



## SCOUTS CANADA

1345 Baseline Road, Ottawa, ON, K2C 0A7

Phone (613) 224-5131

Fax (613) 224-3571



Date: December 15, 2004 *By both email and hard copy*

To: Members Board of Governors  
Council Commissioners  
Operations Advisory Committee  
Honorary Officers (Voting)  
All Voting Members and Other Appointed Voting Members  
of the Corporation  
National Youth Committee  
CED's to send to: Council Youth Commissioners  
And Group Committee Chairs

From: Mike Scott, Chief Commissioner and Chair of the Board

Subject: STRATEGIC GUIDANCE

You are undoubtedly aware that the Board of Governors has a sub-committee charged with Strategic Planning for Scouting in Canada. Their work is now at the stage where a wider consultation with members is necessary to ensure the completeness and pertinence of the initiative, and to help us focus this work. Accordingly, and as discussed at the recent Commissioner's Forum held in conjunction with the AGM at Camp Samac in late November, please find enclosed Draft 6 of the current Strategic Planning exercise. (colored highlights reflect changes based on comments from the Commissioner's Forum.) It is designed in three complementary parts:

- 1: The Key Challenges facing the Scouting Movement.
- 2: Seven Strategic Priorities - within the Strategic Areas of Youth, Diversity, Adults and Structures/Systems.
- 3: Expected Results and possible Action Plans associated with each Strategic Priority

The Board fully realizes that all aspects of this endeavor (some 21 Expected Results and 90+ possible Action Plans) cannot be initiated simultaneously. Too many priorities would simply mean no priority. The enclosed Draft 6 represents a catalogue of possible initiatives over the long term; a focus on selected key priorities will follow. To this end:

- You are requested to review the enclosed nine pages and provide any general and particular comments you may have **by 15 February 2005.**

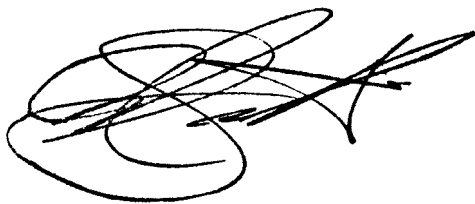
- Specifically, it is requested that you answer the following questions:
  - Are there any issues/items not captured in the enclosed Draft?
  - Where would you suggest they be inserted?
  - Are there any items presently included that could be deleted?
- In your opinion, what are the three Strategic Priorities that should be addressed now?
- In what order should they be addressed?
- From these three selected Strategic Priorities, list the 10 Action Plans that you judge the most important, again listing them in order of priority.

Please send your comments (**by 15 FEBRUARY 2005**) to the National Office, Attn: Cheryl Dinelle (via E-mail - <cdinelle@scouts.ca> or hard copy to- 1345 Baseline Road, Ottawa ON K2C 0A7 or Fax: (613) 224-3571). A Comment Sheet is attached to this letter to serve as a guide, but is not meant to constrain any comments you may have.

Once approved and adopted, this Strategic Plan will orient Scouting in Canada for the decade to come. I am fully cognizant that in a largely all-volunteer organization such as ours, this Plan will only succeed if there is widespread identification with the issues, and buy in from the members at large. Members must see their concerns reflected and concrete actions underway to address these concerns. In other words, this must be “our” Strategic Plan. I encourage you all to consult widely as you formulate your response. A Council/Committee consensus would be welcome, but we will gladly accept feedback from any source.

Let me close by wishing you all a very Merry Christmas with your loved ones, and a happy and prosperous New Year.

Yours in Scouting,

A handwritten signature in black ink, appearing to be 'Mike Scott', written in a cursive style with several loops and a long horizontal stroke at the end.

Mike Scott  
Chief Commissioner and Chair of the Board  
Encls.

# DRAFT 6 DEC 2004

Board of Governors  
Strategic direction Sub-committee

## Key Challenges

1. **Relevance** – meeting the needs and aspirations of young people
2. **Complementary Nature** – focusing on the distinctive contribution Scouting can make to the education and experience of young people, particularly through the Scout Method.
3. **Membership and Diversity**– reaching out to more young people and their families from all backgrounds and religions.
4. **Adults**– attracting and retaining the adults we need.
5. **Relationships and partnerships** – working with others to better serve young people and the community.
6. **Unity** – pursuing a common purpose at all levels.
7. **Communications** –maintaining effective open communications in an all –volunteer organization.

# DRAFT 6 DEC 2004

Board of Governors  
Strategic direction Sub-committee

## Strategic Priorities

### Strategic Area: Youth

1. **Increasing Membership** - Take significant action on an urgent basis to maintain a level of youth membership participation rate of about 3% of our target population.
2. **Involving Youth** - As an integral part of the Scout Method, optimize youth engagement in **policy determination**, management and program design and delivery at all levels of the organization.

### Strategic Area: Diversity

3. **Reaching Out to Celebrate Diversity** – Encourage and welcome Canadians of all cultural and religious backgrounds to participate in and deliver our programs at all levels.

### Strategic Area: Adults

4. **Broadening Volunteer Support** – Develop new approaches to broaden and sustain the base of adult support.

### Strategic Area: Structures and Systems

5. **Enhancing Internal Communications** - Ensure information freely flows to support internal operations.
6. **Strengthening Scouting's External Profile** –Build a positive image of Scouting through communications, partnerships and community involvement.
7. **Emerging as a 21<sup>st</sup> Century Organization** – A responsive, innovative and participatory structure.

# DRAFT 6 DEC 2004

## Strategic Priority 1 -

**Increasing Membership** - Take significant action on an urgent basis to maintain a level of youth membership participation rate of about 3%\* of our target population.

### Expected Results

- 1.1 Net annual increases in membership, particularly in Beaver, Cubs and new program offerings, in line with growth in demographic cohort (to about 188,000\* in 2016).
- 1.2 A focus on Programs, so that they remain relevant to youth in both urban and rural areas, through constant review and revision.
- 1.3 A more balanced male: female ratio

### Develop Action Plans to:

#### 1.1.1 Arrest membership decline:

- 1.1.1.1 Activities to stabilize and retain a gradually increasing % of previous year membership
- 1.1.1.2 Focus retention efforts at the Cubs/Scouts transition point (understand & fix problem)
- 1.1.1.3 End the fixed Scouting season- develop and implement recruiting practices for joining throughout the year
- 1.1.1.4 Implement a registration process that encourages early renewal and reminders to returning members
- 1.1.1.5 Examine instituting a winter recruitment campaign
- 1.1.1.6 Examine methods used by nations with similar challenges, to overcome their difficulties
- 1.1.1.7 Ensure that program participation remains affordable in all parts of the country.

#### 1.2.1 Ensure program relevance:

- 1.2.1.1 Ensure age specific progressive programs that link without overlap
- 1.2.1.2 Work the concept of “fun” into all material – create a memorable experience
- 1.2.1.3 Focus on contemporary issues of importance to youth development
- 1.2.1.4 Introduce recognition and appreciation programs for youth
- 1.2.1.5 Consider developing and implementing a family Scouting program

#### 1.3.1 Increase female membership:

- 1.3.1.1 Review efforts to attract girls to Scouting and implement enhancements

- During initial discussion on this item (2001/02), membership stood at about 145,000, or about 2.9 % of some 5M youth in the target cohort. The Board held a long discussion as to if we should be aiming higher, or holding this as an appropriate target. The consensus was to hold.
-

# DRAFT 6 DEC 2004

## Strategic Priority 2

**Involving Youth** - As an integral part of the Scout Method, optimize youth engagement in **policy determination**, management and program design and delivery at all levels of the organization.

### Expected Results

- 2.1 Youth develop as effective leaders through program activities and active adult support and mentorship.
- 2.2 Internally, **expanded** youth involvement in decision-making and planning at all levels of the Movement, starting at the section level.
- 2.3 Externally, youth utilize leadership **training and** experience gained through scouting to the benefit of society at large and through their participation in international projects with National Scout Organizations.

### Develop Action Plan Items to:

#### 2.1.1 Encourage active mentorship:

- 2.1.1.1 Adult leaders encourage and foster youth exposure to and participation in leadership activities.
- 2.1.1.2 Encourage and support Scouting youth and young adults to assume section leadership roles

#### 2.1.2 Develop youth leadership skills:

- 2.1.2.1 Ensure program activates foster progressive development of leadership skills.
- 2.1.2.2 Share success stories (Sixers council; Courts of Honour)
  - 2.1.2.3 Develop a Youth Leadership initiative focused on students in high schools, colleges and universities, providing opportunities for them to develop leadership & practical skills in fields related to studies.

#### 2.1.3 Challenge youth:

- 2.1.3.1 Continue to push to increase youth involvement and representation at all levels and particularly in program **design and delivery**.
- 2.1.3.2 Youth Committee to actively participate in program review
- 2.1.3.3 National Youth Committee Commissioner to report annually to the Board of Governors on progress/problems/solutions.

# DRAFT 6 DEC 2004

## Strategic Priority 3

**Reaching Out to Celebrate Diversity** – Encourage and welcome Canadians of all cultural and religious backgrounds to participate in and deliver our programs at all levels.

### Expected Results

- 3.1 An adjusted National Policy framework to promote diversity at all levels of the organization.
- 3.2 Increased youth and adult membership diversity with increased penetration in cultural/religious communities where Scouting is not currently present.
- 3.3 Strengthened partnerships between the faith communities and scouting.

### Develop Action Plan Items to:

#### 3.1.1 **Adjust the National Policy Framework:**

- 3.1.1.1 Review all policies and procedures to eliminate barriers and/or hindrances to recruitment in cultural or religious communities.
  - 3.1.1.2 Identify diversity as a key characteristic for succession planning in the selection of Officers, members for the Board and its committees, the CEO, members of the Operations Advisory Committee, and staff and volunteer managers
- 3.1.1.3 Each Council to strike a Council Community Advisory Committee as community voice on all Council activities
  - 3.1.1.4 Board of Governors to strike a Diversity Implementation Committee to monitor implementation
  - 3.1.1.5 Implement a policy on volunteer standards, and a program to recruit volunteers reflecting the Canadian mosaic
- 3.1.1.6 Implement a mandatory diversity education curriculum as part of standard volunteer and staff development.
- 3.1.1.7 Develop an International Strategic Plan aiming to augment local and national initiatives to increase diversity through international relations.
- 3.1.1.8 Implement youth programs that encourage cross-cultural/religious encounters and global thinking

#### 3.2.1 **Increase youth and adult diversity:**

- 3.2.1.1 Launch an Outreach Network with a mandate to increase multicultural and multi-faith membership within Scouts Canada
- 3.2.1.2 Develop “best practices” for opening new ethnically focused groups, and share widely across all Councils.
- 3.2.1.3 Formulate a procedure to encourage the development of partnerships with community groups and make available start-up grants.
- 3.2.1.4 Identify specific, measurable and goal-oriented projects encouraging diversity that would attract funding from external foundations.
  - 3.2.1.5 Target recruiting where appropriate

#### 3.3.1 **Promote partnerships with faith communities:**

# DRAFT 6 DEC 2004

## Strategic Priority 4

**Broadening Volunteer Support** – Develop new approaches to broaden and sustain the base of adult support.

### Expected Results/Goals

- 4.1 Increased numbers of young men and women, representing all cultural and religious communities, in section leadership roles
- 4.2 A focus on practices and procedures that maximize support to leaders working directly with youth - the most important volunteers in the organization.
- 4.3 Accreditation of training and experience of leaders working with youth, via the award of qualifications in childhood and adolescent development.

### Develop Action Plan to:

#### 4.1.1 **Attract and retain adult volunteers:**

- 4.1.1.1 A “National Leaders Forum” to identify and address the issues
- 4.1.1.2 Ensure a continuum across the need to recruit, develop, support, recognize and retain volunteers to provide leadership at the section level.
- 4.1.1.3 Maintain the leader: youth ratio as per BP&P.
- 4.1.1.4 Ensure succession planning for leaders by providing a template for use at the Council, Area and Group level
- 4.1.1.5 Use “Leader” magazine to highlight the contribution of leaders as educators.
- 4.1.1.6 Ensure efficient volunteer application and processing procedures.
- 4.1.1.7 Implement an exit interview procedure/survey to analyze national trends regarding the challenges in retention.

#### 4.1.2 **Reinforce support to section leaders:**

- 4.1.2.1 Study the need and affordability of greater professional staff support to volunteers at the local levels
- 4.1.2.2 Establish a coaching and mentoring program for new leaders.
- 4.1.2.3 Efficient and cost-effective program support tools to assist volunteers deliver programs
- 4.1.2.4 Publish guide cross-linking resource materials to learning objectives.
- 4.1.2.5 Develop and implement Service Team to provide direct support, encouragement for leaders.
- 4.1.2.6 **Encourage activities that ensure the Scouting experience remains positive and rewarding (“fun”) for leaders.**

#### 4.1.3 **Accredit the training and experience of adult leaders:**

- 4.1.3.1 Training Guidelines to be developed
- 4.1.3.2 Complete compliance with the new competency-based adult development programs.
- 4.1.3.3 Formal accreditation process be initiated with external bodies empowered to grant such recognition

## Strategic Priority 5



# DRAFT 6 DEC 2004

**Enhancing Internal Communications** - Ensure information freely flows to support internal operations.

## **Expected Results**

- 5.1 Effective use of identified communication channels including broader use of electronic content, where cost-effective and appropriate.
- 5.2 Strong volunteer, member and staff agreement with the Principles and Methods of Scouting and a feeling of “connectedness” to the organization
- 5.3 Wide ranging discussion, awareness and “buy-in” to Strategic Renewal and commitment to achieving outcomes associated with the Strategic Plan

## **Develop Action Plan Items to:**

### **5.1.1 Review and renew our current internal communications strategy.**

- 5.1.1.1 Make more use of electronic communications such as a “direct-to-youth “web site and E-Newsletters to specific groups within Scouting
- 5.1.1.2 Provide more frequent updates to the National Web site and expand the Intranet
- 5.1.1.3 Ensure targeted communications on key issues
- 5.1.1.4 Establish and maintain an open communication link with Council Commissioners
  - 5.1.1.5 Ensure a public relations position/responsibility within Councils so that National Office has a partner in the field to discuss and help implement communications activities.
  - 5.1.1.6 Ensure best use of Leader magazine.
  - 5.1.1.7 Increase efforts to make publications available in the two official languages on a timely basis.

### **5.1.2 Adopt measures of inclusiveness that reinforce unity of effort and instill pride in the Scouting movement.**

- 5.1.2.1 Hold Scouter forums at all levels of the organization to permit greater participation and view sharing by all volunteers
- 5.1.2.2 Exploit all opportunity (such as the Ontario Scouters Conference) to spread a consistent message
- 5.1.2.3 Ensure CEO has a highly visible presence via regular Council visits and/or ongoing commentary regarding key issues
- 5.1.2.4 Ensure consistency of message by prescreening and wide distribution by all means
- 5.1.2.5 Challenge those leaders who display negative and non-constructive attitudes towards the movement.

### **5.1.3 Use the current Strategic renewal efforts to build better communications.**

- 5.1.3.1 Provide ample opportunity for feedback and input to the strategic Renewal initiative currently underway
- 5.1.3.2 Implement a comprehensive communication plan to inform all stakeholders as the priorities of the Strategic Plan are executed

## **Strategic Priority 6**

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

# DRAFT 6 DEC 2004

## Expected Results

- 6.1 Target audiences/markets are clearly identified and researched to support effective promotion or recruiting campaigns.
- 6.2 Qualitative and quantitative growth in partnerships between Scouting and relevant organizations on projects to support Scouting in the community.
- 6.3 Celebration of the 2007 Centenary as the major marketing and communications theme - "Scoutings's Second Century" and the "Centennial Jamboree"

## Develop Action Plan to:

### 6.1.1 Ensure consistent and timely messages to target audiences.

6.1.1.1 **Develop** key messages **and ensure they are** communicated to and recognized by target audiences. (e.g. "Scouting is an organization that has evolved with the times" "Scouting is building a stronger Canada and a better world" "Scouting helps to develop the character and capacities of young people" "Scouting programs demonstrate the success importance of non-formal education" "Adult volunteer experience is transferable")

6.1.1.2 Initiate a specific media relations campaign in support of diversity initiatives that targets parents in various ethnic communities

6.1.1.3 Publicize success stories (those who began learning about leadership, respect and survival via Scouts)

6.1.1.4 Establish a role-model databank and obtain permission to publicize.

6.1.1.5 Review the objectives and effectiveness of fall advertising

6.1.1.6 Ensure effective media relations using local resources with national direction and support

6.1.1.7 Ensure the Annual Report showcases our achievements

6.1.1.8 Use nationally produced promotional materials to ensure consistent branding, building on feedback on local effectiveness

6.1.1.9 Identify an extremely high profile individual to act as spokesperson and Scouts ambassador

### 6.1.2 Develop new project-based partnerships with community organizations

6.1.2.1 Engage in short-term projects that respond to current issues (child obesity, diabetes, crime prevention, youth poverty, active living,) and that serve our strategic purpose, taking advantage of funding that exists for such projects. Concentrate on those projects adapted to local markets

6.1.2.2 Follow up on every contact made with corporations capable of assisting Scouts Canada.

6.1.2.3 Take every opportunity provided/created to meet with Government leaders to promote support for Scouting in Canada. (to include activity with respect to the Senate Bill currently before the Senate)

6.1.2.4 Develop alliances with traditional supporters (churches, United Ways) and new supporters such as national foundations, corporations, universities, and not-for-profits with similar interests, to offer the Scouting program as a partner

6.1.2.5 Increase opportunities for Scouts members to participate in world and regional forums that address the needs of children and youth.

### 6.1.3 Use the upcoming 2007centenary as a major marketing theme

6.1.3.1 Tie themes such as "Scouting's Second Century" and the "Centennial Jamboree" to the Strategic Renewal of the movement.

## Strategic Priority 7

**Emerging as a 21<sup>st</sup> Century Organization** – A responsive, innovative and participatory structure.

# DRAFT 6 DEC 2004

## Expected Results

- 7.1 Elaboration and progressive rollout of a Strategic Plan for renewal **in a fashion that ensures that “ change” is managed.**
- 7.2 Achievement of financial security at all levels of the organization so as to be able to fund activities in support of the development of Scouting.
- 7.3 **Wide consultation,** inclusiveness, to enable efficient decision making processes and consistent timely application of policy through all Councils.

## Develop Action Plan to:

### 7.1.1 **Implement a new Strategic Plan.**

- 7.1.1.1 Complete implementation of activities required by the new By-Law 2.
  - 7.1.1.2 Rollout a Strategic Plan with progressive objectives, related measurement criteria, and risk mitigation methods for renewing Scouting
  - 7.1.1.3 Ensure management ability to measure: (1) Youth participation rates (2) Youth involvement (3) Youth-to-leader ratio (4) Youth satisfaction (5) Membership retention - trends and challenges (6) Male: female ratio (7) Membership composition (8) Member satisfaction levels (as determined through surveys) (9) Youth leadership participation rates (10) Leadership competency
  - 7.1.1.4 Establish annual Corporate Business Plans based on prioritization and affordability, for review by the Board of Governors.
  - 7.1.1.5 Enhance software, training and awareness of the Membership Management System for online registration
  - 7.1.1.6 Issue “big picture” direction on how our camps/physical infrastructure can better support the organization

### 7.1.2 **Achieve financial security.**

- 7.1.2.1 A National Office and 20 Councils that operate consistently “in the black”.
  - 7.1.2.2 A shift away from reliance on membership fees and local fund-raisers to a alternative revenue streams coordinated at the national level
  - 7.1.2.3 National financial management practices that result in simplified administration, efficiencies and reduce administrative costs.
  - 7.1.2.4 Increase net revenue earned from the annual popcorn campaign and end the confusion of “fundraising” with “program.”
  - 7.1.2.5 Institute consolidated financial reporting and standardized accounting policies/procedures.
  - 7.1.2.6 Ensure a comprehensive risk management process and adequate insurance to support the movement
  - 7.1.2.7 Centralize Retail Services to ensue supply availability, reduce the cost of Scouting, increase sales volume, and target the general public.

### 7.1.3 **Smooth decision-making and policy implementation.**

- 7.1.3.1 Processes to ensure wide consultation with members, with appropriate feedback mechanisms, on a continuous basis.**
- 7.1.3.2 Efficient and effective Corporate practices to ensure Councils and Management have input and influence on the decisions of the Board of Governors, and the responsibility to implement and be compliant with the policy decisions of the Board.
- 7.1.3.3 Make use of the experience of all Scouting’s resources including a “Council of Honoraries” and the BP Guild.

## **Comment Sheet – Strategic Planning Draft 6 Dec 2004**

1. General Comments

2. List any issues/items that you feel are not captured in Draft 6 and, if so, suggest where they could best be inserted.

3. List items/issues that you feel could be deleted from Draft 6.

4. In your opinion, what are the three Strategic Priorities that should be addressed now?

5. In what order should these three Strategic Priorities be addressed?

6. From the three Strategic Priorities you have listed above, list (in order of priority) the 10 Action Plans that you judge the most important to enable us to meet the challenges facing the Scouting movement in Canada.

Individual /Group/Committee making this submission:

Position in Scouting & Date: