

Camps - selling off the future

Over the first century of Scouting Scouts Canada has been blessed with the use of some examples of the most pristine examples of Canadian wilderness and varied ecosystems. Whether donated, purchased or leased, these properties have contributed to the building of self-reliance, values and confidence for millions of youth.

Today many of these properties are threatened with closure and sale.

We believe that for the most part, these properties are "trust properties" that belong to the youth of Scouts Canada for their beneficial use and should be managed by the local Scouting area.

Certainly it is possible to make a good business case for the closure and sale of some under-used or redundant properties, however the decision to close/sell or not should rest with the local authorities not a far distant committee that does not necessarily understand the local realities.

In recent years, Scouts Canada (principally in Ontario) has ordered the closure, release and sale of many properties. A very short and cursory evaluation was made of properties and the decisions were made remote to the area of beneficial use. In short, youth resources were sold without the consent and sometimes the knowledge of the beneficial users.

Camps are resources that cannot be replaced. When they are gone, they are gone. The Scouts will have to travel farther away to practice their Scouting.

Beneficial users are today in court to stop this draconian sell-off of property that cannot be justified.

And so we ask the questions:

- **Where will the proceeds from sales go?**
- **Who will be accountable for the proceeds use?**

In addition we ask the Management Committee and the Board of Governors

Why have you stalled dialogue on Democracy?

Why do you refuse our overtures to help?

Why do you continue to refuse to meet with us on Aug. 26th?



WE ANXIOUSLY WANT TO KNOW!

What can we do?



2007 is the 100th anniversary of the Scouting Movement.

If you want Scouting after 2007 take action now!

Demand fiscal responsibility in Scouts Canada!

Demand democracy in Scouts Canada

Join us at Scouts Canada National Headquarters for a Rally to Rescue Scouts Canada on Saturday, August 26, 2006 in Ottawa.

This may be the last chance to save Scouts Canada from itself. If you've just found out about this and want to know why we think there is a problem and why there isn't much time to tackle it, please read some of the articles in the news and resources sections at www.scouteh.ca.

Tell your Scouting friends and come to the

Rescue Rally at Baseline.

August 26th – 10am to 3pm.

SCOUTS CANADA NATIONAL HEADQUARTERS

1345 Baseline Road, Ottawa, Ontario

Who is



A large and growing cross section of Scouts Canada members, who are now relegated to the ignominious status of "Ordinary member", have created the "Scouts Canada Ordinary-member Unity Taskforce Association, known by the acronym SCOUT eh! Since its inception in 2004, this movement of disenfranchised members has grown to almost 700 adult leaders and accounts for about one in 33 of the adult membership of Scouts Canada.

Find out more about us at:

www.scouteh.ca



On the brink?

*Is this century old
institution on the
verge of
bankruptcy???*

Questions that need answering about the stewardship of one of Canada's oldest and largest youth movements.

A pamphlet prepared by:





Democracy gone wrong...

In recent sweeping governance changes Scouts Canada declared there to be two classes of membership.

- Voting members – appointed volunteers numbering approximately 100.
- Ordinary members – the other 100,000 of us.

The BOG meets several times per year to discuss issues and make policy. The Voting members meet once per year to rubber stamp the management slate for the Board of Governors consisting of 22 volunteers and the CEO. The voting members are selected from among appointees who have been appointed either directly by the CEO or by the Council Commissioners who themselves are appointed by the CEO.

They have no legitimate authority from the rank and file to determine policy. It is evident that Scouts Canada is run by a coterie of self-appointed, self-anointed volunteers without the moral authority of the stake holders. Yet Scouts Canada claims that it has a "representative democracy".

The over 100,000 members in Scouts Canada classed as Ordinary-members have no vote and do not even have the right to ask questions from the floor at our Annual General Meeting. The Ordinary-member therefore has no actual say.

Scouts Canada is supposed to govern itself in accordance with the principles laid down by the World Organization of the Scout Movement. (WOSM) In the Scouting Movement, practising democracy is a fundamental concept. WOSM, to which Scouts Canada purports to subscribe, declares in its document "The Fundamental Principles of Scouting" that:

"• A voluntary movement depends upon participation of all its members,, in the decision-making process. As part-owners, or "stakeholders" in the Movement, they must be actively involved in managing its affairs in a democratic manner."
(The Essential Characteristics of Scouting at Page 26)

At the World Scout Conference in 1993, this declaration was passed as part of the youth forum:

"Scouting is a Movement based on democratic principles"
(World Scout Conference, Bangkok 1993)

WOSM emphasizes : *"Organizations that are self-serving and self-perpetuating go against the very concept of a movement."*
(The Essential Characteristics of Scouting)

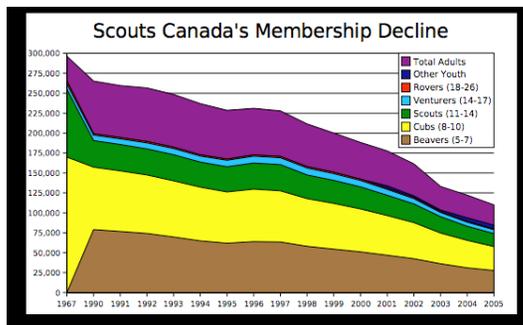
Scouting values are synonymous with Canadian values. True Democracy is an essential Canadian Value.

And so we ask the question:

- **Why are our requests for democratic governance being ignored?**



Membership decline



Fewer Kids

The chart above shows Scouts Canada membership each year from 1990 to 2005 and 1967 for comparison. The Beaver program started in 1974.

- During this entire time, 1967 to 2005, the number of boys in Canada aged 5-16 has remained fairly constant, rising slowly from 4.1 million in 1967 to 4.7 million in 2005 (Scouts Canada became co-ed in all sections in 1992, but this has had little impact on membership).
- In 1967, there were 170,000 Cubs. Today, Scouts Canada's entire membership is just 110,000. • Rate of decline increasing: Scouts Canada had a 15% membership decline during 1990-1995 and during 1995-2000, but during, 2000-2005, decline was 40%.

More staff

- In 1968, Scouts Canada had 295 employees or one for every 891 youth members. Today, it has 223 employees or one for every 379 youth member. This relative employee increase exists despite the fact that Scouts Canada is now a heavily computerized environment, drastically less dependent on secretarial support.
- Scouts Canada also no longer publishes a magazine for youth, as it did in 1968.
- In 2000, Scouts Canada spent \$10,619,000 on staff salaries or \$75 per youth member. In 2005, Scouts Canada spent \$10,987,000 on staff salaries or \$130 per youth member.

And so we ask the questions:

- **Why do we need so many staff when membership levels cannot support them?**
- **What is being done by paid staff members that cannot be done by a volunteer?**



Finances

Scouts Canada chronically spends more than it takes in. This totals approximately \$6.8 Million over the past 5 years (including fiscal 2005).

The organization repeatedly uses internally restricted funds (Jamboree/Youth Event fund and now Insurance fund) to address operational shortfalls.

The organization does not have timely or meaningful financial reporting in place. Nor does Management have sufficient or effective management controls in place.

Five years of extremely adverse financial results coupled with a 50% decline in membership during that period are sufficient evidence to suggest that sound financial policy does not exist.

Management does not have a coherent cash management system in place (i.e It takes 1-3 months to cash registration cheques).

The organization says it is accountable but its governance structure in fact means that it is accountable to no one. There is always some external reason why we can't carry out simple processes in a timely fashion (e.g., budgeting, timely financial reporting, timely setting of fees, proper financial analysis of actual results and a critical analysis of the root causes of both adverse results). No one is ever responsible (nor do they ever take responsibility for) the management stewardship of the organization.

The MMS (membership management system) a system which should be delivering the key performance indicators like who is a member, years of service, basic accounting information etc. has been an expensive and poorly designed drain on human resources and money.

Financial reports to the board are repeatedly misleading and this does not serve the interests of the real stakeholders, the youth and front line volunteers.

Scouts Canada's financial woes can be directly attributable to its governance structure.

And so we ask the questions:

- **Why is paid management not downsized so as to live within our means?**
- **Where do the internally restricted funds go?**
- **Who do we owe money to and why?**
- **Why are we spending insurance money on operations?**
- **Is there a comprehensive plan in place to bring finances in line with income before it is too late?**