023 statements were used for those camps that are consolidated. Unfortunately the accounting system at National includes both Capital and operating expenses.
- For Loyalist Camps (Otter Lake Ont and Camp Folly) the cost of divesting our interest in a Scout Hall was included as a loss but was reimbursed from funds that the camp committee had on reserve with the OIB for this purpose. Yes we have been proactive for the past 14 years getting Loyalist Properties into a stronger fiscal position. Voyageur Council has been moving in this direction for years.
- I disagree with the equal distribution of the overhead costs (640,000) Small camps do not receive the same amount of support as larger ones but still serve a useful function.
- Grey Wolf is supported financially by the Scouting members of Thunder Bay 100% and has been for well over 10 plus years. So any data on this camp is not correct.
- *Comment removed as to respect identity of individuals. Theme of comment was around financial sustainability of an individual camp.*
- One of our council properties listed has already sold, there is one I think is missing but because I can not filter by Council I can't see at a quick glance.
- Not at this time. Having been in Scouting now for 28 years—all I've seen over the years is Scouts Canada spinning its wheels and going nowhere. New directors / new staff / new directives / new ideas—all are introduced as the next favourite flavour of the month—and then disappears through the revolving door when the next round of new people come in. We're not going forward.

Appendix 2: Decision Making Framework

Question: How can we make it better? What do you like or not like?

- Make a solid effort to fix the financial info.
- Append to the Dashboard a Bulletin board type of component that could be used by Scouts Canada as a central repository for information related to the process and the progress of not only the dashboard but the decisions related to properties.
- Input from the committees will help in clarifying the position of the properties
- There are assumptions being made here that I don't think have been disclosed adequately. For example, I think it should be stated clearly that leased properties are less likely to be removed from inventory as there is no current method to pay for remediation. It seems to me that this is an unstated assumption. Perhaps I am wrong, but let's get assumptions on the table. Are leased vs owned being treated equally?
- More local input.
- In the Decision Making Framework, it starts out saying each property will be categorized (invest, sustain, partner, sell) but when we get down to the flow chart the categories have changed (now retain and improve, retain, maximize value, and exit). It's clear to me that there is a correlation, but why not keep the categories the same all the way through?
- Under Stage 2, bullet iii, there is confusing wording after the point about time to implement.
- the 4 areas for assessment may not be clear, ownership is fine; organization and culture needs some explanation (which organization?); investor appetite is unclear, I assume means interest from potential partners; Political motivation can also be interpreted in many ways
- It makes sense to look at youth available to use a camp in the area as well as financial viability.
- do not lump all the camps in the same category: In Ontario Camp Sheldrick and Whispering Pines are operated differently from Ope: paid staff (Scouts Canada expenses) vs volunteer run user fees pay for expenses. Yes we all do have to follow the same regulations as far as compliances.
- Just because a certain area has more campsites then needed to offer youth 10 nights or more, as long as all of the camps in that area are revenue positive, there should be no need to sell. Each of the camps local to us are all VERY different in terms of geographics and level of camping that can be offered.
- There is NO transparency or shared decision making in the process. Powers to be make a decision without any regard for how it effects the actual people doing the work on S.C. properties.
- There is no trust in the Properties Department. S.C. properties put all their funds and efforts to bolster the properties they want to show case and leave the others to try and manage without adequate financial support. We are not and should never be 'Resorts'. We need to keep the cost to use our properties at a rate ALL Groups can afford.
- The framework available to all scouters to view showing how individual camps are doing compared to others.
- I would like some information coming to the property team so they can address the issue or concerns in order to keep a property open and running.
- I think this plan can work as long as each property is involved with the evaluation of their property.
- Given the emotional attachment to the numerous properties across the country, it is imperative that the Scouting Community be kept apprised of the ongoing efforts to streamline the National operation both from a financial perspective and youth participation.
- I don't believe my input will affect any decisions made by Scouts Canada. From the dashboard I'm under the impression Scouts Canada will sell off properties that is not generating money.
- The more detail with examples would be helpful. There is a feeling among the grass roots that decisions have been made. This is due to a lack of communications. Perhaps it is true.

- The decision making framework could give 2 or 3 potential endpoint for the process of what happens to the 200+ properties. The document appears to take the approach of a drastic reduction in the number of properties.
- Camps such as Grey Wolf should be turned over to the members who have spent years and years taking care of the camp, financially supporting it. Not put on this list for the possibility of been sold. It is not a liability to Scouts Canada nor costing Scouts Canada to keep the camp up to standards. It is costing the people of Thunder Bay who care to keep a place for Scouting youth and other organizations such as girl guides a place to camp.
- I don't know if this is a naïve statement, but the lack of transparency and engagement from Camp Committees might need to be considered as part of any decision-making process. These camps need to serve the membership and if there is incomplete information and strong resistance by Camp Committees to anything that "National" (however they loosely define it) is doing to remedy the situation, how can it remain possible to work together in a constructive way?

Step 1: location accessible to membership: this is great for junior sections but not really applicable for senior sections. Many older youth will indeed travel further to secure wilderness or high adventure opportunities.

Process itself appears solid, the devil is in the details/data being used to guide the selections. Camp finances are a contentious issue with many property committees at this time. There will be limited trust in that particular Dashboard data. Work to provide a larger scope in this area if possible... last three years of YE, is a suggestion.

Why are there so many Non-consolidated properties? Any process in place to bring ALL into One Scouts?

Actually DO something this time. I know there's a lot of legal issues to sort through. But if camps need to be sold—just get it done. And help the camps financially that are left at the end so they can be the absolute BEST camps that SC can offer our members. They deserve at least that.

It is perfect. It's absolutely what we need to consider for the future of what Scouts do on and with our properties.

Appendix 3: Additional Feedback

- I'm very disappointed at not being directly engaged and that I was forwarded this from one of my camps. Just another illustration that we don't use the information you have well. I have pointed this out before and suggested how to fix it. Wise in the use of all resources!
- Have repeatedly reported problems with finances including donations to camps through the portal. Donation never made it to the camp. Ask [NAME REMOVED]. If he pushed it, CRA may have something to say about donation management.
- Revenues not properly collected or reported for Camp Opemikon. SC staff incompetence caused a \$70k loss at camp Opemikon.
- *Comment removed due to identifying an individual. theme of comment related to decision of staff and how it impacted camp.*
- I work with 10 camps and have scant engagement with properties at staff or higher volunteer level. Governance is a real issue. SC needs to start talking AND listening. We are a team, but I don't find National to be a team player. I have a very good relationship with the OIB and Council. I have more discussions with them than the National Property Team. Why?
- Nice work!
- Clarification required for Stage 2—Individual Evaluation of Each Property, bullet 3 (iii). I have reread it multiple times and still do not understand what it is trying to state. I have also sent an email to marcomm@scouts.ca with this info.
- Will the information from the Colliers' Report be integrated into this?
- I'm "presuming" this is also being made available to the Property Society members.
- Am I understanding correctly that the entire cost of the Property Operations Directorate and all staff at the properties is being evenly divided among all the properties? If it is, then I do not think that is fair. It is one thing for the part of the National overhead

cost to be distributed across all properties. But as the Properties Directorate does what it does for the National Organization, the National Organization should be bearing a portion of the cost of the Properties Directorate, I would argue a minimum of a third of the total expenses. Furthermore, those camps with staff should be bearing the full expense of the staffing cost related to them—that amount should not be put on the account of any other property.

- Is there any intention for the Dashboard to identify the funds received from the sale of the properties, and how it is distributed?
- There should be a factor as to the estimated cost to remediate a property to return it the lessor.
- In Ontario, we could have a discussion with the OIB to remove non-owned camp from inventory. Why would we invest in leased property for the long term? Why would we not purchase what we need and divest the rest?
- The more open we are about the assumptions the better.
- The description of terms does not address all the terms that are used. For example, annual consolidated, monthly consolidated means what?
- Please explain why some camps have an estimated portfolio value while others do not.
- Stop the employee turnover at the National Property Committee level. It's embarrassing to Scouts Canada. I never know who is going to contact me or how they are applying policies. The need to have permission to do ANY maintenance, etc. is irritating.
- Autonomy needed up to set amounts likely \$10 000 +
- We also need a direct point of contact at the council level who knows the province/camps.
- Problems with the dashboard is that it remains one tool that does not replace section to section dialogue.
- Under action taken, it might be better to remove Baseline Road, or make it clear that it is not a camp. The bullets are great, they really acknowledge the areas where the issues are.
- Under definitions, I suggest that remediation be expanded to include costs incurred on lease properties when we have an obligation to remove assets and return the property to a natural state.
- The ability to drill into the information would make it more informative and additional questions and comments would be created.
- It's a hard task but I appreciate your team's willingness to share this.
- There is something wrong with the management of S.C. Properties. They do not appreciate or understand the day to day challenges the volunteers face without any backing or trust in the existing system. Camp Wheeler/26th has managed and maintained our property for 75 years. We are self-supporting and finally not dependent on any funding directly from the Properties Dept and have relied on our families, Alumni and present volunteers to make Camp Wheeler an affordable place for all those who wish to share our beautiful camp. Our future looks great! We have fantastic volunteers who share the goal of keeping our property safe, natural, and affordable.
- Sadly, there are so many web pages that are outdated with incorrect information which will influence decision making. Let's get rid of them, delete them permanently or update them. If Grey Wolf is sold, the youth in this area have nowhere to go during the winter because the provincial parks are closed. Here is one specific to Grey Wolf which was last updated on 2010-08-03:
<https://scoutdocs.ca/Camps/Camps.php?camp=greywolf>
- Since 2010 I have attended many successful weekends at this property. How did [NAME REMOVED] determine the status of this camp is threatened?
- Grey Wolf Scout Camp is receiving no financial support to the best of my knowledge. Since I'm on the camp committee one of my primary roles is to secure funding to pay bills, look after maintenance requirements, and much more.
- The concept underlying the proposed property structure should have had more discussion. If the structure of Scouting properties has been decided or at least the overall direction, then there was a lack of consultation. Should the membership not decide the overall direction?
- It was pointed out to me that Collier's whom Scouting is partnered, may have a conflict of interest when it comes to the disposition of property.
- I am extremely disappointed in the lack of help and understanding since covid happened.
- Scouts Canada has fallen on caring about the members who rely on us volunteers to put the OUT back into Scouting, without camps such as Grey Wolf it leaves communities such as Thunder Bay and surrounding area's nowhere to go for a camping experience in the 6 months of winter. STOP PUTTING US IN THE SAME CATEGORY AS SOUTHERN ONTARIO!

- I am going to quote from your explanation so as to comment on it: "Properties maintenance costs: It is important to recognize the true cost of operating our camps. In 2023, \$648,000 was spent on managing our National properties portfolio. These are referred to as offsite expenses and include: the wages of the Property Operations team, general liability insurance, third party compliance inspections, centralized booking system and other administrative expenses. For the purpose of the dashboard, the \$648,000 was split evenly between all properties. "Yoho Scout Reserve is not consolidated. Does the above paragraph mean that we are going to have a portion of the described spending on other properties allocated to our budget line? I think that would be fair for some of the items listed, but not others. We pay for all of our third-party compliance inspections out of the camp's budget. We should not have to pay for inspections at other properties. For the third-party booking system, there is a "convenience fee" that every single party (scouting and otherwise) that books the camp using Doubleknot needs to pay. I was told by property staff that this charge was what we were paying to use Doubleknot. Why would the cost of using Doubleknot be allocated to our camp's operating budget if it is being paid for by our renters?"
- I also do not like that non-consolidated properties are having the salaries of property staff allocated to our budget. The lion's share of the work of running a non-consolidated property is done by volunteers, and I think the draw on staff's time is very limited. Furthermore, all of the youth in New Brunswick who are registered in scouts pay a registration fee each year that goes to Scouts Canada. It seems to me that the salaries of Scouts Canada staff members should be paid for by the registration fees of the youth, not by the operating budgets of non-consolidated properties.
- I completely understand and support the concept that each property needs to be financially sustainable and profitable (as Yoho is) so that we are not drawing resources from the broader organization. But my biggest frustration as a property committee chair is the feeling that the youth in our province send all this money to Scouts Canada each year in registration fees and none of that goes to supporting their local scout camp that plays a huge role in their scouting experience/adventure. That is especially the case if their local scout camp is expected to fund the salaries of the property team on top of that instead of youth registration fees.
- Current Snapshot: geographical concentration comments: is the camping nights available (2.5 million) based on 7 days a week or when camps are primarily used which is weekends only?
- REOI Process: Communication was the major factor in this process, more specifically lack of it. The process was explained as being means to secure "partnerships". Sale was never mentioned as a possible outcome, yet that is the outcome for all 4! It was even stated that SC was NOT selling these properties. Trust issue may pop up in Ontario specifically based on the negative experience the Goodyear sale brought to the table. Hopeful, this process will demonstrate that SC does value stakeholder consultation and indeed that it is an important part of the overall process.
- Assessment Criteria: States "won't propose without camp committee and property society knowing what SC is about to do." Does this mean advance communication on upcoming action or consultation in forming the upcoming action? Totally different engagement scenarios.
- Occupancy: States there is currently no consistent way to secure this info. PRE Doubleknot, this was a "required" statistic. It included both regular season and summer camp as two separate stats; plus Scouting and Non-Scouting stats. Number of campers (as in actual persons on site) plus camper days, (number of days person was on site times number of persons) were all tracked. Is this something camp committee can track when groups are signed in??
- No. But thank you for at least asking us for our feedback. We're the ones on the front lines trying to bring in the money to keep our camps alive and viable. And we're the ones trying to keep our local Scouting members coming back to camp—after Covid, and through the loss of our Area connections that used to support us with Area camps. We're the ones trying to bring in new campers from schools and churches and cadet corps and girl guides—so SC needs to start being on top of their game to support what we're trying to do.
- I would recommend that we create a role for someone that creates activity options for each of the properties (maps, scavengers, challenges in a box, string trails, to zip lines and grass sledding, etc). We need to make it easier for our Scouters to come and do these activities in a plan/ do/ review style at the properties. All these activities are bookable internally and publicly to generate income.