

Draft 7 June 2005



Strategic Plan for Scouts Canada

2005-2015

CREATING THE ENVIRONMENT FOR GROWTH

Scouting's Mission:¹ To contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.

Scouting's Principles:

- **Duty to God:** Adherence to spiritual principles, loyalty to the religion that expresses them and acceptance of the duties resulting therefrom.
- **Duty to Others:** Loyalty to one's country in harmony with the promotion of local, national and international peace, understanding and cooperation. Participation in the development of society, with recognition and respect for the dignity of one's fellow- being and for the integrity of the natural world.
- **Duty to Self:** Responsibility for the development of oneself.

Practices and Methods: A system of progressive self-education which includes:

- Commitment to the values in a Promise and a Law.
- Learning by doing.
- Membership in small groups.
- Progressive and stimulating contemporary programs.
- Commitment to the values of doing one's best, contributing to the community, respecting and caring for others, contributing as a family member.
- Use of outdoor activities as a key learning resource.

Scouts Canada Vision:² To be recognized, dynamic, inclusive, exciting, led by a diverse group of Canadians and organizationally accountable to all stakeholders.

¹ World Organization of the Scout Movement (Durban 1999) and adopted by Canada.

² Recommendation from Strategic Planning sub-committee work in Nov 02

Résumé of Strategic Priorities

- 1. Remaining Relevant to Canadian Society** – Ensure that programs remain affordable, relevant and attractive to increasing numbers of adults and youth.

Desired Results:

- 1.1 Affordable programs that support the Mission and are relevant to contemporary youth in urban and rural areas.
- 1.2 A halt in the precipitous decline in membership and eventual annual increases as the value of our Programs becomes more widely appreciated.

- 2. Broadening Volunteer Support** – Develop new approaches to attract and retain adult volunteers.

Desired Results:

- 2.1 More young adults 20 -35 years of age, from all cultural/religious communities, in section leadership and training roles who join and stay with Scouting.
- 2.2 New/refreshed practices and procedures to maximize support to the most important volunteers in the organization - leaders working directly with youth.

- 3. Strengthening Scouting's External Profile** –Build a positive image of Scouting through communications, partnerships, community and corporate involvement.

Desired Results:

- 3.1 A clear and consistent “branding” and sustained “marketing” to identify the value and need for Scouting to members and to the external audience.
- 3.2 Qualitative and quantitative growth in partnerships between Scouting and community organizations on projects of mutual support.

- 4. Involving Youth** - As a continuing integral part of Scout's Mission, Principles, Practices and Method, optimize youth engagement in policy determination, management and program design and delivery at all levels as appropriate to their age and experience.

Desired Result:

- 4.1 Youth continue to develop as effective leaders and responsible citizens through program activities, active adult support and mentorship and progressive participation in Scouting's decision-making committees.

5. Enhancing Internal Communications - Ensure an effective two-way flow of dialogue and information in support of internal operations.

Desired Results:

- 5.1 Strong leader, volunteer, member and staff agreement with the Mission, Principles, and Methods of Scouting and a feeling of connectedness to, pride in, and ownership of the organization based on an inclusive decision-making process.
- 5.2 Effective and timely use of all communication means including broader use of electronic content, where cost-effective and appropriate.

6. Becoming More Culturally Diverse – Encourage and welcome Canadians of diverse cultural and religious backgrounds to participate in and deliver our programs.

Desired Results:

- 6.1 An adjusted National Policy framework that removes any barriers/hindrances to diversity at all levels.
- 6.2 Increased membership from cultural/religious communities where Scouting is not currently well-represented.
- 6.3 Strengthened partnerships between cultural/religious communities and Scouting.

7. Canada's 21st Century Scouting Organization – Structures, systems and management organizationally accountable to members, sensitive to changing needs of society, and capable of quick response.

Desired Results:

- 7.1 Democratic reform designed to enhance the capability of Councils and Areas to have input and influence on the decisions of the Board of Governors, and enhanced responsibility to implement policy decisions of the Board.
- 7.2 Achievement of financial security at all levels of the organization (a National Office and 20 Councils that operate consistently “in the black”) so as to be able to fund activities in support of the development of Scouting.