ONTARIO ASSET STRATEGY

Board of Governors Proposal

As part of Scouts Canada’s phased property decision-making framework, this document represents the third and final phase of analysis and consultation for the Ontario portfolio.

Contents

Executive Summary

As part of Scouts Canada's phased property decision-making framework, this document represents the third and final phase of analysis and consultation for the Ontario portfolio. The Board-approved three-phase process was developed in alignment with five guiding principles that reaffirm Scouts Canada's commitment to delivering more extraordinary overnight experiences, balancing mission over ownership, upholding member agency, achieving a breakeven portfolio, and ensuring fair recognition for local success.

- **Phase 1** focused on establishing property evaluation criteria including assessing membership proximity (90-minute drive time), natural characteristics, and long-term sustainability.
- **Phase 2** built on those results through extensive stakeholder engagement, research on ownership structures with the Ontario Incorporated Body (OIB), and preliminary investor analysis. Eight regional engagement sessions and numerous written submissions on the initial strategy generated a wide range of input from youth, Scouters, parents, and partners. Following the sessions, we asked participants for feedback using guided questions, summarized their responses, and circulated the summary to verify its accuracy. We then refined the summary based on that input and re-shared it to ensure the final version accurately reflected what we heard. This iterative validation process helped surface key themes, deep frustrations, and forward-looking ideas. Stakeholders broadly welcomed the transparent tone and structure of the engagement process.
- **Phase 3**—the focus of this proposal—integrates operational, financial, and mission-aligned considerations into final recommendations for divestment, reinvestment, revenue generation, and structural reforms to governance, cost recovery, and financial oversight in Ontario.

This proposal supports Scouts Canada's strategic goal: ensuring all members have regular access to safe, engaging, and extraordinary overnight experiences in nature. Achieving this requires ongoing investment—supported by a financially sustainable and operationally efficient property portfolio. To realize this, we must confront systemic problems across the portfolio—aging and inadequate infrastructure, escalating deferred maintenance, mounting financial liabilities, and an outdated governance structure that limits transparency, performance, and accountability.

Key Insights from Phase 1 & 2

Stakeholders reaffirmed that while mission delivery can occur without property ownership, in practice, dedicated Scout camps are essential to providing safe, consistent, and affordable "nights away." Camps are not just operational assets—they are core program enablers.

Several key assumptions from Phase 1 were challenged by stakeholders—particularly the use of drive-time methodology and perceived vacancy rates. Participants consistently expressed a preference for camps within a 30–60 minute travel window, calling into question broader assumptions about regional accessibility. Additionally, the belief that many camps were underutilized was refuted by evidence that core sites are often fully booked on weekends from September through June. Instead, underutilization is concentrated during weekdays, weeknights, and summer months—timeframes that present untapped opportunities for both program expansion and revenue growth. Members also emphasized that program excellence depends not only on access, but also on variety—highlighting the importance of maintaining a diverse mix of camping destinations.

Scouts Canada members reported persistent challenges accessing properties during peak periods due to third-party and sister organization bookings—raising concerns about member displacement and fairness. At the same time, camps remain significantly underutilized during weekdays and summer months, aside from a few camps that operate summer camp. Members expressed strong interest in leveraging vacant facilities, especially in the evenings and off-season, to address demand from youth on waitlists and maximize existing infrastructure. The absence of a defined business model for weekday or evening programming was flagged as a missed opportunity to generate additional revenue, build a stronger pipeline into year-round Scouting, and better serve prospective and lapsed members.

From a business model perspective, stakeholders urged Scouts Canada to broaden its approach and optimize the use of underutilized assets. There is a strong interest in piloting revenue-generating weekday and weeknight programs, particularly by leveraging existing summer camp staff and infrastructure during off-peak periods. Structured weeknight outdoor programming for summer camp participants and youth currently on waitlists between September and June was identified as a promising opportunity to engage prospective members, build a sustainable membership pipeline and generate more revenue for our camps. Members also highlighted the importance of more effectively serving third-party and sister organizations, while emphasizing that Scouts Canada members must retain booking priority and preferential pricing as a fundamental membership benefit.

However, The OIB has stated that the Ontario Municipal Assessment Act imposes restrictions on the use of Scouting and Guiding properties, limiting them to use by their respective members. Any proposal to expand third-party usage should therefore carefully consider compliance with these restrictions, including a thorough evaluation of associated risks—such as the potential loss of property tax exemptions. While such consequences warrant careful scrutiny, in some cases the benefits of pursuing alternative approaches may justify changes, provided they are managed with full awareness of the implications.

Members raised urgent concerns about deteriorating infrastructure and widespread deferred maintenance. Many camps are in poor physical condition, with outdated buildings that no longer meet the needs of co-ed, age-diverse sections. Sanitation issues and inflexible layouts—originally designed for single-gender use—were cited as reasons youth don't return to camp or leave Scouting entirely. This is a portfolio-wide failure in capital investment, and addressing it requires immediate access to new funding.

Divestments are not optional—they are necessary to create a Strategic Reinvestment Fund to support urgent upgrades that keep camps safe and functional. Currently, the size of available capital funds and reserves does not match the scale of our repair and renewal needs. Our infrastructure demands are outpacing available resources, making it critical to secure additional funding through divestments, as well as fundraising, to address deferred maintenance and capital priorities.

Stakeholders expressed a desire for greater clarity around the intended use of divestment proceeds and how these align with existing reserves held by the OIB. In several consultations, members asked why capital investments were being deferred or contingent on asset sales when substantial reserves exist within the Ontario Incorporated Body. While these reserves are governed by the OIB's fiduciary responsibilities, the feedback underscores the need for transparent, coordinated planning between Scouts Canada and the OIB to build trust and demonstrate how available resources will be strategically reinvested in active camps

At the same time, there is strong support among stakeholders for severing and selling land to conservation authorities and reputable land trusts, provided that Scouts Canada retains long-term access rights for key activities such as backcountry camping, hiking, and canoeing. These arrangements are widely seen as aligned with the organization's values, financially prudent, and environmentally responsible. Stakeholders emphasized that, if divestments are necessary, the choice of purchaser is critically important—not only for protecting Scouts Canada's legacy but also for upholding its core values as stewards of the natural environment. Ensuring that lands remain accessible for outdoor education and recreation, while being managed sustainably by conservation partners, is viewed as a key component of responsible asset management and a positive example of collaborative environmental stewardship.

Operationally, volunteers expressed a strong desire for a simpler, more accessible system. Key priorities included clearer role definitions; opportunities to support camps in short-term or episodic roles without mandatory training requirements like Wood Badge I; and a reduction in procedural complexity. They also called for shared equipment across sites, consistent service standards, stronger professional staff support, and improved access to financial data and performance metrics to inform both local and national decision-making.

Systemic Challenges Across the Camp Portfolio

- Deferred maintenance and capital expenditure needs have reached crisis levels. Every higher-complexity property (flagship camp) requires significant investment, and nearly all camps fall below acceptable standards. Reinvestment is only possible with substantial cash reserves, making immediate asset divestments, fundraising and/ or severances essential to establishing a Strategic Reinvestment Fund.

- Scouts Canada currently oversees 127 non-consolidated properties, which present significant legal, financial, and reputational risks. While these sites receive some centralized support—such as insurance coverage—they lack consistent financial oversight and governance. Scouts Canada has acknowledged capacity constraints that have made timely and complete financial reporting challenging. Auditors have emphasized that, to comply with CRA requirements, all camp properties must conform to uniform financial policies and regularly report on their financial performance. This approach will improve transparency, reduce liability, and restore trust across the portfolio.

- Camp committees have expressed reluctance to consolidate financial reporting, largely to protect locally raised reserves. While this concern is understandable, and in line with the guiding principle of "ensuring fair recognition for local success," we propose a balanced solution. This would include allowing restricted funds dedicated to local capital expenditures while establishing a provincial reserve fund—sourced from a recommended 10% contribution on booking and fundraising revenue—to provide emergency capital support accessible to all camps. This structure maintains local fundraising incentives but promotes equitable access to capital and financial stability across the entire property portfolio.

- Separately, summer camp operations generate significant revenue and operational expenses that must be consistently accounted for within financial practices. Establishing clear, standardized processes to recognize and manage these contributions will further strengthen financial oversight and support sustainable camp operations.

- Remediation obligations on leased sites represent significant and often unpredictable financial liabilities that can disrupt annual budgets. It is urgent to gain clarity on these obligations and establish effective funding mechanisms to manage them, which may involve legal review, landlord negotiations, or phased site exits. The proposed emergency provincial reserve fund—funded by a 10% contribution from all booking and fundraising revenue—could be utilized to cover remediation costs when no separate restricted fund is available, providing a critical financial safety net for these unforeseen expenses.

- The current operating deficit and financial burn rate are unsustainable and cannot be addressed through divestments, severances, or fundraising—whether individually or in combination. Addressing this requires improved cost allocation, governance reform, and the implementation of a tiered service and compliance model rooted in a Key Account Management approach. Under this model, higher-complexity properties (Flagship camps)—those with substantial infrastructure, higher revenue, or significant youth bookings—will receive enhanced operational support, oversight, and investment. In contrast, lower-complexity sites such as wilderness camps will receive scaled support focused on safety, compliance, and essential functionality. This differentiated service model will also inform the proposed shared services ('franchise') fee structure, ensuring a fair and sustainable distribution of central costs across the portfolio.

- The Phase 1 assumption of market cannibalization has been called into question. While booking data is currently difficult to analyze and requires further review, early evidence suggests that cannibalization may not be as significant a threat as initially believed. Instead, performance issues appear to stem from infrastructure design, off-peak booking gaps, and ineffective third-party booking policies—not the proximity of camps to one another.

This Phase 3 proposal outlines the implementation plan needed to resolve these challenges and unlock the full potential of camps as engines of program delivery, recruitment, retention, and financial sustainability. The recommendations include:

- Strategic divestments of select low-performing properties and the strategic severance of surplus land to fund reinvestment while preserving long-term program access.
- Launch targeted reinvestment pilots at high-impact camps using proceeds from partial severances and divestments, with modular infrastructure upgrades guided by program needs.
- Introduce a segmented support model aligned with a shared services fee, updated pricing, and financial consolidation to reduce operating deficits, improve cost recovery, mitigate risks and ensure sustainable, accountable camp operations.
- Modernize camp governance and risk management through standardized policies, capital planning reforms, and clearer roles to ensure safety, equity, and long-term asset sustainability.
- Implement a lean, specialized staffing plan to drive revenue, manage divestments, reduce legal risk, and ensure successful execution of this camp transformation strategy.
- Explore new revenue opportunities through third-party use and an updated business model, while safeguarding charitable status and strategically assessing the trade-offs between increased revenue generation and maintaining property tax exemptions.
- Evaluate fundraising capacity and, if viable, launch a capital campaign anchored by a Case for Support to fund camp renewal and expand equitable access through the No One Left Behind subsidy.

- Establish a jointly governed Ontario Divestment Proceeds Fund to transparently reinvest sale proceeds into camps, pending legal review and formal agreement.

These recommendations reflect the feedback and expectations of members and volunteers across Ontario. They offer a clear, scalable path forward to fulfill Scouts Canada's mission with transparency, fiscal responsibility, and member confidence.

The implementation of any recommendations related to divestments should be supported by a clear and transparent framework for the reinvestment of proceeds into Ontario camps. One potential approach is the creation of an Ontario Divestment Proceeds Fund, governed in a manner that reflects the legal responsibilities of the Ontario Incorporated Body and the oversight role of the Board of Governors. This concept is still in its exploratory phase and requires a legal opinion to determine the feasibility and appropriate structure for such a fund. The OIB Governance Committee is currently looking into this.

Strategic Recommendations

I. Immediate Divestments

This proposal recommends the immediate full divestment of eight underperforming or non-strategic camps—Green Bay, Legewade, Otter Lake Quebec, Marwick, Mitchel, Mohawk and Shegardaynou, as well as two urban Scout Halls in Kitchener and Peterborough. These properties have been identified as offering limited program value, low usage, or high maintenance risk, and their divestment will free up resources for reinvestment in higher-impact sites.

Property	Rationale for Divestment	Anticipated Benefit
Green Bay	Inaccessible by road; legal disputes; no revenue potential; non-consolidated	Eliminates legal risk, creates revenue and unlocks high-conservation land
Legewade	Closed since COVID; no volunteer interest or responsiveness.	Removes inactive site from portfolio and eliminates legal risk
Marwick	Closed since COVID; exceeds drive-time; CK3 and local groups support divestment	Supported locally to create revenue for reinvestment
Mitchell	Closed since COVID; no local support; exceeds drive-time; non-consolidated	Eliminates legal risk, generates revenue
Mohawk	Closed since COVID; in floodplain; camp committee supports divestment	Eliminates legal risk, generates revenue, reduces burden on camp committee supporting three properties
Otter Lake (Quebec)	Exceeds drive-time; no utilities; high deferred maintenance, no organizational support from property societies, small membership within 90 minutes	Avoids future costs and risk, generates revenue

Shegardaynou	Closed pre-COVID; no local interest; Camp Impeesa 15 minutes away	Consolidates use into nearby site, eliminates legal risk, generates revenue
Kitchener Scout House	Underused by Scouting; mainly used by local theatre; committee supports sale	Generates funds for reinvestment
Peterborough Scout House	Underused by Scouting; used by local theatre	Eliminates legal risk and generates revenue
Ragged Falls	Underused; near Haliburton and Wheeler; camp committee supports divestment	Increases utilization of adjacent sites, eliminates risk

II. Land Severance & Conservation Strategy

Scouts Canada proposes a targeted land severance strategy focused on environmental preservation and long-term program access. A licensed urban planner should be retained to lead conservation-focused severances in collaboration with the Ontario Conservation Accelerator and local land trusts and/or conservation authorities. The core objective is to sell surplus or undeveloped land parcels to public or nonprofit conservation stewards—but only under legally binding agreements that guarantee Scouts Canada permanent, perpetual access for wilderness camping, hiking, and canoeing. These access agreements must be ironclad and recorded on title to ensure future use is protected, regardless of changes in ownership.

The list of priority sites for severance was based on camps over 90 acres in size and includes: Camp Traill (360 acres), Camp Everton (185 acres), Haliburton Scout Reserve (5,000 acres), Camp Manitou (94 acres), Camp Nemo (150 acres), Camp Opemikon (200 acres), Blue Springs Scout Reserve (86 acres), Camp Attawandaron (186 acres), Camp Cataraqui (100 acres), Camp Sylvan/Thomas Tract (440 acres), Camp Otter Lake Ontario (90 acres), Camp Folly (217 acres), and Woodland Trails Scout Camp (285 acres).

While these properties are top candidates based on size and location, a comprehensive feasibility assessment will be conducted with the Ontario Conservation Accelerator to evaluate ecological value, buyer interest, severance potential, and alignment with Scouts Canada's long-term program needs. To date, the sites generating the strongest interest include Camp Traill, Camp Folly, Camp Sylvan/Thomas Tract, and Haliburton Scout Reserve.

In addition to these conservation-driven efforts, we propose engaging the same urban planner to develop master plans for Camp Samac and Spencer Park/Bryson Centre. These two properties were selected based on their exceptional value within the Ontario portfolio; strategically severing and selling higher-density development parcels from these sites has the potential to generate substantial capital. Rather than divesting multiple smaller camps, this approach could create a sizable reinvestment fund to address long-deferred capital expenditures across camps. The planning process will be guided by the need to enhance core camp functions while unlocking this latent value. Importantly, any proposal related to Spencer Park will proceed only with the full support and approval of the Spencer family, and in strict compliance with all property-specific restrictions.

Phase 1 will target Camp Samac, Spencer Park/Bryson Centre, Camp Traill, Camp Folly, Camp Sylvan/Thomas Tract and Haliburton Scout Reserve.

III. Investing in the Future of Scouting Camps

Facility renewal efforts could begin at a select group of strategically positioned camps, chosen for their potential to generate reinvestment capital and serve large population centres. Spencer Park/Bryson Centre, Camp Manitou and Camp Samac are proposed for partial severance, with proceeds reinvested directly into infrastructure upgrades. To support this, we would engage an urban planner to develop site plans identifying the parcels best suited for severance—balancing operational needs with market value by selecting land that would have the least impact on camp programming while generating the highest potential return. Camp Traill has attracted strong interest from land trusts, presenting a unique opportunity to pursue a conservation-focused partial severance. Any arrangement would be carefully structured to ensure continued access to wilderness camping, hiking, and canoeing, while generating significant proceeds to be reinvested directly into its camp infrastructure. Additionally, this approach could foster long-term partnerships that support environmental programming and expand nature-based experiences for youth.

These initial reinvestment pilots would utilize modular construction methods—such as prefabricated cabins, Adirondacks, outhouses, lodges, and washhouses—enabling scalable, cost-effective improvements to site infrastructure. Scouters have shown strong enthusiasm for participating in the design process to ensure that updated facilities meet the evolving needs of youth and volunteers. While all owned camps are anticipated to benefit over time, additional properties will be evaluated within a phased investment strategy, contingent on divestment proceeds, OIB coordination, and successful fundraising. This approach offers a more cost-effective and program-appropriate alternative to restoring outdated, inefficient buildings, and it aligns seamlessly with co-ed programs and the expectations of today's youth.

IV. Financial Sustainability & Operating Deficit Reform

Scouts Canada faces a recurring annual property operating deficit of $1–$2 million, driven primarily by structural overhead costs. More than $700,000 of this stems from centralized services—including booking systems, compliance, insurance, legal, finance, and human resources—which are currently subsidized through the national budget and funded largely by membership fees. In addition, unexpected remediation obligations continue to create episodic financial shocks that further strain property finances. This structure is unsustainable. Member dues are meant to support core program delivery, not subsidize property operations. In contrast, the camp portfolio should be primarily sustained through booking revenue, targeted fundraising, and, where available, investment income from endowment-like reserves. Relying on membership fees to fund property deficits not only distorts the purpose of those revenues but also masks the true financial performance of individual camps and discourages local accountability for cost recovery and reinvestment.

To resolve this, we propose a shared services fee, inspired by master franchisor and property management fee structures, that would fairly attribute these costs to the properties that benefit from them. Two models are under consideration:

- A revenue-based fee, where a percentage of a camp's income is allocated as a service charge; or
- A tiered per-camp fee, scaled by usage volume, site complexity, and service levels

Under the tiered model, flagship camps could contribute ~$30,000/year, mid-sized sites ~$10,000/year, and low-use wilderness camps ~$3,500/year. Preliminary estimates suggest up to 75% of the deficit could be recovered under this system, with final fee levels calibrated to ensure transparency, fairness, and affordability.

To complement this, Scouts Canada could introduce a revised province-wide pricing strategy. This strategy will align participant and rental rates with the actual cost of delivering safe, high-quality outdoor programs and will prioritize financial sustainability, equity of access, and member-first availability. Key measures include:

- Expanding weekday and shoulder-season rentals.
- Updating third-party and sister organization pricing tiers to ensure fair contribution.
- Premium pricing for exclusive-use groups (e.g., Girl Guides).
- Subsidies to ensure affordability for underserved or equity-deserving youth members.

An Ontario-wide Booking and Pricing Policy will support this rollout, featuring dynamic pricing by season and demand, and early-bird booking access for members—responding to long-standing concerns about weekend access and external displacement.

To further improve financial governance and accountability, Scouts Canada should finalize an Owner/Operator agreement with the Ontario Incorporated Body (OIB). This would establish a transparent annual funding framework for covering a portion of operating costs and/or deficits.

Another key source of the structural deficit lies outside Ontario—persistently loss-generating camps like Camp Woods and Tamaracouta Scout Reserve, which each incur annual deficits of ~$150,000. These two sites alone represent a disproportionately large share of the national property shortfall and limit reinvestment in higher-performing assets. Their ongoing divestment is a necessary first step to reducing the national operating deficit.

Following this, any remaining deficit-generating Ontario camps—particularly once shared services fees are in place—will be required to develop comprehensive business plans, supported by the property operations team. Camps unable to demonstrate a clear path to breakeven may be considered for future divestment in a subsequent review in 2026.

Similarly, camps with significant deferred maintenance needs—such as Camp Opemikon, Blue Springs Scout Reserve, Camp Nemo, and Camp Everton—require detailed capital cost assessments to fully understand the scope of required investment. Following these assessments, the long-term role of these properties within the portfolio will be re-evaluated. Where the cost of required repairs or upgrades exceeds sustainable levels or does not align with Scouts Canada's strategic priorities, options such as divestment or other management solutions will be considered to reduce financial and operational risks.

To further support transparency, Scouts Canada should consolidate the financial management of all Ontario camps. Full consolidation will meet compliance requirements with the Canada Revenue Agency, enforce financial and safety standards, and reduce legal risk through consistent governance.

Finally, to enable data-driven decision-making, Scouts Canada will modernize its performance tracking tools. This includes updating KPIs for program and property operations, producing monthly reports that integrate summer and year-round data, reforming depreciation and capital cost tracking, and regularly sharing results with local committees and national finance teams.

Together, these reforms will phase out the structural deficit, create a sustainable model for cost recovery, and ensure that the camp portfolio is governed responsibly and reinvested in where it matters most.

V. Governance & BPPS Reforms

We propose to modernize oversight and risk management within Scouts Canada's Bylaws, Policies, Procedures and Standards (BPPS) related to property governance through several integrated reforms: baseline standards of excellence should be established to ensure consistent quality across all properties; a rolling seven-year capital maintenance plan, separate from the annual budget, should be introduced to proactively manage long-term asset upkeep; a clear RACI (Responsible, Accountable, Consult, Inform) framework outlining the roles of camp committee chairs, volunteers, wardens, rangers, property operations staff, and the OIB should be embedded into the Camp Committee Policy, which will also incorporate gender representation targets and role term limits to promote equitable governance and healthy succession planning; updating camp volunteer role requirements to allow for an easier pathway to help at camp without requiring program specific training like Woodbadge 1; a new Capital Expenditure Policy should allocate 10% of booking and fundraising revenue to a provincial reserve fund while establishing individual camp capital funds; a dedicated Leased Asset Policy should be developed to manage risks related to succession, liability, and remediation, including clear limits on what can be built and how, in order to reduce future remediation costs and exposure; and formal third-party booking protocols will be implemented to protect youth participants, particularly in cases of overlapping usage with third-party bookings.

VI. Staffing to Execute the Strategy

Effective execution of this strategy—particularly in a context of structural financial pressure—requires a lean but targeted investment in specialized staffing. These are not general overhead positions; each role is designed to directly support cost recovery, revenue generation, legal and financial risk mitigation, and frontline program delivery. Without this core capacity, Scouts Canada risks under-delivering on key initiatives, increasing exposure, and losing momentum on an already complex transformation.

While the organization is undergoing a significant reset, including a substantial reduction in workforce, the scope and complexity of this plan cannot be executed through existing staff capacity alone. These roles represent the minimum viable team required to implement strategic priorities, reduce external consulting costs, and ensure that the intended financial and operational outcomes are realized.

- **Three Ontario Business Development Managers**, each assigned to a flagship and other nearby higher-complexity properties. These roles will drive revenue growth through weekday programming pilots, summer camp delivery, third-party rentals, and new partnership development. Modest salary top-ups ($10,000–$15,000) over Summer Camp Director rates and performance-based commissions are proposed to attract candidates with sales and program development experience. These roles convert idle capacity into earned revenue and reduce reliance on general membership fees.
- **An Associate Director of Youth Programming** to coordinate seasonal and year-round programming across properties, build partnerships with schools, and support seasonal and part-time staff. This

role strengthens continuity and ensures that camp programming supports broader member recruitment and retention.

- **An Asset Manager** to oversee complex real estate matters—including zoning, severances, environmental remediation, lease structures, conditional use agreements registered on title, easements, encroachments, and risk mitigation related to ownership and legal status. In addition to overseeing these regulatory and legal functions, the Asset Manager will serve as the transaction lead for all property divestments, coordinating due diligence, valuations, legal input, and stakeholder communications. These functions are currently fragmented across costly external consultants and limited staff; consolidating them within a dedicated internal role will reduce expenses, streamline execution, unlock significant reinvestment potential, and minimize legal and financial exposure.
- **A Project Manager** to coordinate the operational execution of divestments and property transitions. Responsibilities include managing the inventory, disposition, or relocation of physical assets—such as historical artifacts, legacy program materials, and museum pieces—as well as overseeing the secure handling of records, including decisions around archiving, shredding, or transferring documents in accordance with legal and organizational standards. The role will also oversee the reallocation of equipment and supplies, manage site closures, and ensure compliance with timelines outlined in purchase and sale agreements. Key Year 1 priorities include coordinating Scouts Canada's exits from the Baseline headquarters and the Halifax office—complex, multi-stakeholder projects requiring IT infrastructure, records, and internal communications. This position is critical to ensuring that all property transitions are executed in a timely, orderly, and cost-effective manner.

Legal oversight could be strengthened through a flat-fee arrangement with Gowlings—supporting both Scouts Canada and the OIB—alongside expanded access to pro bono legal support and OIB legal Counsel and continued guidance from honorary legal counsel through the Asset Advisory Committee.

Together, these targeted hires and a more disciplined, cost-efficient legal strategy represent a deliberate shift from fragmented, consultant-driven execution toward a smarter, more sustainable operating model. While staffing investments build essential internal capacity to support revenue generation, risk management, and frontline delivery, the legal approach leverages flat-fee arrangements, pro bono services, and honorary counsel to reduce costs while strengthening oversight. This integrated strategy replaces inefficiency with continuity, safeguards implementation, and provides the operational backbone needed to unlock the full value of Scouts Canada's broader transformation agenda.

VII. Revenue Diversification & Third-Party Use

Scouts Canada should conduct a thorough legal and business assessment of potential revenue-generating opportunities that prioritize preserving the organization's charitable status. The Ontario Incorporated Body (OIB) has noted that the Ontario *Municipal Assessment Act* restricts the use of Scouting and Guiding properties to activities involving their respective members. As such, any expansion of third-party use must carefully evaluate compliance with these limitations and assess risks such as the potential loss of property tax exemptions. While these risks must be managed cautiously, there may be circumstances where the financial benefits of select revenue strategies justify proceeding—provided proper safeguards are in place.

As part of this effort, Scouts Canada should pilot a new business model that leverages underutilized summer camp infrastructure for structured weeknight programming and revenue generation. This approach aims to activate currently vacant assets—particularly on weekday evenings between September and June— by offering programming to waitlisted youth and returning summer campers as a pathway into ongoing membership. The model would be tested at three pilot sites: Wetaskiwin, Woodland Trails, and Camp Samac. These properties were selected based on their proximity to large urban populations, providing a strong base of potential customer segments and making them ideal test sites for evaluating demand. The pilots will help assess the potential to increase revenue, strengthen membership pipelines, and reduce reliance on membership fees by repurposing existing summer camp staff and infrastructure during off-peak periods.

In parallel, additional third-party strategies should be explored—such as leasing land for cell towers, expanding family camps, developing public group campgrounds integrated with networks like Ontario Parks during the summer, or partnering with operators like KOA on revenue-share models. All such proposals must be carefully structured to remain compliant with municipal and CRA rules while ensuring Scouts Canada members retain priority access and preferential pricing as a fundamental membership benefit.

VIII. Capital Campaign

Scouts Canada should begin by evaluating its current donor pipeline, organizational capacity, and fundraising infrastructure to determine the feasibility of launching a capital campaign. If the assessment shows strong potential, the next step would be to develop a professional Case for Support that outlines a compelling investment narrative tied to specific capital renewal projects across the camp portfolio.

This document would anchor a multi-year campaign targeting foundations, service clubs, alumni networks, corporate partners, sister organizations, and government funders. As part of the campaign, we recommend integrating and expanding the No One Left Behind participation subsidy fund to ensure that access to revitalized camps remains affordable and equitable for all youth.

This approach would position Scouts Canada to attract transformational investment while reinforcing its commitment to inclusion, outdoor education, and responsible stewardship.

IX. Governance and Oversight of Divestment Proceeds

The successful implementation of divestment-related recommendations depends on establishing a clear and transparent framework for reinvesting proceeds into Ontario camps. One potential approach is the creation of an Ontario Divestment Proceeds Fund, governed collaboratively by the Board of Governors and the Ontario Incorporated Body (OIB), in a way that respects the legal responsibilities of the OIB and the oversight role of the Board of Governors. This concept is currently in an exploratory phase and requires a legal opinion to confirm its feasibility and appropriate structure. The OIB Governance Committee is actively reviewing this option. Until such a framework is agreed upon, it is advisable to proceed cautiously with further planning, divestment, or reinvestment activities.

X. Next Steps

The Board of Governors is asked to provide immediate support for the following actions:

1. Approval of the proposed property divestments referenced in Section I.
2. Approval to explore severances with the Ontario Conservation Accelerator for properties listed in Section II.
3. Authorization to sign an agreement with Urban Strategies Inc., an urban planning firm, to guide us through specific projects for redevelopment and severances including Camp Samac, Camp Manitou, Spencer Park/Bryson Centre and Camp Traill. Expenses should be funded by the OIB for an initial cost of $87,000. Additional severances for conservation would be pursued as we progress, prioritizing Camp Folly, Camp Sylvan/Thomas Tract and Haliburton Scout Reserve. All referenced in Section III.
4. Approval to initiate reinvestment pilots at Spencer Park, Camp Samac, and Camp Traill—including partial severances, modular construction upgrades, and engagement of an urban planner—contingent on proceeds, OIB coordination, and future fundraising capacity, referenced in Section IV.
5. Approval to establish a shared services fee as referenced in Section V and select either a revenue-based-fee or tiered per-camp fee, referenced in Section IV.
6. Approval to negotiate and finalize a formal Operator Agreement with the Ontario Incorporated Body, including a sustainable funding arrangement for shared camp operations, referenced in Section IV.
7. Approval to financially consolidate all Ontario camps under a unified financial framework and authorize the hiring of additional staff in Finance and Property Operations to enable appropriate oversight, camp committee support for improved camp financial reports and compliance, referenced in Section IV.
8. Approval to modernize BPPS property governance through new policies on capital planning, role clarity, more role specific training and less program training requirements, especially for episodic volunteers, gender representation, leased asset risk, and third-party bookings, referenced in Section V.
9. Approval of a 10% contribution on booking and fundraising revenue to a provincial reserve fund to support long-term capital needs and remediation obligations and creation of camp committee restricted funds, referenced in Section V.
10. Authorization to fast-track key staff hires identified in this proposal to build execution capacity, referenced in Section VI.
11. Approval to pilot a new business model leveraging underutilized summer camp infrastructure for weeknight programming and revenue generation at three camps: Wetaskiwin, Woodland Trails and Camp Samac as referenced in Section VII.

12. Approval of a one-time budget allocation to assess our capital campaign pipeline potential and develop a professionally designed Case for Support, as referenced in Section VIII.
13. Direction to advance the development of a transparent framework for managing and reinvesting proceeds from Ontario property transactions. This includes continued exploration of an Ontario Divestment Proceeds Fund, or Strategic Reinvestment Fund, to be governed in a manner consistent with the legal responsibilities of the Ontario Incorporated Body and the oversight role of the Board of Governors. The framework should prioritize professional investment of proceeds, with interest earnings directed toward capital improvements at Ontario properties. This structure would help ensure the long-term sustainability of camp infrastructure without relying solely on future asset sales. Final endorsement would follow completion of legal review, consultation with key stakeholders, and alignment with governance requirements. This is referenced in Section IX.

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