



# Scouts Canada

## Revised Council Operating Structure for BC and Yukon

**Prepared by:**

**The BC-Yukon Provincial Management Team and the National Management Staff of Scouts Canada**

**Oct 31, 2003**

## A Message to our fellow Scouters,

We all know the value our programs bring to our community and the youth we serve. For over 90 years our volunteers and staff have undertaken delivery of our programs armed with a special sense of satisfaction that comes from seeing young people develop themselves, flourish and grow into adulthood.

Across the years we have seen increased barriers to delivery of our program driven by a wide array of changing societal conditions. These include an increasingly complex and litigious business environment, ever more demanding insurance requirements, declining pools of available volunteer resources, a marked decrease in available meeting spaces, and an ever increasing availability of high quality alternative activities which compete for the time and attention of the youth in our communities.

In short it has become abundantly clear that to continue to succeed in this new environment we must change to meet these challenges. The first step was concluded at the national level last May with the passage of Bylaw 2, and now we are turning our attention to local levels across the country. When complete, these changes modernize how we govern ourselves, scale our operations to our current size thus delivering a solid financial foundation into the future, and put in place a structure which allows us to focus on the two key elements of supporting program delivery and membership development.

This document outlines a summary of the final decisions with respect to the restructuring of operations within B.C. and the Yukon. The decisions outlined within this document are the result of 10 months of consultation with key volunteers across BC-Yukon by the Provincial Management team and the National Executive of Scouts Canada.

Some of the decisions formulated here were very difficult and there is a recognition that some stakeholders will not be happy with some or all of the decisions. The Provincial Management Team and National Executive Staff working in consultation have done our very best to ensure the top level concerns of all stakeholders have been addressed. However very early on in the process it became clear that no single set of decisions was available to meet the objectives and keep everyone happy on all accounts. Thus we are asking each of you to view the changes in a broad perspective and when necessary to take “a leap of faith”. To succeed our organisation needs the genuine support of all involved, and most importantly we need the leadership each of you bring.

As we strive to complete these changes to we ask that all volunteers make every effort to keep our “eye on the prize”. That being supporting the success of our “local heroes” the section and group volunteers, who week in and week out deliver quality Scouting programs to the youth of our communities.

You have our commitment, that on our honour, we will do our best, to ensure we focus on the needs of our local volunteers, respect the contributions made to date by all volunteers, and to emphasise and support the success of local Scouting programs in each and every community.

Yours in Scouting,



Rob Stewart  
Executive Commissioner & CEO  
Scouts Canada



Keith R. Martin  
President, BC-Yukon Provincial Council  
Scouts Canada

## Background/Motivation

The passage of Bylaw 2 has set a new framework for the organization of Scouts Canada across the country. In this new model Bylaw 2 contemplates a maximum of three Councils working within the territories of British Columbia and the Yukon. Presently there are seven councils operating within B.C.-Yukon. The Provincial Management Team was tasked by the CEO of Scouts Canada to undertake transformation of the existing BC-Yukon Councils into a structure compliant with the Bylaw 2.

There are two driving forces which have come to bear on the decisions undertaken in this document.

- 1) Throughout the country our declining membership base has placed an ever-increasing strain on our present organization. At this time our structure and staffing levels are designed to service a far larger organization than the one which currently exists. Over the past number of years it has become increasingly apparent that changes must be made in order to ensure long-term sustainability on both a financial and a staff and volunteer service-level basis across the organization. Our cost centres are changing rapidly, (as an example insurance costs have risen from an obscure line item in our expenses to a dominant part of our costs) and the organisation has had little or no financial capacity to deal with these challenges.
- 2) The combination of the Bylaw 2 framework passed at the national level coupled with the responsibility placed upon the management of Scouts Canada to determine the service structure for delivery of our program, has resulted in the need to both restructure our operating boundaries into three working Councils within B.C.-Yukon.

## Process

The following provides a summary outline of the process and considerations undertaken by the PMT

- 1) Received a mandate from the CEO and Chair of the Board to recommend a re-structured BC-Yukon in accordance with By-law 2.
- 2) Examined the effects of various proposed changes to existing Councils boundaries.
- 3) Considered the National Business Plan of centralized accounting, reduced overhead, direct reporting of Councils and a single uniform fee;
- 4) Considered costs details of transition at both a volunteer and staff level and how to pay for it;
- 5) Considered all 3 drafts of the reports delivered in the past 10 months from the BC-Yukon Committee for Re-Structuring and the associated recommendations;
- 6) Developed a comprehensive financial business model using consolidated statements of actual audited financials for 2002 and 1993 to analyze costs, derive historical perspective and forecast future viability.
- 7) Developed key metrics for quantitative determination of financial sustainability.
- 8) Communicated and consulted regularly with the CEO and other members of Scouts Canada's national executive staff
- 9) Considered the effects of closing a large number of offices within BC-Yukon and the direct contact for the volunteers to a specific Field Executive

# Decision

A summary of the final decisions is as follows;

- 1) In accordance with Bylaw2, BC-Yukon will be restructured into 3 Councils consisting of existing PCC, FVR and the rest of BC-Yukon (NEWCOUNCIL). Specifically NEWCOUNCIL will include Northern, Alpine Marmot, Interior, Yukon and Kootenay Boundary Regions. These 3 Councils will be part of 20 newly formed Councils across the country, which directly report to the National Office.
- 2) The Service model will be delivered by 27 (exact number is varying by 1 or 2) geographically located Area service teams. The vast majority of these areas already have service teams at operating on an area or district basis today.
- 3) Closure and subsequent disposition of 5 of the 6 offices, including those in GVR, FVR, ISL, and NOR.
- 4) Centralizing and restructuring of staff representing an approximate 40 % reduction of staff in order to maintain financial viability
- 5) A single consolidated admin operations centre responsible for ALL admin functions in BCY will be located at Scout offices at 664 West Broadway, Vancouver. Administration services include all typical Council admin services such as accounting, registration, camp bookings, and general clerical activities required to support Council operations.
- 6) There will be one single Council Executive Director (CED) responsible for all staff within the three BCY Councils. This CED will be resident at the admin centre and will manage staff and work with the Council Commissioners and other key volunteers for the 3 Councils.
- 7) The admin centre is funded by a cost sharing formula charged to Councils on a per member basis rather than on a simple divide by number of councils.
- 8) An admin centre Operations Manager will manage admin staff thus allowing the CED to focus on supervision of field staff and direct interface with Council Commissioners and key volunteers in the 3 Councils.
- 9) There will be a total complement of 7 Council Field Executives (CFE) providing staff support to the 3 Councils. The new structure anticipates the usage of additional Membership Development Workers (MDW) for short term work assignments related to specific growth projects
- 10) Each CFE's, Camp Ranger and MDW staff members will have principle assignments to a SINGLE specific Council.
- 11) CFE's & MDW's will be highly mobile within the geography of their assigned Councils and will NOT be resident at the ADMIN centre. There is no intention to maintain multiple offices. This will provide cost reduction as well as imprinting an operational model which emphasizes the role of the CFE back into the field.
- 12) Increased funding for the direct CFE field service staffing will ensure a truly mobile and effective REMOTE field service staff.
- 13) Scout shop operations will be nationalized and no longer be integrated with or operated by local Councils
- 14) All local monies will remain at local levels for deployment via local volunteers in delivery of local Scouting programs.
- 15) Effective September 1, 2004 there will be one common membership fee across the three Councils. This fee is predicted to be approximately \$85, comprised of \$40 National + \$45 Council
- 16) The plan is expected to deliver substantial savings in expenses and as such will have an immediate and substantial positive effect on the resulting financial health of each of the 3 Councils.

# Servicing Structure

Within the new structure model there are 3 principle components, namely;

- 1) **Councils** – These are constituted entities as defined in Bylaw 2. Each Council is led by the Council Commissioner.
  - a. In BC and the Yukon, Council Commissioners are appointed by the CEO upon the recommendation of the Council, as determined through election by Members of the Council.
  - b. Treasurer and Deputy Council Commissioners (including DCC-Youth) are appointed by and accountable to the Council Commissioner upon the recommendation of Council Members as determined through election by Members of the Council.
- 2) **Areas** – these are geographic service areas where teams of volunteers appointed by/and accountable to the Council Commissioner, are charged with the delivery Scouting programs in that geographic area. It should be noted that Areas are NOT Councils they are simply service delivery entities for a given geographic territory.
- 3) **Groups** – supported by a specific sponsor or by a group of parents, a Group is led by Group Commissioner who is accountable to the Council/Area Commissioner. In BC and the Yukon, Group Commissioners are appointed by the Council/Area Commissioner upon the recommendation of the Group as determined through election by Members of the Group Committee.

Within BC-Yukon there is expected to be approximately 27 service areas operating within the 3 Councils these areas are anticipated to be;

## Fraser Valley Council

- 1) New Westminster, Coquitlam, Port Moody-Ioco, Port Coquitlam
- 2) Maple Ridge-Pitt Meadows, Mission
- 3) Abbotsford, Chilliwack
- 4) West Delta, Delta portion of Sur-Del
- 5) Central Surrey, East Whalley-Guildford, West Whalley, Surrey portion of Sur-Del
- 6) Langley, Peace Arch, Clover Valley

## Pacific Coast Council

- 1) Burnaby
- 2) Richmond
- 3) Sunshine Coast
- 4) Vancouver East
- 5) Pacific Spirit
- 6) North Shore

## NEWCOUNCIL Council (Council to be named)

- |                     |   |
|---------------------|---|
| 1) Kamloops         | 9) Cariboo                                    |
| 2) North Okanagan   | 10) Prince George and surrounding             |
| 3) Central Okanagan | 11) Greater Victoria (possibly several areas) |
| 4) Okanagan South   | 12) South Island                              |
| 5) West Kootenay    | 13) Central Island                            |
| 6) East Kootenay.   | 14) North Island                              |
| 7) Peace / Liard    | 15) Yukon                                     |
| 8) Skeena           |   |

The organisational structure for the councils can be found in Appendix A of this document.

## Timelines

- Decision finalised Oct 31, 2003
- Announcements to staff Nov 3-6, 2003
- New reporting structure for staff will come into effective on or before Nov 8, 2003
- All Council Commissioners in place effective on before Feb 28, 2004.
- New Councils active to support transition on or before April 30, 2004
- PMT to complete Provincial Asset disposition by April 30, 2004
- Final Provincial Council audit complete on or before June 30, 2004
- Staff & admin facility transition complete on before Aug 31, 2004
- All District Councils currently operating to be transformed to service areas on or before Aug 31, 2004
- All Regional councils to complete planned operations through to August 31, 2004.
- Out going Regional Councils to complete audited financials and consolidate banking arrangements no later than Nov 1, 2004

## Council Structure

