

### Our Cabaña Frequently Asked Questions

#### 1. Who made the decision?

WAGGGS is led by a World Board, who represent the diversity of the Movement and are passionate about empowering girls and young women as leaders and advocates. The World Board is made up of 17 active Girl Guiding and Girl Scouting members from around the world, 12 of whom are democratically elected by all Member Organisations at the World Conference and 5 of whom are Regional Chairs elected at Regional Conference every three years. As a critical strategic matter for the organisation the decision on the future of Our Cabaña was taken by the World Board.

#### 2. How was the decision made?

The World Board undertook a lengthy and thorough three-phased process, to hear from the Movement, industry experts and interested partners to understand the centre's contribution to the Movement, the possibility of immediate and long-term financial sustainability, and how its work contributes to the strategic direction and outcomes for girls and young women, our Movement and WAGGGS.

Phase 1: Between February and May 2022, a sub-group of the World Board undertook extensive consultation with a broad group of stakeholders including Friends of Our Cabaña, Girl Guiding, and Girl Scouting alumni, Member Organisations and staff. In parallel, they also undertook a review of relevant historic documents, legal, financial, and management information for the World Centre.

At its meeting in May 2022, the World Board considered the findings of the sub-group and agreed on three options that would be taken forward for external analysis:

- WAGGGS management of Our Cabaña;
- Private company management of Our Cabaña;
- Sale of Our Cabaña.

Phase 2: In September 2022, following a competitive tender process, Ernst & Young (EY), based in the USA and Mexico, was appointed to evaluate and develop a business case for each of the three options.

EY reviewed key documentation, met with key stakeholders, carried out legal, financial, and market research, and delivered a report and set of recommendations to the World Board.

Phase 3: In December 2022, the World Board met multiple times to discuss and consider the findings. Following this process, in January 2023 the World Board made their decision, by majority vote, to reopen Our Cabaña under WAGGGS management.

#### 3. When will Our Cabaña reopen?

Following the decision by the World Board to reopen Our Cabaña under WAGGGS management, WAGGGS staff will now begin work to reopen Our Cabaña.



Whilst we look forward to Our Cabaña once again opening, we must be realistic about the hard work that lies ahead to be successful. It will take time. The first step will be to prepare a detailed plan for reopening the centre. As WAGGGS has not managed the centre since 2014, it will be a complex process and will require a robust strategy to ensure sustainability. We know there are many factors that need to be considered and worked through.

We will share further updates directly with Member Organisations and on our website and social media channels in the near future.

Our Cabaña webpage WAGGGS Facebook WAGGGS Instagram

#### 4. How safe is it to travel to Our Cabaña?

The objective of all the World Centres is to provide a safe space where Girl Guides and Girl Scouts from around the world can connect, have adventures and build agency. Therefore, the security and safety of our staff, guests and volunteers is paramount.

Many hundreds of thousands of tourists visit Mexico every year. Most visits are troublefree, however there are areas in Mexico that pose greater risks than others. To make sure travellers have the latest and most accurate information, we advise all prospective visitors to any World Centre to research the destination and check the travel advice given by your Government for travel to that destination.

#### 5. What WAGGGS events and programmes will Our Cabaña offer?

Following the decision by the World Board to reopen Our Cabaña under WAGGGS management, WAGGGS staff will now begin work to reopen Our Cabaña.

Whilst we are very excited that Our Cabaña will once again be opening the Chief's Door, we must be realistic about the hard work that lies ahead to be successful. It will take time. The first step will be to prepare a detailed plan for reopening the centre. Having not managed the centre since 2014, this will take time and a thoughtful strategy to ensure sustainability. We know there are many factors that need to be considered and worked through.

At this time, we have not yet worked out exactly what Our Cabaña will offer in the way of events and programmes. However we will share further information as soon as we have it. To keep updated on the latest information please check out the following channels:

Our Cabaña webpage WAGGGS Facebook WAGGGS Instagram

## 6. How much will it cost and how long it might take for WAGGGS for Our Cabaña to become profitable?

Following the decision by the World Board to reopen Our Cabaña under WAGGGS management, WAGGGS staff will now begin work to reopen Our Cabaña.



We look forward to Our Cabaña once again being open and welcoming Girl Guides and Girl Scouts from across the world. We acknowledge the time and hard work that lies ahead to be successful. The first step will be to prepare a detailed plan for reopening the centre. As WAGGGS has not managed the centre since 2014, it will require a robust process and effective strategy to ensure sustainability. We know there are many factors that need to be considered and worked through.

We will be closely tracking the development of Our Cabaña and monitoring its finances and as part of WAGGGS's wider financial reporting to Member Organisation will be able to share progress with the Movement.

#### 7. How will it be managed differently to ensure it can remain open in the future?

Whilst we look forward to Our Cabaña once again opening, we must be realistic about the hard work that lies ahead to be successful. It will take time. The first step will be to prepare a detailed plan for reopening the centre. As WAGGGS has not managed the centre since 2014, it will be a complex process and will require a robust strategy to ensure sustainability. We know there are many factors that need to be considered and worked through.

All the World Centre we are constantly reviewing and adapting our management strategies to run the centres as efficiently and effectively as possible. Our Cabaña will be no different. As part of the detailed planning process, we will be reviewing and learning from how the centre was run and managed in the past. We will review revenue generation streams, to see how they can be maximised and diversified. We will also explore local partnership possibilities to increase income from local markets. We will also build on the work the World Centres have started with expert marketing agency Admiral Digital to increase the impact of any marketing efforts. We will also work closely with Member Orgnaisation to see how we can support more girls and young women globally to visit Our Cabaña.

In addition, as part of the reopening plan number of measurable targets will be set for the centre. The World Board will monitor the performance of Our Cabaña very closely to ensure it is on track to meeting these targets. If progress is not as hoped and targets are not met it is the World Boards role to meet and agree the appropriate action in the best interest of the Organisation.

#### 8. What if Our Cabaña continues to run at a loss once it has opened?

Following the decision by the World Board to reopen Our Cabaña under WAGGGS management, WAGGGS staff will now begin work to reopen Our Cabaña.

We look forward to Our Cabaña once again being open and welcoming Girl Guides and Girl Scouts from across the world. We acknowledge the time and hard work that lies ahead to be successful. The first step will be to prepare a detailed plan for reopening the centre. As WAGGGS has not managed the centre since 2014, it will require a robust process and effective strategy to ensure sustainability. We know there are many factors that need to be considered and worked through.

As part of the reopening plan number of measurable targets will be set for the centre. The World Board will monitor the performance of Our Cabaña very closely to ensure it is on



track to meeting these targets. If progress is not as hoped and targets are not met it is the World Boards role to meet and agree the appropriate action in the best interest of the Organisation.

We will be closely tracking the development of Our Cabaña and monitoring its finances and as part of WAGGGS's wider financial reporting to Member Organisation will be able to share progress with the Movement.

#### 9. Why did the World Board make this decision?

The World Board undertook a lengthy and thorough three-phased process, to hear from the Movement, industry experts and interested partners to understand the centre's contribution to the Movement, the possibility of immediate and long-term financial sustainability, and how its work contributes to the strategic direction and outcomes for girls and young women, our Movement and WAGGGS.

Phase 1: Between February and May 2022, a sub-group of the World Board undertook extensive consultation with a broad group of stakeholders including Friends of Our Cabaña, Girl Guiding, and Girl Scouting alumni, Member Organisations and staff. In parallel, they also undertook a review of relevant historic documents, legal, financial, and management information for the World Centre.

At its meeting in May 2022, the World Board considered the findings of the sub-group and agreed on three options that would be taken forward for external analysis:

- WAGGGS management of Our Cabaña;
- Private company management of Our Cabaña;
- Sale of Our Cabaña.

Phase 2: In September 2022, following a competitive tender process, Ernst & Young (EY), based in the USA and Mexico, was appointed to evaluate and develop a business case for each of the three options.

EY reviewed key documentation, met with key stakeholders, carried out legal, financial, and market research, and delivered a report and set of recommendations to the World Board.

Phase 3: In December 2022, the World Board met multiple times to discuss and consider the findings. Following this process, in January 2023 the World Board made their decision, by majority vote, to reopen Our Cabaña under WAGGGS management.

The World Board spent a lot of time seriously exploring and considering all the options. Whilst the World Board appreciate that the value the property could be sold for was likely sizeable and would provide financial benefit to the organisation, on balance it was felt that the long-term benefit was not enough to justify closing the doors of Our Cabaña.

Our Cabaña has been a World Centre welcoming Girl Guides, Girl Scouts, and their leaders since 1957. It has welcomed over 70,000 Girl Guides and Girl Scouts from all over the world, offering them a safe space to connect with others, learn new leadership skills and build confidence.



After deep discussion, listening to the experts and The Movement the World Board decided, by a majority, to reopen Our Cabaña under WAGGGS management, because it was felt that the value that Our Cabaña brings to the Movement and WAGGGS' in the end outweighed the merits associated with selling the property.

Self-management was selected over third-party to allow WAGGGS to deliver more mission and vision work for the Movement, which would likely have been limited with a third-party operator. There was also consideration given to the risk of not being able to find a viable third-party operator that would agree to manage the centre. We will however as with all the other World Centres explore local partnership possibilities to increase income from local markets, which was cited as a critical success factor by EY in their report.

We are grateful and deeply appreciative of the generous support that has been shown to Our Cabaña now and in the past. To enable the reopening of Our Cabaña we will need to your continued support. In the coming months, we will work to galvanise our efforts and work as a Movement to welcome many girls and young women to visit Our Cabaña and to enjoy an international experience of a lifetime.

Our Cabaña will not accept bookings for the time being, however, we are very interested to hear from any individuals or groups that are interested in visiting Our Cabaña. Please email any expressions of interest to <u>OurCabana@wagggs.org.</u>

If you would like to do something to support WAGGGS in the reopening of Our Cabaña, you can make a donation on the Our Cabaña webpage. Your contribution will enable WAGGGS to offer girls and young women from across the globe an Our Cabaña experience, where they will connect with others, learn about the world, build their confidence, becoming powerful changemakers.

Donate to Support Our Cabaña - WAGGGS World Centres

Tax deductible giving is available in the **United States of America** through the World Foundation:

Donate to Support Our Cabaña-World Foundation

# 10. If I had a booking with Our Cabaña with Guías de Mexico before the pandemic, will it be honoured by WAGGGS?

For any booking made prior to WAGGGS assuming management, from 31st January 2014 to 21st December 2021 (inclusive), it remains the responsibility and liability of Guías de México. Therefore, any questions you have regarding your booking should be sent to the President of Guías de México, at the following email address presidenta@guiasdemexico.org.mx

#### 11. When and how can I make a booking?

We look forward to Our Cabaña once again being open and welcoming Girl Guides and Girl Scouts from across the world. We acknowledge the time and hard work that lies ahead to be successful. The first step will be to prepare a detailed plan for reopening the centre.



As WAGGGS has not managed the centre since 2014, it will require a robust process and effective strategy to ensure sustainability. We know there are many factors that need to be considered and worked through.

Our Cabaña will not accept bookings for the time being, however, we are very interested to hear from any individuals or groups that are interested in visiting Our Cabaña. Please email any expressions of interest to <u>OurCabana@wagggs.org</u>. As soon as we are able to take bookings we will share this information with Member Orgnaisation and on our communication channels - check them out below.

Our Cabaña webpage WAGGGS Facebook WAGGGS Instagram

In the meantime if you would like to do something to support WAGGGS in the reopening of Our Cabaña, you can make a donation on the Our Cabaña webpage. Your contribution will enable WAGGGS to offer girls and young women from across the globe an Our Cabaña experience, where they will connect with others, learn about the world, build their confidence, becoming powerful changemakers.

Donate to Support Our Cabaña - WAGGGS World Centres

Tax deductible giving is available in the **United States of America** through the World Foundation:

Donate to Support Our Cabaña-World Foundation

#### 12. How can I donate to Our Cabaña?

You can make a donation to Our Cabaña online on our website. Any contribution you make will support WAGGGS in reopening the centre and being able to offer girls and young women from across the globe an Our Cabaña experience, where they will connect with others, learn about the world and build their confidence becoming powerful changemakers.

Donate to Support Our Cabaña - WAGGGS World Centres

Tax deductible giving is available in the **United States of America** through the World Foundation:

Donate to Support Our Cabaña-World Foundation

#### 13. Will Our Cabaña be hiring new staff?

We look forward to Our Cabaña once again being open and welcoming Girl Guides and Girl Scouts from across the world. We acknowledge the time and hard work that lies ahead to be successful. The first step will be to prepare a detailed plan for reopening the centre. As WAGGGS has not managed the centre since 2014, it will require a robust process and



effective strategy to ensure sustainability. We know there are many factors that need to be considered and worked through.

Once we have a detailed plan in place and are clear on the strategy we will start to recruit a staff team. Working at a World Centre is a unique and very rewarding role, full of opportunities to be challenged and grow. We are looking to hire a team of passionate and dynamic professionals. All job opportunities will be posted on the WAGGGS recruitment page here:

World Association of Girl Guides and Girl Scout (WAGGGS) Job Opportunities

#### 14. How can I volunteer at Our Cabaña?

The World Centres Volunteer Leadership Programme places over 100 participants a year across the World Centres, helping Girl Guides and Girl Scouts from around the world develop into leaders in their own communities.

World Centre Volunteers are vital to the day to day running of the World Centres. They help with everything from cleaning to cooking, and campfires to customer service. Volunteers build international friendships, have fun, take on outdoor challenges, learn new skills, and maybe even earn a special badge or two!

We look forward to Our Cabaña once again being open and welcoming Girl Guides and Girl Scouts from across the world. We acknowledge the time and hard work that lies ahead to be successful. The first step will be to prepare a detailed plan for reopening the centre. As WAGGGS has not managed the centre since 2014, it will require a robust process and effective strategy to ensure sustainability. We know there are many factors that need to be considered and worked through.

To be a World Centre volunteer you need to be part of the WAGGGS volunteer pool, so while you are waiting to hear about volunteer opportunities at Our Cabaña you can start the process to join the pool. You can find more information here: <u>Join the WAGGGS</u> <u>Volunteer Pool</u>

As soon as we ready for volunteer applications, we will share this information with Member Organisations and on our communication channels - check them out below.

Our Cabaña webpage WAGGGS Facebook WAGGGS Instagram

#### **15.** What does majority vote mean?

In accordance with the WAGGGS Constitution, decisions of the World Board may be taken at a meeting of the World Board - by majority decision of those eligible to vote. Noting that no decision shall be taken at a meeting unless a quorum is present at the time when the decision is taken. The quorum is half plus one of the World Board.