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

Priority Legend: 1- Short Term; 2 – Medium Term; 3 – Long Term; S – Sustaining (ongoing)

Desired Result	Action Plan	Priority	Responsibility
1.1 Affordable programs that support the Mission and are relevant to contemporary youth in urban and rural areas.	1.1.1 Review the Scout Program to ensure a romantic, adventurous, community-based and outdoors-focused experience in line with the Scouting Mission. Work the concept of “fun” into all material, eliminate or minimize the amount of content, which is included in school curricula – create a memorable experience that differs from a day in school.	1	CEO + Councils
	1.1.2 Institute cyclical review to ensure age specific progressive programs remain linked, with minimum overlap, tied to a process that encourages feedback, dialogue and welcomes new program ideas.	S	CEO + Councils
	1.1.3 Verify consistent application of program across the country.	S	CEO + Councils
	1.1.4 Reduce costs, keep National fees to a minimum, and ensure that program participation remains affordable in all parts of the country.	1	CEO + Councils
	1.1.5. Be transparent on where activity fees are spent.	1	CEO + Councils
	1.1.6. Facilitate membership for economically disadvantaged youth.	S	Councils
	1.1.7. Possibly combine smaller groups to gain the personal development opportunities available with larger numbers.	S	Councils
1.2 A halt in the precipitous decline in membership and eventual annual increases as the value of our Programs becomes more widely appreciated.	1.2.1 Focus retention efforts at transition points (particularly the Cubs/Scouts transition) (understand & fix problem).	1	CEO + Councils
	1.2.2. Develop/implement recruiting practices for joining throughout the year, including fee discounts.	S	CEO + Councils
	1.2.3. Enable a 12 month program, in areas where applicable – i.e. possibility of not running a full program in Dec/Jan. for activities in July/August.	2	CEO + Councils
	1.2.4. Encourage and give incentives (discounts?) for early membership renewal in the May/June timeframe, with reminders to returning members.	1	CEO + Councils
	1.2.5. Examine methods used by nations to overcome similar membership challenges.	S	CEO

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

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Desired Result	Action Plan	Priority	Responsibility
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.	2.1.1 Sponsor “National Leaders Forums” of randomly selected leaders from the section level, to reexamine current approaches for attraction/retention. Identify and eliminate “pain points” or inhibitors that make the Scouting experience negative and frustrating.	1	CEO + Councils
	2.1.2 Support this initiative with web-based surveys and a nationally sponsored Leaders blog site.	2	CEO
	2.1.3 Encourage frequent local council forums for dialogue and feedback from Leaders.	S	Councils
	2.1.4 Refresh the volunteer recruitment and development model, including coaching and mentoring.	2	CEO + Councils
	2.1.5 Promote/facilitate succession planning for leaders by providing a pattern for use at the Council, Area and Group level.	2	CEO + Councils
	2.1.6 Implement an exit interview procedure/survey to analyze national trends regarding the challenges in retention.	2	CEO + Councils
	2.1.7 Adopt a “Skills Passport” system for to recognize experience previous to joining Scouting. Cross link external accreditation with other like organizations (e.g.: Hike Ontario’s Hike Leader qualification; CCRA’s canoe tripping accreditation).	3	CEO
	2.1.8 Target the membership of outdoor organizations as potential leaders.	2	CEO + Councils
	2.1.9 Attract departed volunteers back to the organization.	2	CEO + Councils
	2.1.10 Instill a sense of pride and prestige into the role of section Scouter via local community recognition.	3	CEO + Councils
2.2 New/refreshed practices and procedures to maximize support to the most important volunteers in the organization - leaders working directly with youth.	2.2.1 Initiate efficient and cost-effective support tools such as a comprehensive on-line data base of program plans and badge-specific resources.	2	CEO
	2.2.2 Promote the guides cross-linking resource materials to learning objectives with sufficient flexibility for adaptation to local circumstances.	2	CEO
	2.2.3 Review the role and requirements of Service Team to ensure a focus on providing direct support, encouragement for leaders (vs. inspectors).	1	CEO + Councils
	2.2.4 Encourage activities that ensure the Scouting experience remains positive and rewarding (“fun with purpose”) for leaders.	S	CEO + Councils
	2.2.5 Enhance use of honors and awards to ensure frequent and formal recognition of Leaders.	S	CEO + Councils
	2.2.6 Reduce needless paperwork and bureaucracy, including fixes to the MMS.	1	CEO
	2.2.7 Establish an E- Learning option to train and test Leaders.	2	CEO
	2.2.8 Develop a short and basic standard curriculum with standardized texts for the trainers.	1	CEO + Councils
	2.2.9 Examine ways to leverage support from non-members who are parents/extended family of members.	3	Councils
	2.2.10 Re-establish committees of volunteers to manage/operate programs and facilities.	2	Councils
	2.2.11 Garner political support for tax breaks for adult volunteer youth work.	3	CEO
	2.2.12 Garner corporate support for an extra week vacation time for adult volunteers who work with youth.	3	CEO

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

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Desired Result	Action Plan	Priority	Responsibility
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.	3.1.1 Produce and use national promotional materials to ensure consistent branding, building on feedback on local effectiveness.	1	CEO + Councils
	3.1.2 Develop key messages and ensure they are communicated to and recognized by target audiences.	2	CEO + Councils
	3.1.3 Develop a full suit of Program Marketing tools.	S	CEO
	3.1.4 Challenge the current media image/stereotype seen in movies and TV that uses the phrase “Don’t be a Boy Scout” to mean any action that involves honesty, integrity, caring or helping.	2	CEO + Councils
	3.1.5 Prioritize marketing effort and communication themes associated with Council, Provincial and National significant events.	2	CEO + Councils
	3.1.6 Ensure effective media relations using both local and national resources, with particular emphasis on strategies for obtaining earned coverage.	2	CEO + Councils
	3.1.7 Initiate specific media relations campaign in support of successful diversity initiatives.	3	CEO + Councils
	3.1.8 Establish a role-model databank of successful and prominent ex-Scouters and obtain permission to publicize their accomplishments.	2	CEO + Councils
	3.1.9 Celebrate the 2007 Centenary as a major marketing and communications theme - “Scouting’s Second Century” and the “Centennial Jamboree” .	2	CEO
	3.1.10 Identify extremely high profile individuals to act as spokespersons and Scouts ambassadors.	3	CEO + Councils
3.2 Qualitative and quantitative growth in partnerships between Scouting and community organizations on projects of mutual support.	3.2.1 Continue to 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. Take advantage of funding for such projects. Concentrate on those projects adapted to local markets.	2	CEO
	3.2.2 Take every opportunity provided/created to meet with all levels of Government leaders to promote support for Scouting in Canada.	S	CEO
	3.2.3 Continue to develop alliances with traditional supporters (churches, United Way) and new supporters such as national foundations, corporations, universities, colleges, apprenticeships and not-for-profits with similar interests, to offer the Scouting program as a partner.	S	CEO + Councils
	3.2.4 Increase opportunities for members to participate in world/regional forums addressing youth leadership and the needs of children and youth.	S	CEO + Councils

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Strategic Priority 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.

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Desired Result	Action Plan	Priority	Responsibility
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.	4.1.1 Renew encouragement on existing progressive developmental skills program via frequent offering of leadership programs such as Keeo, Kim, SIT, sixer/second training, and activity leader. Tie leadership development on the core Scouting skills of Campcraft and Outdoor Education.	S	CEO + Councils
	4.1.2 Examine ways to employ youth in support roles e.g. – Group Registrar.	2	CEO + Councils
	4.1.3 Share success stories (Sixers council; Courts of Honour).	S	CEO
	4.1.4 Formalize the concept of allowing Ventures to also be members of and act as senior leaders in a Troop.	2	CEO + Councils

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

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Desired Result	Action Plan	Priority	Responsibility
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.	5.1.1 Develop “templates” for meeting processes and leadership behaviors at the National, Council and Area level to ensure concerns of Scouters at all levels are heard and acted upon.	1	CEO + Councils
	5.1.2 Ensure that new initiatives are developed with input from the grassroots – ideally, new ideas are “piloted” to ensure that they are practical.	S	CEO + Councils
	5.1.3 Consult widely and provide ample opportunity for dialogue and input to the strategic renewal initiative currently underway, ensuring adequate response mechanisms.	S	Board, CEO + Councils
5.2 Effective and timely use of all communication means including broader use of electronic content, where cost-effective and appropriate.	5.2.1 Ensure a public relations position/responsibility within Councils so that an effective National Office/Council partnership exists to discuss and implement communications activities. (Sponsored Nationally – driven locally).	1	CEO + Councils
	5.2.2 Make more use of electronic communications such as a “direct-to-youth” website and “E-Newsletters” to specific groups within Scouting.	S	CEO
	5.2.3 Create a communications vehicle to provide a direct, two-way communications link between adult members and the national organization.	2	CEO
	5.2.4 Provide weekly updates to the National Web site to include explanations for changes to policies/procedures.	S	Councils
	5.2.5 Ensure clear communications with section leaders on key issues. (E.g. If introducing new policies, be frank about the reasons for doing so and provide a number of examples or case studies to make clear how they are applied in various situations.)	1	Board, CEO + Councils
	5.2.6 Review the mandate of Leader magazine to ensure best use. Some suggestions: rename to <i>Scouts</i> ; provide guidance to Group level administrative Scouter i.e. “what group Committee meeting minutes can look like”, “popcorn fundraising administration” “the latest in MMS” and “new aids for the Group Registrar”.	2	CEO
	5.2.7 Make publications available in the two official languages and in the languages of the larger cultural communities on a timely basis.	2	CEO
	5.2.8 Ensure consistency of message from Board, CEO, senior volunteers and staff.	S	Board, CEO + Councils

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

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Desired Result	Action Plan	Priority	Responsibility
6.1 An adjusted National Policy framework that removes any barriers/hindrances to diversity at all levels of the organization.	6.1.1 Ensure no policies or procedures inadvertently create barriers/hindrances to recruitment in cultural/religious communities	1	Board + CEO
	6.1.2 Identify diversity as a 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.	1	Board + CEO
	6.1.3 Implement Council Community Development Committees to focus on all community contacts, encouraging a flexible approach that demonstrates our organization is welcoming to all.	2	CEO + Councils
	6.1.4 Implement a program to recruit volunteers reflecting the Canadian mosaic.	2	CEO + Councils
	6.1.5 Include issues surrounding diversity into standard volunteer and staff development curricula.	2	CEO
	6.1.6. Develop an International Strategic Plan to foster diversity through international relations.	3	CEO
	6.1.7 Increase interactions among groups to actively discourage isolationism.	S	Councils
6.2. Increased membership from cultural/religious communities where Scouting is not currently well-represented.	6.2.1 Maintain an Outreach Network with a mandate to increase multicultural and multi-faith membership.	S	CEO + Councils
	6.2.2 Share widely across all Councils “best practices” for opening new ethno-cultural groups.	S	CEO + Councils
	6.2.3 Target recruiting in cultural/religious communities where appropriate.	2	CEO + Councils
6.3 Strengthened partnerships between cultural/religious communities and Scouting.	6.3.1 Promote the Scouting program to all cultural/religious communities as part of their youth program, with the understanding that they may promote their faith within the group, but not to the exclusion of other.	S	CEO + Councils
	6.3.2 Recruit Scouting ambassadors to promote the Scouting program to their cultural/religious communities.	2	CEO + Councils

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Strategic Priority 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.

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Desired Result	Action Plan	Priority	Responsibility
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.	7.1.1 Establish Council procedures to elect Voting Members to the Annual General Meeting.	1	CEO + Councils
	7.1.2 Establish a process to enable nomination to the Board of Governors by members at large.	1	Board
	7.1.3 Establish a transparent process for advertising and filling positions at the Area and Council level in order to ensure that all members have an opportunity to apply, and that the most qualified individual is appointed.	2	CEO + Councils
	7.1.4 Establish key expectations and accountabilities for "management" positions (volunteers and staff) to ensure consistency of actions and ability to track results.	2	CEO + Councils
	7.1.5 Make better use of the experience of all Scouting resources through systematic consultation with Honoraries and the BP Guild.	S	Board + CEO
	7.1.6 Establish a Research and Development capability and ensure ability to measure key information such as : (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 (11) Effectiveness of new program ideas and policy decisions (12) Leadership satisfaction.	2	CEO
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.	7.2.1 Ensure organizational financial management practices that result in simplified administration, efficiencies and reduced administrative costs.	S	CEO + Councils
	7.2.2 Enable a shift away from reliance on membership fees and local fund-raisers to alternative revenue streams coordinated at the national level. Ideally, Councils and National to be funded by: Grants from government and foundations, corporate donations, profits from Scout Shops, and a small 'group fee' as each groups' "assessment" (formulae to be developed).	S	Board + CEO + Councils
	7.2.3 Increase net revenue earned from the nationally sponsored fundraising campaigns (annual popcorn campaign) .	2	CEO + Councils
	7.2.4 Encourage community based foundation funding.	3	CEO + Councils
	7.2.5 Determine progressive objectives, measurement criteria and risk mitigation methods to support the Strategic Plan (Establish methods for protecting Scouting from litigation in our "victim-centric" society).	S	CEO + Councils