

**SCOUTS CANADA**



**SCOUTING NOW**  
Report 2011



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## A Message From Your Chief Commissioner, National Youth Commissioner and Chief Executive Officer

Before *SCOUTING NOW: An Action Plan for Canadian Scouting* was developed, Scouts Canada was an organization that was rooted in the past.

The programs we delivered were sound, but some of our approaches were outdated. We had made small concessions to the changed world (by creating a website, for example) but we were largely operating from a model designed for a very different society than the one we lived in, and our membership was dropping as a result.

The Action Plan was developed as a response to the need for change, yet it recognized that sweeping, immediate change would be met with resistance and created the risk of losing valuable aspects of the program (and valuable volunteers) in the process.

So instead, the plan was a call to action, but action made of incremental steps, of what Professor Gareth Morgan calls 'the 15% solution'- a series of 'small but significant actions that leverage change.'

These changes were grouped under five key action items:

- Making it Easier for New and Current Volunteers
- Enhancing Our Image, Profile and Expertise
- Enhancing Organizational Capacity
- Achieving Meaningful Youth Involvement
- Recruiting Members and Finding New Volunteers

The steps contained within each item were clear, definitive and achievable. Some of them involved researching and creating a plan; others involved direct action for change.

With the combined efforts of volunteers, Scouts Canada staff, and professional consultants, the majority of these items have come to pass, and the renewed energy of our organization is the proof that they worked.

Our organization has grown in each of the past three years, something that has not occurred since the 1970s; and we can see change all throughout the organization.

Our volunteers are better trained, they have easier access to program materials and clear direction about our delivery standards, and we have a better system to let them know we appreciate them.

We have a new uniform, a new brand, increased funding sources, and we have a new website to invigorate our online presence.

We have a new public appointments process that has garnered us new, enthusiastic volunteers for key positions, we have new ways for our members to get involved in decision making, and new ways to ensure our leadership structure is working as it should.

We have increased our youth leadership training, focused the roles of our Youth Commissioners, and found more ways for youth to gain international experience.

We have explored different ways to expand our membership and our volunteer base by examining new ways to get people involved in Scouting, and we've strengthened our connections to other community Groups, re-establishing ourselves as Canada's leading youth organization.

We started as an organization rooted in the past, but we did not uproot ourselves. Instead we allowed those roots to stay firm while encouraging the growth of branches reaching into the future.

Scouts Canada is a living, vibrant organization with a bright future. In the Action Plan, we said that the work ahead of us was just the beginning. With the majority of that work behind us, we can look forward to the next stage of a change as these programs and ideas take root and grow.

Please join us to celebrate our accomplishments at this stage by reading through this report. We welcome your feedback as we move to the next stage.



**Dylan Reinhart**  
National Youth Commissioner



**Janet Yale**  
Executive Commissioner &  
Chief Executive Officer



**Steve Kent**  
Chief Commissioner &  
Chair of the Board of Governors



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# 1. Making it Easier for New and Current Volunteers

Our program is run by volunteers, so it is vital that we are clear on our expectations of them and that we ensure that they receive the training and support they need to do their job to their own satisfaction (and to ours). This section of the Action Plan addresses those concerns.

When the Action Plan was developed in 2009, we found a number of challenges in our program design and delivery that created barriers for new and experienced volunteers to fulfil their roles in ways that made them happy and that matched our needs.

Following the recommendations outlined in the *Action Plan for Canadian Scouting* we created a variety of approaches to remove those barriers and to respond to our volunteers' needs. We have developed online orientation and training. We have expanded and enhanced our prepared programming. We have created a New Scouter Welcome Kit and a New Group Action Kit. We are developing a Camp Strategy that is making it easier to use our Scout camp properties. We have reduced a variety of specific barriers to participation, and we have eliminated the National Leader Fee.

All of these changes mean that volunteers within our organization can now join more easily. The roles they can choose from are clear, with a clear set of expectations. Their training process is specific and available at their convenience. Our expectations are obvious and we provide support to help volunteers meet or exceed those expectations.



## 1.1 Online Orientation

With a goal of making it easier for our volunteers to get the orientation they need to feel comfortable and confident in their role as a Scouter, and the training they need to deliver the Scouts program effectively, we have developed an online training program.

Wood Badge 1 Online launched in 2010 for Beaver Scouts, Cub Scouts, and Scouts, with one common module and four Section specific modules for each Section. Wood Badge I Training for Venturer Scout and Rover Scout Advisors launched in September 2011.

After a review of our previous orientation and Course Training Standards, we developed syllabi for the online course including reading, video and interactive elements, and offered it to our members. We supplement the training with a series of online 'How To' videos covering a variety of outdoor topics, an email help desk and an online forum for questions and feedback on Scouting ([www.talkscouts.ca](http://www.talkscouts.ca)).

Online training makes it easier for us to follow through on our promises to our volunteers since we can provide consistent, updated training to leaders all across the country and ensure that our newest volunteers are 'in the loop' as soon as possible. Having this training available at all times means that new leaders no longer have to worry about constraints, like limited time, or childcare, preventing them from taking part in sessions. Online training also makes our materials 'friendlier' for people with different learning styles, since not everyone flourishes in an in-person session (obviously, we still offer in-person training for those who want/need it).



Screen shot of Wood Badge 1 e-learning for Beaver Scout Leaders

**“The on-line training was a lot easier. I am a stay at home mom with a busy schedule full of children! I babysit full-time during the day, so by days-end I am exhausted. The thing I liked the best was that I could sit in the comfort of my own home and do the training at my own pace. I didn’t have to schedule another meeting where I may have to find childcare etc. I think the online training is actually shorter time wise as well. I would certainly recommend this way of completing the Wood Badge I.”**

– LeeAnn Connors, Beaver Scout Leader

Another advantage of online training is the quizzes at the end of the program which allow people taking the training to ensure that they have understood the material. If they have not, they can repeat some previous sections for more clarity, an option that is more difficult to execute in other training formats.

This training format has been a great success, as demonstrated by the points below:

- We refocused the National Training Network to equip Section volunteers with basic training to improve competence and confidence in keeping with our Volunteer Support strategy.
- To support our goal of well-trained youth leaders, we have lowered the Wood Badge 1 age to 14 and Wood Badge 2 age to 16, opening the doors for our youngest leaders to be fully trained as soon as possible.
- Over 10,500 volunteers have created accounts in the e-learning system.
- Since September 2010, 5200 members have completed our online orientation.
- 2000 volunteers have been completely trained online.
- An additional 2000 have completed the shared module online, and then, as per their learning preference, completed their training in-person.
- In the 2010-2011 Scouting Year close to 6000 volunteers completed Wood Badge 1 or 2, increasing the number of trained volunteers from 43% at 2009-2010 year end to 47% at 2010-2011 year end.
- Our email help desk was established in 2010. The help desk, which is staffed by experienced volunteers for each Section, has fielded 250 enquiries thus far (primarily in the fall of 2010).
- We launched an online forum ([talkscouts.ca](http://talkscouts.ca)) to promote peer/staff support for Scouters. As of July 30, 2011, the forum featured 2783 posts on 426 topics.
- Training for Group Commissioners and Group Committees is being developed to support Scouters as outlined in the 5 Pillars of our Volunteer Support Strategy.
- A national syllabus for basic Outdoor Skills Training has been developed and was made available to Councils in spring 2010.
- Scouter training is further supplemented by the online training videos and the Scout Wiki, an online collaborative resource with over 500 articles on a variety of topics ranging from campfires to leadership development. It has been accessed 28,000 times as of November 6, 2011.

## 1.2 Prepared Programming

One of the biggest challenges facing our current volunteers is finding time to accomplish the things they want to do.

Many people talk about juggling their time, or feeling stressed, or trying to 'cram everything in.' In this environment, it is hard to ask our volunteers to develop new activities for our youth members. In response to that challenge, and after a review of program standards, we have developed a number of ways to make it easier for Section leaders to deliver quality program that meets Scouting standards.

Any leader can now use our prepared program calendar which provides them with a year of activities, broken down by meeting and matched with badge requirements (where applicable). They can also access any of a series of 'Jumpstarts,' a program segment covering a single topic that can be inserted into the program year as desired. Leaders can also obtain information and activities from our Scout Wiki page.

Our prepared programming ensures that programs in different parts of the country are consistently strong and varied, and it allows new leaders to get up to speed and offer quality programming right away. For both new and experienced leaders, prepared programming means they can focus on program delivery instead of program development.



Online Program Calendar

Here are some of our accomplishments in Prepared Programming:

- Program calendar for 2010-2011 was online with an entire year of great programming.
- 107 (including 48 new) Program Jumpstarts total are available at no cost to leaders, they can download these pre-packaged themes for use in their Section.
- 17 new Jumpstarts were made available in Fall 2011. These include Beaver Scout Jumpstarts adapted from the UK, and 5 Indigenous Peoples Jumpstarts suitable for Cub Scouts and Scouts which were developed in cooperation with a volunteer Group of Indigenous people.
- Program Calendar for 2011-2012 is now available. At the Cub Scout/Scout level most weeks contain at least one or more links to badge requirements. There are approximately 60 Jumpstarts included as part of this calendar.
- We have taken steps to ensure that every Section can take part in summer camp by encouraging a Deputy Commissioner for Camping on the Area and Council levels, by appointing a Deputy National Commissioner for Camping who will lead the development of a strategy for using Scout properties effectively and who will help revitalize a culture of camping within Scouting. We have also obtained a Pepsi Refresh Project Grant that provided camping funds for kids who otherwise would have been unable to go.
- We have developed FAST and FLEX leadership training for youth, both to enhance their leadership skills and to ensure effective use of Sixers' Councils and Courts of Honour.
- We are currently reviewing our Beaver Scout Program for the first time since the 1970s to make it easier for leaders to deliver a challenging and engaging program to our youngest members. Program changes will take effect in September 2012.
- In Fall 2011, we launched a full review of all of our programs.
- Success points from other SCOUTINGNOW Action Plan Items support the work in this Section as well. For instance, the Scouts Wiki provides program and meeting resources, and our Program Standards review and resultant Program Quality Awards set standards for program delivery and ensure that every Section takes part in camping and outdoor activities.

### 1.3 New Scouter Welcome Kit

When a new leader joins Scouting, they have a steep learning curve. Aside from the challenges of planning program and learning to lead a large number of youth at once, they also have to learn how leadership within Scouting is structured, what policies apply to them, how to get the information they need, how to access training, and, in general, how to do their job effectively.

For the first 90 days this can seem overwhelming, and in the Action Plan we identified a way to help our new leaders feel more confident immediately - a welcome kit. This kit, which comes in two easily referenced forms (a booklet and a microsite) and includes a contact list and access to resources like the Jumpstart programs, the Commissioner's video, the Outdoor Activity Guide, the Brand Manual, FAQs.



SCOUTS CANADA  
**NEW SCOUTER  
WELCOME KIT**



It starts with Scouts.

Overall, the New Scouter Welcome Kit gives leaders a clear source of vital information that helps them feel supported in their new role without overwhelming them. The Kit helps them to feel included in Scouting from day one, and creates a more consistent experience for new Scouters across the country.

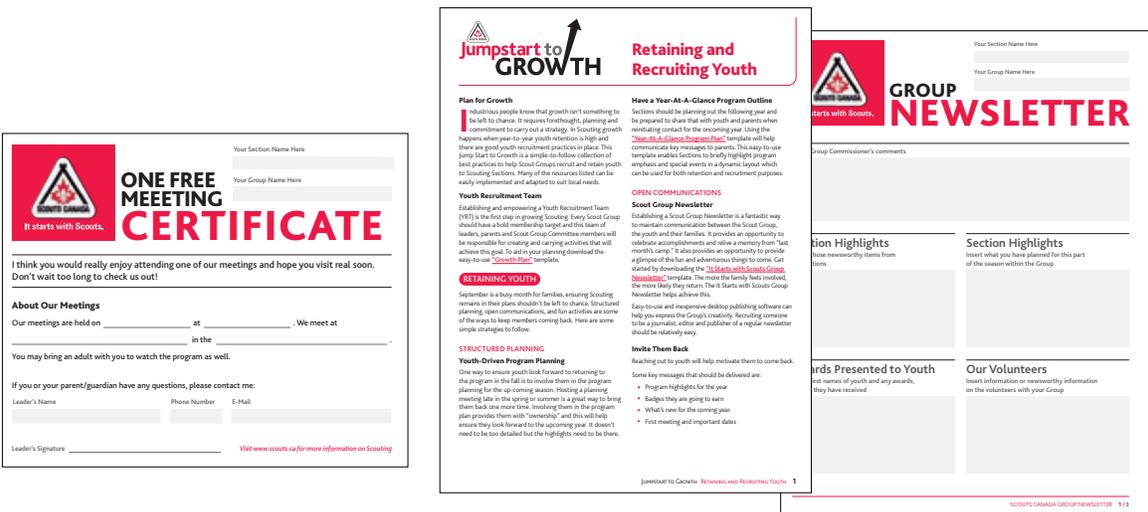
In 2010-2011 we printed and distributed 12,000 New Scouter Welcome Kits. The Kits were distributed directly to Groups, eliminating the time lag that could occur if they had to be passed from Council to Area to Groups to the new leaders. In 2011-2012, we also distributed 12,000 New Scouter Welcome Kits. In our New Volunteer Survey completed in 2010, 80% said the New Scouter Welcome Kit was either High or Very High Quality and useful as a welcome/orientation tool.

### 1.4 New Group Action Kit

Our plan to grow Scouting by making it easier to join, easier to learn, and easier to stay, starts with things like the Jumpstart to Growth, a kit that helps new Groups recruit members and leaders. The kit includes information on running a registration night; bringing a friend night and other recruitment activities.

This kit has been supplemented by informal mentoring by leaders from other Groups and by Area volunteers. The mentoring process will become more codified as Areas begin using the mentorship plan included with the online Jumpstart.

The online version of the Jumpstart includes step-by-step plans people who wish to create a new Group and for organizations that would like to use Scouting as their youth program. The kit can be found online at: [www.scouts.ca/JSG2G](http://www.scouts.ca/JSG2G)



Parts of the 2011-2012 Jumpstart to Growth

## 1.5 Resource People Database

Another way we have chosen to make it easier for new and existing volunteers to fulfil their roles and have access to the information they need is to create a database of resource people that will allow volunteers to have direct contact with the experts they seek. In some ways, the current talkscouts.ca forum serves this purpose since it encourages conversations between volunteers and staff at all levels, and the Wiki site also creates inter-volunteer support. However, the resource people database will allow people to make targeted requests rather than asking questions to a general Scouter population.

**Chinook Council have made their own inroads for this action step by creating the Bridge Builder's Club – a way for former Scouters to stay in touch and act as resource people for nearby groups.**

After some review it was determined that the resource people database should be incorporated into the myScouts.ca system and is on hold until that system is up and running. The database is part of our future development plans.

## 1.6 Making it Easier to Use Scout Camps and Properties

Outdoor activities, especially camping, are such a vital component of the design of the Scouting program that it is essential that we make it as easy as possible for our youth members to go camping. A crucial part of that is ensuring that our camp properties are accessible and easy to use.

In order to meet that challenge we recognized that our camping strategy would have to be undertaken in at least two phases. Phase One is complete and involved two stages.

The first stage of Phase One was to examine the best practices of three outdoor focused organizations (The Scout Association (UK), Boy Scouts of America and the YMCA), and determining what tips we could take from their models. This led to our recommendations that Scouts Canada create an outdoor program team of volunteers and professional staff, and that we create four categories of campsites to provide different camping experiences for our members.

The second part of Phase One involved surveying the membership to assess their need, conducting surveys about camp experiences, to determine how camping is currently incorporated into the program and how they use Scout properties to accomplish that. We also examined how much of outdoor programming needs of our members we should meet internally.

These membership surveys included talking to Councils to assess if they have been able to implement the recommendations in the Action Plan for Canadian Scouting.

## Pepsi Refresh Project Grant Camps 2011

Group/Camp Name	Council
Northern Exposure	Quebec
Refresh Summer Camp	Cascadia
Frontier Area	Tri-Shores
Sydenham Area	Tri-Shores
Elgin Area	Tri-Shores
Camp Tweedsmuir	Cascadia
Stollo Camp	Fraser Valley
Camp Samac	White Pine
Rochester Heights	Voyageur
Schools & Scouting Camp	Northern Lights
Reaching Out Camp	Shining Waters
Everton Summer Camp	Central Escarpment
Amisk Summer Camp	Manitoba
ACTC Summer Camp	Saskatchewan
New Canadian Camp	Nova Scotia
New Canadian Camper	Chinook
Camp Lone Cloud	Nova Scotia
Yoho Summer Camps	New Brunswick
Bring Your Buddy Emeryville Camp	Tri-Shores
Binbrook Camp	Battlefields

This process identified that most Councils have not yet been able to implement the recommendations, for various valid reasons, including budgetary concerns. It identified four levels of camps that Scouts Canada should use in designating its properties. It also generated a list of recommendations for use in planning and for activities for Phase Two of the Camp Strategy.

Some achievements on this Action Plan item include:

- To make better, more full-time use of Scout properties, the Board of Governors has adjusted our policies to allow limited third party use of those properties when they are not being used for Scouting purposes.
- At a National level, we were successful in securing a \$100,000 Pepsi Refresh Project Grant both help us fund Phase Two of our Camping Strategy, and to help us provide funding for participants at 20 camps across the country that otherwise would not have been able to participate in camp. These camps included two camps for new Canadians and one camp for a Schools and Scouting program.
- We are now creating a database of all camps. At present we have eliminated all the properties we no longer own, and we have a good description for many of the remaining 250 active properties. Our intention is to make this directory available online in 2012.
- We are currently building a Google Maps site that will show the location of our camps and provide information about each.
- We are also developing an internal site that will show the location of all of our Groups and the number of youth per Group so we can determine how many youth are within a 1½ hour driving radius from each of our camps. (One and one half hours is the distance that leaders have indicated they are willing to drive to a weekend camp.) This information will be used to assess locations for different levels of camping properties.
- Our overall strategy is in its final stage of development and will include the development of a number of tools for calculating capacity and viability of Camps and also a presentation to go to Councils with to help promote the strategy and get them on board.
- At the Council level, 19 of 20 Councils now have a Deputy Commissioner for Camping/ Outdoors, to ensure that camping remains an integral part of Council strategy and that concerns about camping and Scout camps are addressed quickly.
- Nationally, we have recruited a Deputy National Commissioner for Camping who will focus on developing a coordinated strategy for our camp properties and help develop camping programs for use across the country.

We are also working closely with the incorporated bodies that hold the titles for many of our camp properties to ensure that properties are being maintained and managed effectively, and to be clear about the division of responsibility.

**Chinook Council has hired a program coordinator to create more ready-to-use programs for their sites. They have also hosted Super Saturdays each month at Camp Gardner which feature activities for Beaver Scouts and Cub Scouts for overnight or day use.**

We have updated our environmental programs for our campsites although there is still work to be done in this area.

We have introduced our new Scoutrees program.

### 1.7 Reducing Barriers to Participation

Normally, when an organization considers barriers to participation, they examine their facilities for physical barriers that prevent people with varying abilities from participating in activities, they ensure that cultural traditions are respected or they try to remove stereotypes that might prove to be an obstacle for someone. While we continue to work toward eliminating these barriers, we have also sought solutions to other sorts of barriers.

The entire SCOUTINGNOW Action Plan was designed to ensure growth in our organization, and that growth can only come when reduce the obstacles that people face - real or imagined - when they consider joining Scouts. We want to make it easier to volunteer in the first place, and we want to provide support for existing volunteers. We want to help our volunteers do a good job by providing the material they need to do their job well. We want to provide meaningful ways for everyone to participate and we want to reward them for a job well done.



*The Program Quality Award removes a barrier of not knowing how your program compares to Scouting standards.*

This process is ongoing and under review at all times but some of the successes to date are as follows:

**Eliminated Leader Registration Fee** – Leader Registration Fees meant that Sections would be less likely to see new volunteers because each one came at a financial cost. Eliminating the fee removes that barrier, meaning that existing leaders will be more willing to recruit friends and relatives, Sections will be more willing to use publicity to seek new volunteers, and volunteer numbers won't be limited by finances.

**Redesigned uniform** – The modern design of the new uniform is more stylish, and the uniform is more comfortable to wear for active Scouting. This removes any barriers that prevented youth or adults from wearing their uniform proudly. With our new branding, the uniform doesn't mark them as out of date; it just demonstrates that they belong to a vibrant organization. Also, since the design is compatible with strenuous activity, the uniform no longer limits what someone can do while wearing it.

**Public Appointments Process** – This increases the transparency of Scouting and makes it clear that all our welcome, decreasing the perception that Scouting is insular and that positions are filled through nepotism, or as a reward for longevity. The specific job descriptions in this process make it clear that people of all ages and experience are welcome from both inside and outside of Scouting.

**E-learning** – Presenting our orientation and Wood Badge programs online makes them more accessible to leaders since time and location barriers are removed. Online training helps to ensure consistent quality training and well trained volunteers are more engaged and more likely to stay.

**myScouts.ca** – Our new online management system allows people to register on their own schedule, removing time constraints and making it possible to join 'when I think of it' instead of having to wait for a specific event. It will also remove administrative barriers for Scouters, allowing them to more easily plan meetings, keep records and complete reports.

**New website** – Our former website has valuable information but its design and information structure was a barrier to its usefulness. Our new website is more intuitive and interactive, and fits in better with current website styles. This will encourage people to visit the site to find the information they need, and will encourage casual visitors to explore.

**BP&P Quick Reference Guides** – The length and density of BP&P was a barrier because volunteers were unwilling or unable to invest the time to read through the entire document to ensure they were following policy. Creating Quick Reference Guides reduces the information volunteers need to process and makes it more likely that policy will be followed. Ensuring that policies are followed

removes an additional barrier since families want to ensure that their children are being cared for by people who are following the rules. The easier it is for leaders to understand and follow policy, the better for all involved.

**New Scouter Welcome Kit** – New volunteers are more likely to join (and stay) with an organization that can help them find a role they enjoy and bring them up to speed quickly. Our New Scouter Welcome Kit removes a barrier to participation because it removes a lot of initial confusion for those joining Scouts, and gives them a firm plan for getting oriented in their position.

**New Screening Process** – While complete screening for new volunteers is necessary, our previous screening process was cumbersome and complicated. Our updated screening process streamlines the procedure, removing one barrier to acquiring new volunteers, and gets those volunteers in place much more quickly, without compromising the safety and security of our youth members.

**Agreement with B-P Guild** – Previous to this agreement, B-P Guild members had only one way to remain affiliated with Scouting. With this agreement, B-P Guild members can choose their level of involvement and they are now recognized once again as members of Scouts Canada.

**Agreement with Armenian Scouts** – Our agreement with the Armenian Scouts has removed the barrier to their participation in Scouts Canada. They are now formally recognized as part of Scouts Canada.

**Leadership Summit 2011** – Our most recent Leadership Summit focused on supporting our volunteers and showed our current volunteers good servicing practices to assist new volunteers. This removes several barriers since it give current volunteers a toolkit to provide support, and it shows new volunteers how they will be supported as they continue with Scouting.

**Prepared Programming** – One of the challenges for new Scouters is figuring out how to deliver effective programming that meets Scouting standards. Our Jumpstarts, Program Calendars and other online tools remove that barrier by providing ready-made programming that covers badge work, outdoor meetings and other standards. This programming removes a great deal of stress from new Scouters and lets them focus on delivering program instead of developing it. It also removes a time barrier since it reduces preparation time for meetings.

**Increased funding for No One Left Behind** – The No One Left Behind Program helps remove a financial barrier to participating in Scouts, providing registration and other funds for youth who would be otherwise unable to participate. In 2009-2010 there were 1875 youth helped under this program, in 2010-2011 we were able to help 3000 youth.

**Program Quality Award** – The Program Quality Award Program takes a lot of guesswork programming since it answers the question ‘What does a good Scouting program look like?’ The standards set down in the Award program give leaders program goals while making it clear how to meet them. It removes a barrier of not knowing how your program compares to Scouting standards.

**New Servicing Model** – The new servicing model removes barriers by making it easier for Service Scouters to know how to assist Section Scouters, and it lets Section Scouters know what to expect in terms of Service. The new servicing model gives Service Scouters the tools they need to do their job effectively. This removes barriers to asking for and offering help with challenges.

**Outreach Programs** – We have created Outreach Teams to promote Scouts Canada programs in non-traditional ways at different venues, such as university campuses, creating awareness of Scouting as a valuable activity for young adults.

**Waivers** – The necessity of signing waivers before participating in high adventure activities was creating issues with our insurance program, and hence preventing Scouts from participating in these activities. This barrier was removed by negotiating with the providers to create a new sort of agreement in which Scouts Canada would accept responsibility for the actions of our members, which the provider accepted responsibility for making the activity as safe as possible and providing well-trained staff. As part of this process, we have signed an MOU with PADI to allow Scouts Canada members to participate in diving activities without requiring complex waivers.

**Talkscouts.ca** – This online forum allows volunteers to interact with members at all levels, reducing the barrier of intimidation and of not knowing where to go for information.

**New recognition programs** – Recognizing volunteer efforts early and often helps with volunteer retention because they feel their work is valuable to the organization. Yearly thank-yous and the milestone recognition program remove a barrier created by the feeling that you are not a valued part of Scouting.

**Leader Handbooks and badge requirements online** – Putting Leader Handbooks and badge requirements online means every leader can have equal access to the materials they need, removing the barrier and effort of having to seek them out. It also removes a geographical barrier, since online access means that updates and information can be disseminated more quickly and evenly instead of reaching larger centres first and trickling down.

**Jumpstart to Growth** – New Groups can face a lot of challenges as they get started; the Jumpstart to Growth provides them with a roadmap to success, giving them the tools they need to move forward methodically. This reduces stress for the volunteers involved, and helps them maintain Scouting standards without a lot of additional effort.

**Scout Wiki** – This online resource gives all Scouters (and the general public) access to information from experts from all over the country, instead of limiting their influence to their geographical Area. It also removes a barrier for the experts since they can find yet another way to share their valuable expertise.

**Brand Centre** – The Brand Centre removes barriers in two ways: it provides equal access to promotional material for all volunteers so they can participate in promotional events in their locale; it also provides the general public with access to attractive, quality information about Scouts Canada so the information they receive is accurate.

**All documents now being released in both official languages at the same time** – Bilingual materials remove the language barrier and promotes equality for our French and English members, ensuring a feeling of inclusion and allowing both Groups the same access to important documents and official communication.

**Training** – We have lowered the age restrictions for Wood Badge Training, allowing anyone who is over 14 to complete Wood Badge I and anyone over 16 to complete Wood Badge II. This allows younger leaders access to our full range of training.

**Badge Recording And Tracking program** – The paperwork involved in recording badge work can present a barrier for leaders who have limited time. The online badge tracking program will remove that barrier by making the administration of badge work easier.

## 1.8 Eliminating Leader Registration Fees

Although this was covered in the 'Barriers to Participation' Section (1.7), it is worth noting again that eliminating Leader Registration Fees is a significant improvement in how our organization operates, allowing easier volunteer recruitment and increasing the perception of openness by responding to members' concerns.

Leader Registration Fees have long been a point of contention since they created a number of unpleasant perceptions. It seemed as if we were charging volunteers for the opportunity to be part of Scouting (even though fees were rarely paid for by the leaders themselves). It seemed as if we were adding a financial burden to Groups who needed or wanted more volunteer help, and it seemed as if the youth were paying for leaders instead of paying for their programs.

To avoid the burden of additional leader fees, many Groups were recruiting 'parent helpers' who were willing to assist in their child's Group without being formally registered. While this was helpful to the Groups in question, it meant that these helpers were not getting the full benefit of a Scouting experience since they couldn't access our training opportunities, contribute to decision-making at higher levels, be recognized for their service, or be covered by insurance.

In some cases, Councils took it upon themselves to eliminate the fee, absorbing the cost themselves. In those Councils, the first year without the fee saw a 10 increase in registered adult members - primarily a result of registering 'parent helpers.'

Since the Action Plan for Canadian Scouting was introduced, the Board of Governors has approved the elimination of the National Leader Fee and the cost has been absorbed on a national level. In addition to the elimination of the National Leader Fee, 18 of our 20 Councils were able to eliminate their leader fees as well.

## 2. Enhancing Our Image, Profile & Expertise

Enhancing our image, profile and expertise could be considered the most important set of action steps. Our hard work to make life easier for our volunteers, to provide great youth experiences, to make our organization run smoothly or to recruit new people, is lost if we don't communicate effectively. If people do not have a clear idea about what we do, if they think we're old fashioned or if they simply do not know about us, none of those other action steps will help us grow. Without excellent promotion, a high profile and a good perception of our expertise, we will have very few members to participate in our program and experience all that Scouting has to offer.

This section of the *SCOUTING NOW Action Plan Report* outlines the work we have done to make ourselves more relevant online, to improve our uniform, to market ourselves effectively to the public and to possible funders, and to research the needs of youth in society today.



## 2.1 Web Development

The members of the 'Net Gen' want to access their information online, and they want to participate in its creation. If we want to attract young people to our organization, we need to have a savvy online presence. Our site has to be interactive, entertaining and intuitive to attract new visitors, and it has to be informative and useful in order to reach all of our members equally and disseminate information effectively. This was achieved in part with the September 2011 launch of our new website and will be further enhanced with the launch of the myscouts.ca system in 2012.



*Our new website and brand centre will allow members to access various online tools to enhance their Scouting experience.*

Our new website is designed to effectively convey our brand message and to ensure that visitors develop a positive perception of Scouts Canada. For new visitors, the site will promote awareness of Scouting, help them understand the value of our organization for them and their families, and it will give them the opportunity to register to participate in Scouting. For Scouts Canada members, it will give them the opportunity to learn more about programs, to find out about Scouts across Canada and to use various online tools to enhance their Scouting experience.

The public face of our new site will be complemented by an online Association Management System, myscouts.ca, which will launch in 2012. This system will allow online registration, database management, online record keeping, and will allow us to track a huge variety of information about our membership that will, in turn, allow us to serve them better.

**“The new Association Management System gives us a solid technical foundation that will help Scouts Canada grow and it will sustain that growth by giving everyone access to the information that they need when they need it. It will streamline the administration of Sections, Groups, Councils and National by eliminating a lot of paperwork, making it easier to track volunteers, information and money throughout the organization. Basically, it will let Scouters concentrate on delivering program instead of doing paperwork.”**

– Dave Berry, Project Manager

The myscouts.ca System will support all aspects of Scouting. It will help to engage parents who come to the site to register their children (or to check on their badge work) by allowing them to see the work of Scouts Canada as a whole, and by exposing them to opportunities within Scouting. It will reduce the administrative burden on volunteers and staff by allowing them access to effective tools to plan program and to administer and organize their Sections, Groups and Councils. It will help National to continue to be responsive to the needs of our members by giving us access to information about national trends and challenges within the program.

The myscouts.ca System will allow us to grow with our membership and we will continue to add functionality as needs arise.

A) Our new website was designed based on the recommendations of Target Marketing who did extensive research into what our members, the public and youth in general are looking for in a website. These recommendations were turned over to Echo Ditto, a web design company, for implementation. We have divided the implementation into phases, with the initial phase creating the architecture of the site, the most vital content and access to the resources that already exist on scouts.ca. This phase launched in September 2011. Later phases will include blogs, more video and more opportunity for interaction.

The launch will also include an information centre which will be 'one-stop shop' for members' questions.

B) The Action Plan recommends the creation of a password protected Commissioner/Leader Intranet using the Greater Toronto Council's proposed Commissioners e-handbook as a starting point. This will be fully realized in a later phase of website development, as part of myscouts.ca – the members-only companion site to scouts.ca. At present we have password sites/online information performing many of the functions that will be served by the intranet including: our Program Builder Online, Brand Centre, e-learning system, and the talkscouts.ca forum, as well as the Chief Commissioner's monthly emails and our social media sites.

C) We have developed a number of videos to promote Scouting (including three PSAs and a video to camp supporters); these are available through our Youtube channel and our Brand Centre and can be used by any member. There are currently 39 videos on our Youtube channel that will be linked to our new website, since our new web strategy advises the inclusion of videos. Videos of the sort available on our YouTube channel are excellent for grassroots promotion and creating a feeling of national unity since Scout members across the country can see what their counterparts are doing and discuss it.

Our online video library also includes training videos for Opening and Closing Ceremonies for Beaver Scouts and Cub Scouts. These videos were produced in English and French to help ensure consistency across the country and to provide a resource to help our Section Scouters meet our standards.

D) While we recognize the need for the mobile sites identified in the Action Plan for Canadian Scouting, developing our main site and myscouts.ca was a higher priority. Mobile sites will follow within the next year. At present, however, at least one of sites is fully functional on mobile devices – the badge tracking program created by Dave Caughey can be updated from any mobile device and when leaders are not in a serviced area, it will cache updates to sync later.

E) Through a partnership with outdoorsman and videographer Kevin Callen, we have camping how-to videos available through his website, which demonstrate camping skills and challenges in a clear and funny manner.

F) As recommended in the SCOUTINGNOW Action Plan, and reinforced by Target, we have revamped our Social Media Strategy and engaged volunteers to fulfill it, We have moved from a Group to a 'fan' page on Facebook in order to communicate more effectively with our members and we tweet on a regular basis to interact with our followers there. We currently have over 2400 followers on Twitter and over 1000 followers on Facebook and we respond to questions and requests as they arise.

As of mid-August 2011, we launched a series of photo contests on Facebook and we added a number of Scout-related locations (camps and Scout shops) on Foursquare, a geographically-related social media site. Members can now check in when they visit our locations, and through a partnership with Foursquare we will award prizes to the 'Mayor' (the person with the most check-ins ) of Scout locations.

The Chief Commissioner also does a monthly email to all members, which dovetails with topics mentioned in all social media locations.

G) Another recommendation from the Action Plan was the introduction of online collaboration/ mashup tools. This is still under consideration but we haven't found a satisfactory means to deliver these tools as of yet.

H) There is already a well-designed online badge tracking tool that allows individuals and Groups to track their badge process. We have signed an agreement with developer Dave Caughey to add his program, currently marketed as Scout-Badges.com, to our web package. This web-based program, which also works on mobile devices, reduces the administrative burden of planning and recording badge work, and allows leaders, parents and youth to easily access badge records.

**"I created Scout-Badges.com because I was feeling the pain of having to carry a lot of paper to record program. All leaders have to do it and it's a paper nightmare. Scout-Badges.com allows leaders to use a laptop or mobile device to track what kids have done while they're in the field. They can use it for planning their program year, to track who attended which events, and to create a shopping list for badges. Parents and youth can use it to track the work the youth have done."**

– Dave Caughey, Scouter

This program can also be used as an organization-wide tool that will not only do the functions mentioned above but will allow us to track trends on a national level and adjust our programming in response to user needs.

I) The Scout Wiki has been a highly successful part of our web development strategy. This online tool allows our members and the general public to share resources and information about Scouting and add/edit articles as desired. This collaborative tool has a number of advantages. It values everyone's expertise and widens an individual's impact. It allows national access to remote experts, and it keeps Scouting resources relevant. As of August 10, 2011, there were 500 articles in the Wiki and it had been accessed 28,000 times. ([wiki.scouts.ca](http://wiki.scouts.ca))

J) The Action Plan for Canadian Scouting recommended the development of an Intranet site for marketing and communication resources, a need which has been filled by our new Brand Centre. The Brand Centre ensures that all Scouts Canada communications are high quality and that they reinforce the brand.

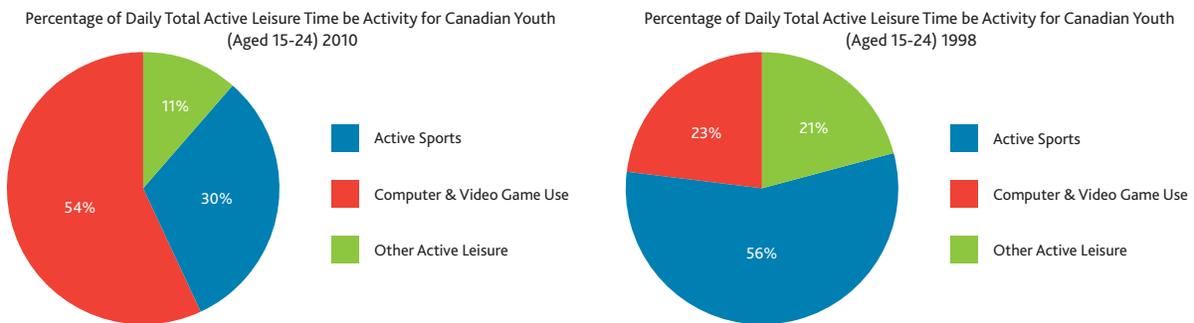
The Brand Centre was created through a partnership with St. Joseph's Communications to allow our members to order the communications tools they need, such as flyers, banners, business cards and ad templates. Since its launch, there have been 1127 accounts created, 4500 logins, 250 orders submitted and 138 free downloads.

This Centre gives everyone easy access to quality promotional materials and templates that keep the brand identity strong while saving time and cost at the local level. The Brand Centre also provides useful information for National about what materials are being used by our members.

K) As per the Action Plan recommendation, the new myscouts.ca site will make use of search engine optimization to draw people to our site and it will use Google Analytics to track how the site is being use so we can respond as needed.

## 2.2 Youth Research and Advocacy Initiative

As a youth organization, it is vital that Scouts Canada create programs and marketing based on information not on assumptions. Given the sheer volume of choices available to youth today, an organization that appears not to value youth opinion and input will be dismissed as irrelevant, regardless of the value of its programs. For that reason, we are interested in keeping up with trends in youth culture and in responding to them.



*Change in the percentage of time young people spend participating in Active Sports from 1998 to 2010.*

We also want to use the results of that research for advocacy purposes. As a leading youth organization, we are uniquely positioned to promote ourselves as an authority on youth issues. Ideally, we will use the results of our research to drive a dialogue with parents and the media about youth issues and how they can be addressed effectively. This will increase our credibility with the general public, and establish us as a go-to-source for informed discussions about youth issues.

This SCOUTING NOW Action Plan will be based on much of the same research as the upcoming SCOUTLOOK 2020, and we are currently reviewing the environmental scan done by Phase5 for the initial stage of SCOUTLOOK 2020.

This report concludes that our marketing needs to focus on program rather than price, and that we have a great opportunity to increase our membership through promoting ourselves as leaders in providing a positive, principled social/leadership development experience.

The environmental scan also revealed ways that we can take advantage of that opportunity. We can focus on marketing our leadership ideals and programs, we can recruit families who are looking for ways to spend quality time together, and we can seek ways to promote our programs to the growing population of new Canadians.

Aside from the marketing opportunities, the scan revealed that since the nature of youth leisure time has changed (see figure), and is more technology focused, we must respond by incorporating more technology into our programs and into our program delivery. A number of points in the SCOUTINGNOW Action Plan have addressed this issue but it will continue to be an important factor in program planning, development and advocacy as we progress.

Our next stage is to determine how we want to proceed with the information gathered in the environmental scan, and we will complete this work by November, 2011.

Some other progress worth noting:

- As part of the process of developing our new brand, and our advertising and web development strategies, Target did extensive research into the youth market and created their recommendations for our web and advertising strategies based on that research.
- We have hired a Director of Outreach and Youth Leadership to ensure that our programming meets the needs of youth.
- As well, we have completed a youth survey, and a retention survey to discover what aspects of our programs are working and which need further development. These surveys identified that while our programming does not require major changes, we should emphasize our outdoor programs, and update how programs are being delivered. The SCOUTINGNOW Action Plan has already helped us make progress in this area, but the work is ongoing.

### **2.3 Improving the Image of the Scout Uniform**

While in many ways our uniform in 2009 was iconic, with echoes back to the original days of Scouting, it was not stylish, 'cool' or practical. The SCOUTINGNOW Action Plan recommended an update, so we created a partnership with Joe Fresh to make our uniforms more accessible for the average Scout or Scouter, and to make the uniform into clothing that was likely to be worn outside of Scouting activities.

The redesign, which was launched in March 2011 and available in September 2011, was a great success, creating a truly updated style that is practical, attractive and 'cool.'

The redesign garnered many benefits above and beyond the uniform itself. It got Scouts talking to each other about their preferences, it raised the profile of our organization in general and it generated huge media coverage - 36 print outlets (including National Post and Canadian Press features that were picked up nationally), 34 radio hits, 13 television segments (including CP24 Breakfast appearance with 4.1 million viewership reach and CBC News Segment airing in 5 regions) and 30+ online postings. We were also featured in Chatelaine Magazine in June 2011. More information can be found at [scouts.ca/uniformlaunch](http://scouts.ca/uniformlaunch).

Aside from the extensive uniform update, we also did a badge design review as part of branding process and all badges have been redesigned to be uniform size and shape, to send the correct visual cues, and to be culturally sensitive and, through the Chief Commissioner's monthly emails and through Scouting Life magazine, we are encouraging people to use the 'friendship knot' as a casual alternative to the woggle.

**"I like the new uniform because it's really comfortable and the colours really pop out. With the old uniform, I wasn't a big fan of the sash, it was uncomfortable, especially during vigorous activities. Scouting needed a new look, and I'd love to wear this uniform outside. The shirt is simple and you can wear it anywhere."**

– Clara Estrella, Cub Scout



## 2.4 Working with Government and other Funders

As a not for profit organization, it is vitally important that we cultivate good relationships with the Federal Government and the various Provincial and Territorial Governments. To ensure that we work in a methodical way, we have created a new Development Team who is developing a sponsorship strategy and generally improve our efforts in this Area. This strategic effort, combined with our profile-raising advertising, has made Scouting a desired sponsorship for private, individual donors and for larger corporations.

Since the introduction of the Action Plan for Canadian Scouting, we have made great strides in reorganizing our approach to fundraising. After consultation with stakeholders, and an internal audit of existing revenue generating activities we restructured the Scouts Canada Foundation mandate and created new by-laws. This ensures that our fundraising efforts are aligned with our programs and that we maintain good relationships with our donors.

Our new approach encourages better collaboration with Councils, which, in turn, fosters the growth of pan-Canadian revenue generating activities. It also allows us to segment our approaches to various types of donors and communicate with them effectively. Finally, it allows us to create strategies to meet program needs and identify partners that align with those strategies, rather than simply developing programs to meet the needs of partner strategies.

Some of our specific achievements in this area are:

- The development team is creating a calendar of regularly scheduled public funding opportunities that Scouts Canada can apply for, with the intention of continually updating the calendar as funding programs start or end.
- In October 2010, we were involved in the World Scout Foundation Baden-Powell Fellowship Event held in Ottawa. This high profile event raised over \$400,000 for the World Scout Foundation, and provided an excellent networking opportunity for us to make contact with many potential corporate and private sponsors.
- In 2010, Chief Commissioner Steve Kent met with Governor General David Johnston and with Prime Minister Stephen Harper to help foster the relationship between Scouting and the Government of Canada.



*World Scout Foundation Baden-Powell Fellowship Event – October 2010*

- Following our survey of Parliamentarians last fall, in Fall of 2011 we will launch a 'Friends of Scouting in Parliament' initiative, and in Spring of 2012 we will have a Scouts' Day on Parliament Hill, an event which will be combined with a Government Relations plan involving staff and volunteer visits with MPs.
- Donor levels and planned giving are being aligned under a common banner so we can provide consistent recognition of these funders.

### Private Funds

While we are slightly behind plan on Foundation Sponsorships, all other aspects of sponsorship has exceeded expectations so far this year. Direct Mail and Individual Giving has surpassed expectations by 45%, and Planned Giving is 20% above expectations, Corporate Sponsorship is 24% above expectations.

Some examples:

- We are currently receiving funding from the HRSDC for Schools and Scouting.
- Trails End sponsored our 2011 National Leadership Summit.
- We received a Pepsi Refresh Project grant for camp subsidies as discussed in Section 1.6.
- Sears has supported both ScoutsAbout and Scoutrees.
- Proctor and Gamble has provided financial support for No One Left Behind.
- St. Joseph's Printing supports Scoutrees.
- We have secured a 5-year sponsorship opportunity with Imperial Oil/Exxon Mobil for STEM (Science, Technology, Engineering and Math) programming.
- We are developing licensing opportunities for Scouts with major retailers.

### Chief Scout Awards and Queen's Venturer Awards

Given the amount of work required from a youth member to receive either of these awards, we have long felt that recipients should be able to receive high school credit for their award. The British Columbia Ministry of Education currently gives recipients of these awards four high school credits and we would like to see other provinces follow suit.

To that end we have put a small team in place to develop supporting documentation demonstrating the effort required for each award, and once the documents are prepared, we will need a lead person in each province to seek approval from the Department of Education.

Work on this item will continue into the 2011-2012 program year.

## 2.5 Advertising, PR and Multi-Media Outreach

While it was once possible for an organization to attract new members and keep themselves 'top of mind' with occasional advertising and a reliance on friends of friends, that is no longer feasible. Our current society is so information rich, and offers so many choices of activities on a daily basis, that any Group that wants to stand out has to have a coordinated advertising strategy, with their entire organization on brand and on message. Thanks to the 'It starts with Scouts' brand strategy developed by Target, we have an excellent way to stand out in the marketplace with a message of leadership, integrity, adventure and fun.

This branding gives a much more accurate view of the Scouting program than many people may have previously held (we may like apples and knots, but that's not our whole program), and we can build on that change in perception to grow our organization.

To make full use of our new brand, we implemented an advertising strategy based on showing how Scouting leads to great things, 'It starts with Scouts.' It included a series of ads/advertorials in the *Globe and Mail* and PSAs. We also launched an online brand centre (see Section 2.1) where Groups can easily order branded materials that will help them promote local activities while benefiting from the larger profile raising campaign.

Another publicity approach is to create news, and we did that by launching a "Good Turn for Canada" campaign, in which members were given a wristband and when they did a 'Good Turn' they would then 'pass it on' by giving their bracelet to the good turn recipient so they could, in turn, help someone else and pass on the band. Each band was printed with a number to text details of your good turn. This has resulted in 45,000 'Good Turns' reported. Based on success thus far we have budgeted for 200,000 bands for the 2012 campaign.

We have also recently launched the National Group Media Challenge, offering a camp chair to Groups who get a story in their local newspaper or on their local radio or television channel, or that secure placement of one of our print or digital PSAs. This is helping Groups realize the power of the media, and that everyone in the organization is responsible for promoting Scouting.

The majority of our promotion is directed outward, but we also have revamped our internal promotion and communications by setting up an editorial board and entering into an agreement with MediaEDGE to produce Scouting Life Magazine. This frees up National resources to focus on Scouting and not on magazine production.

As mentioned in Section 2.1, we have also developed a new website that was launched this fall and will provide support for all other PR efforts. In the meantime, we have developed microsites to support different print advertising tools so more information is available to those who seek it.



A special information feature

## For girls and boys alike Scouts offers a pathway to a confident, capable future

When Jessica Page joined Scouts Canada in Victoria, B.C. at age 11, she had no idea that 14 years later it would help her cope with the demanding requirements of 3rd year medical school at the University of Toronto.

"Under the Scout Law, one of the attributes of a good Scout is to be cheerful," she says. "I was in the operating room for 12 hours the other day and only had a coffee and a few bites of pizza. But I'm used to dealing with hardships. If it's raining outside and you can't get your fire started and the tent is leaking you have to make the best of that situation. That lesson has served

me well." Ms. Page, now 25, was first attracted to Scouts because it offered outdoor activities, such as hiking and snowshoeing, which she had never done before. Although most of the Scouts were boys, she never felt intimidated by the co-ed aspect of the troop. "Scouts is not as cliquey and based on image and status as grade school was," Ms. Page says. "It doesn't have all the social baggage that often comes in school."

Eleven-year-old Clara Estrella, of Markham, Ontario, who has been involved in Scouting for six years, says sometimes the boys "would rather just be with

other boys," unless an activity calls for the boys and girls to work together. She believes, however, that "it's pretty good to be co-ed. When you're young you might think your gender is better. But when you get older you have to work with them no matter what, so you might as well get used to it."

Ms. Page, who is vice chair (Strategic) of Scouts Canada's board of governors, played a leading role in a recent development – the design of a new uniform – that she thinks will help attract more girls to Scouting.



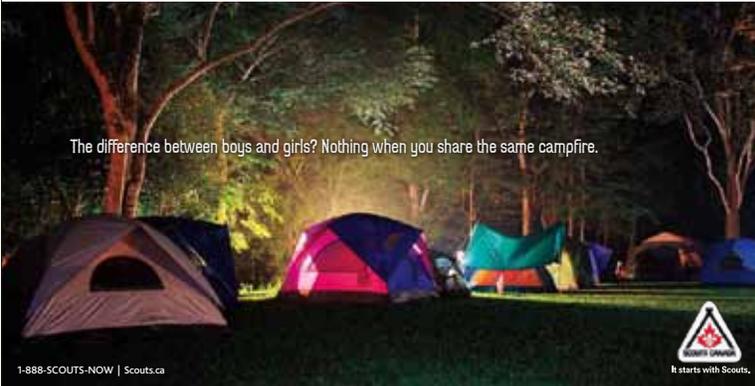
Jessica Page (left) and Clara Estrella. PHOTO SUPPLIED

She says compared to its predecessor the new uniform is more comfortable, bright and "more conducive to outdoor

activities. There are t-shirts and yoga pants for girls, as well as more formal shirts for formal occasions." Clara, who acted as a model for the new look, also approves of the change. "It's easier to move in and it's light compared to the old one," she says.

Both Clara and Ms. Page enthusiastically encourage girls to join Scouts. "The leadership skills I've learned in Scouts have been invaluable," says Ms. Page, who notes that she plans to remain involved for the rest of her life. Clara, whose goals for adulthood now include becoming prime minister, states her opinion very succinctly: "Scouting is awesome."

This report was produced by RandallAnthony Communications Inc. (www.randallanthony.com) in conjunction with the advertising department of The Globe and Mail. Richard Deacon, National Business Development Manager, rdeacon@globeandmail.com.



The difference between boys and girls? Nothing when you share the same campfire.

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It starts with Scouts.

## Through Scoutrees, youth plant seeds for a better future

For the first six years, 11-year-old Gary Knight of Woodstock, Ontario, has risen early on a spring Saturday morning to plant trees as part of Scouts Canada's annual Scoutrees program, an initiative that aims to foster leadership, environmentalism and the environment.

"We should really care for our Earth," the grade six student confidently states when asked why he helps participate in the program, which has planted more than 60 million trees throughout Canada since its inception. "The trees help take care of pollution by absorbing carbon dioxide from the atmosphere, among other benefits, and that improves the quality of the air."

Established in 1972, Scoutrees does more than help the environ-

ment. It also teaches young girls and boys involved in Scouting to become environmentally aware and develop skills that help them grow up to be capable, well-rounded individuals.

Gary and his mother, Cindy, a volunteer Beaver Scout and Cub Scout leader for the past 11 years, are getting up for this year's Scoutrees weekend, scheduled for April 30. "It always seems to rain on tree-planting day," she notes, "but the rain is good for the saplings."

Last year, the Knight's troop, along with several others in the Woodstock area, planted trees in a quarry owned by Lafarge Canada Inc. and also in various locations in Oxford County. "The Ministry of Natural Resources had arrangements with farmers, for example, who pay to have us plant acres and seeds as

part of a reclamation initiative," she says.

The number of trees the troops plant depends on each year's assignments. "The average group often plant over 4,000 in a season," Cindy says. Gary figures he personally plants about 50 trees each year.

What do Gary's friends say about Scoutrees? "They ask me what it's about, and they think it's a good thing," he says.

For many reasons, Cindy agrees. "It's interesting that when you put into format Scout and they say how much they loved the program, how often they mention the activities involving the environment and the outdoors."

Beyond developing awareness of nature, Scouting activities aim to build a spirit of self-



Gary Knight (middle) is helped by his mom Cindy and stepdad Jim Laffin. PHOTO SUPPLIED

reliance and social giving. For example, a portion of the total money raised through Scoutrees' tree-planting and public health raising activities goes towards the Scout Brotherhood Fund. It

enables Scouting youth to travel overseas to help build community infrastructure – "projects such as digging wells and building schools to please the Madagascan," says Cindy.

This year, Justinon Vlasov is helping Scouts Canada take its fundraising to a new level through the "Make Canada Greener" campaign. Canadians can plant a virtual tree in the region of their choice at plantscoutrees.com. For every tree "planted" on the website, Justinon will contribute \$1 towards Scoutrees.

Although Gary Knight acknowledges that his participation helps him grow as a person, he says the experience is a way way 11-year-old can relate to. "It's like school," he says, "but more fun because you're using your hands."

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Scouts Canada Recruitments Ads



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International Space Station.**

As a Scout, Steve's love of adventure was awakened when he took his first step into the wilderness. And every step he's taken since - to NASA, Stanford University, and of course, in outer space - is part of a journey that began many years ago around a campfire, with friends. Since 1907, we've given Scouts like Dr. MacLean the confidence to explore the frontiers of laser physics, gymnastics and space. And needless to say, the results have been out of this world. Learn more about them at [scouts.ca/today](http://scouts.ca/today)



**It starts with Scouts.**

*Dr. Steve MacLean is a former Scout*

### 3. Enhancing Organizational Capacity

When we were developing our Action Plan, we identified the need to change the how our organization functioned. People no longer accept planning that happens behind closed doors. They are looking for open, accountable organizations. If they are investing time or money in an organization, they want to feel part of it.

Our leaders want to feel engaged and involved in the creation and re-creation of the organization. Our Scouts of all ages want to feel involved in their Groups, and we need committed members and volunteers that result from that sort of investment from everyone.

We decided that the best way to ensure that we were as transparent, accountable and democratic as possible was to create a public appointments process, to increase our members' direct influence on decision making, and to ensure that all levels of the organization were operating as smoothly as possible.

Our goal as an organization is not to be self-perpetuating, it is to be of service to our members. Hence, we need to make it as easy and as satisfying as possible for people to find their role in Scouting and to do their job to the best of their abilities. Then, it is up to us to support them as thoroughly as possible, through how we choose our teams, through how we structure our organization, and through the ways in which we pass on information, set standards and provide training.



### 3.1 Public Appointments Process

One immediate way that we have improved our transparency is through adopting a public appointments process that encourages all members to apply for all positions. Our previous process of reaching out to people known to us was limited in scope and gave the impression of exclusivity. In contrast, the public appointment process casts a wide net while giving a feeling of openness and willingness. The process itself conveys our new culture of being open to fresh ideas and non-traditional approaches, and provides us with a top-of-mind marketing opportunity when positions are advertised.

The public appointment process is led by staff or volunteers at each level. When a vacancy is about to arise there is a specific timeline to follow which includes advertising for applicants, reviewing applications, the hiring process, and a training period.

The success of this Action step is obvious in the quality and quantity of new appointments since 2009. These include:

- 8 National Leadership Team Members.
- 14 Council Commissioners.
- 13 Council Youth Commissioners.
- Working Groups (e.g. Beaver Program Review team, Wood Badge training team, Camp Strategy Team, etc.)

**“I’m glad there is a public appointments process. It’s a great way to identify really good people who might not otherwise come forward. It was well publicized within our Council that a new Commissioner would soon be appointed. Like many people, I first received the call for applications through email and then read more about it on the web. I also took the time to talk with present and past members of the Council Leadership Team to better understand the role. At first I was not going to apply, confident that our Council already had many strong volunteers in place who would surely step forward. As I chatted with Scouting friends, I started to realize that if everyone waited for everyone else to step forward, we would be in trouble. So I let my name go forward.”**

– Richard Dyke, Council Commissioner, Nova Scotia

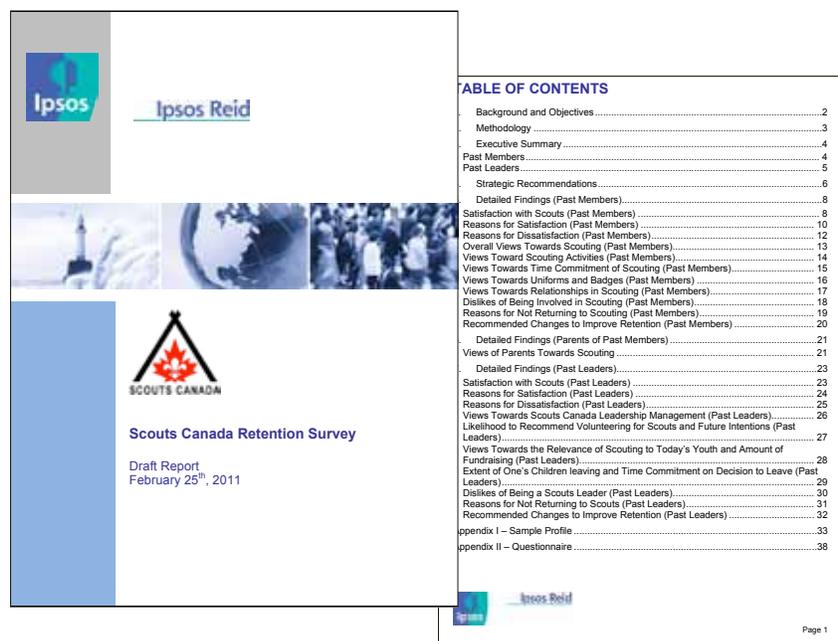
### 3.2 Ensuring Greater Democratic Participation

Part of engaging our adult volunteers is making room for them to join the decision making process, to contribute to policy, to give feedback and to make suggestions. Ensuring that everyone has a voice in our organization is a key step to ensuring that we continue to grow and to be responsive to the needs of our members and society as a whole.

To meet the challenge of including a diversity of viewpoints, we have explored a variety of ways of making Scouts Canada more democratic:

- A working Group updated Policy 1014 to simplify Council election procedures and the Board of Governors approved this policy in August 2011.
- We are exploring ways to create an online election process, to be implemented in 2012.
- The talkscouts.ca forum has allowed members to engage directly with senior volunteers and staff.
- Our AGM is now online so more members can observe the proceedings, hear differing viewpoints and understand how decisions are made.

In 2009, our Leadership Summit to launch the Action Plan pulled together the Key 3 from each Council, as well as staff and the Board of Governors, ensuring that as many people as possible could be part of bringing this Plan to life. Involving more people from the outset helped ensure that Action Plan items (and related discussion) could be communicated effectively throughout the organization.



Scouts Canada's Retention Survey 2011

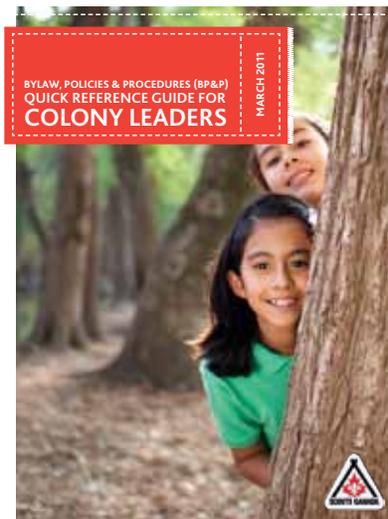
In March 2011, we held a second National Leadership Summit on volunteer support to demonstrate and reinforce the developments in this Area since the Action Plan was initiated. This Summit brought together Area and large Group volunteers, including 100 Youth Commissioners, as well as Council Key 3s and staff, - a Group nearly triple the size of the previous Leadership Summit. Gathering people from so many levels of Scouting was a huge step for democracy within our organization since the participants had the opportunity to learn new servicing standards directly from the developers, and provide 'real world' feedback. They were also able to participate in roundtable discussions on a number of issues within the organization.

In 2010, we invited new volunteers to participate in a survey about their first 90 days in Scouting. 642 respondents gave us valuable information on the strengths and weaknesses of our support for new volunteers.

The Chief Commissioner's monthly email communication to all members routinely seeks feedback on initiatives.

### 3.3 Enhancing Our Service and Support Capacity

A) In a large organization like Scouts Canada, it is important to have clear rules and guidelines governing our actions. However, as situations and circumstances change, those guidelines and rules become outdated and they leave members attempting to adhere to regulations that are no longer relevant to the actions at hand. In order to ensure that our Bylaw, Policies and Procedures are serving the needs of our organization, rather than creating unnecessary barriers to participation for leaders and youth, we have developed a system to review our Bylaws, Policies and Procedures twice each year. This review will emphasize increasing the clarity of our guidelines, and any changes will be publicized to members.



*We have created BP&P Quick Reference Guides for all Sections.*

B) In addition to ensuring that our Bylaw, Policies and Procedures are relevant, we want to ensure that it is as easy as possible for leaders to find and follow the appropriate guidelines for a given situation. Previous to the Action Plan, finding the appropriate guidelines meant searching through a 300 page document for information. The size of the document meant the search itself was prohibitive, often creating two kinds of situations: either the leaders would abandon the planned activity entirely, or they might assume they already know the policies and proceed. Neither of those is a desirable approach, so we have developed a microsite for the BP&P that will enable our leaders to access the information they need quickly.

Creating quick access to this information is a direct response to the needs of our members in the field and makes it more likely that leaders will seek out accurate information instead of guessing, and highlights vital information that might be lost in a longer document.

C) All volunteers and staff within our organization want to do the best possible job, and we want to make their role and responsibilities clear to them. The most effective way to do this is through the creation of a performance management system. At present this system is under development.

D) The Action Plan declared a moratorium on new badge initiatives until the Task Force presented its final report. We are now starting a comprehensive review of our badge programs.



*Our online Volunteer Support Toolkit has many resources for our volunteers.*

E) & F) Our Leadership Summit in March 2011 pulled together volunteers from Councils, Areas, and larger Groups to introduce a new approach to Volunteer Support. Attendees were coached on new Servicing Standards and given the tools to help our Support Teams make growth and retention their primary goal: a Servicing video, our Volunteer Support Tool Kit (which reinforces the 5 Pillars of Volunteer Support) The use of these tools will make Area/Group relationship function as it is

designed to do and will make the two in-person support sessions per Group per year more effective. This approach means that Area representatives now have clear direction for their roles, and helps them to be proactive rather than reactive so they can provide more practical support. It also means that vital information can be passed on in person rather than relying on trickle down methods.

G) As a result of the Action Plan, we will be realigning staff responsibilities to re-focus the role of Council Field Executives. While these positions were designed to provide support to our volunteers, that support was largely administrative. With the change in responsibilities, Council Field Executives will now have growth and retention as their primary goal, and many of the administrative tasks have been distributed to other staff members.

H) While we have always been a bilingual organization, there was some lag time in getting our communications and publications translated into French. Since the Action Plan was implemented, we have hired a full-time translator and virtually all of our communications are released in both languages simultaneously, including updates on handbooks and support materials.

I) In an effort to work more closely with l'Association des Scouts du Canada, we have been exploring ways for the two organizations to work together and share costs. There have been two immediate successes from our collaboration with l'ASC. In November 2010, we held the first ever National Scout Conference with l'Association des Scouts du Canada and we jointly received an \$80,000 grant from Loblaws for environmental projects.

J) While we know intuitively that the Scouting Program encourages leadership and helps deter youth from destructive behaviour we would like quantitative proof. We have completed a number of profiles of successful alumni, and we are exploring ways to assess positive outcomes from participation in Scouting.

K) One important aspect of enhancing our service and support capacity is to ensure that our organizational structure works as it is designed to do, and to make changes as necessary.

To this end we undertook a National Office Review in 2010 to reassign responsibilities to match the demands of individual jobs. Rob Stewart, our previous Executive Commissioner and CEO, accepted a new role in order to continue to drive Action Plan implementation and to focus on top organizational priorities, and a new Executive Commissioner and CEO was hired to help take us to the next level of organizational development.

We have also developed a Council Audit process which involves six segments of assessment. After an individual Council is assessed, they are given a 'Roadmap' to make necessary changes to bring

them up to standard. This is followed by an auditor visit to ensure that the changes have taken place and that things are operating as they should.

L) Since our national risk management system was developed for a different time, when waivers and insurance policies were structured differently, it was becoming cumbersome for leaders to take their Scouts on adventure activities of any sort. In response, we developed a simplified guide to risk management and developed new policies regarding waivers.

M) In a national organization it can be difficult to ensure that members across the country are receiving the same quality program and overall Scouting experience. To address that issue, we have developed the Program Quality Awards, a program that answers the question 'What does a good Scouting program look like?' Groups that follow the guidelines of the Program Quality Awards (perhaps sometimes with the assistance of the prepared programming available) and deliver to the standards we expect, can receive a yearly award for their efforts.

The Program Quality Award standards are supported by the Area Key 3 who are partially responsible for keeping Groups on track for their awards.

These Program Quality Awards were launched in March of 2011 and over 50 were distributed, more awards will be presented when all Groups have submitted their paperwork.

N) Prior to the introduction of the Action Plan, our member recognition program started at five years. This was out of touch with the reality of our volunteers' lives and we decided it was necessary to commend our volunteers as soon as possible, both as a sign of our appreciation for their efforts and as a means of retaining those volunteers (people who feel valued are more likely to stay). As a result we have developed the Milestone Recognition Program which allows us to



*Our Milestone Recognition Program recognized 13,000 Scouters with less than five years experience.*

recognize volunteers on a regular basis, and in the Spring of 2011, we distributed 13,000 awards to volunteers with less than 5 years of service. Also, at the end of the 2009-2010 and the 2010-2011 program years we distributed a thank-you card from the National Key 3 and small gift to each of our volunteers. There were approximately 23,000 gifts distributed each year.

We have also revamped our Outstanding Service Program. The new program will launch before the end of 2011.

O) The SCOUTINGNOW Action Plan identified several key Areas that Councils must address to support growth - Membership Development, Outdoors/Camping, and Communications. Ideally, each Council would have a Deputy Commissioner in charge of each of these Areas so continuous, incremental progress could be made. As of June 2011, in our 20 Councils, 14 have Deputy Commissioners for Membership Development, 19 have Deputy Commissioners for Outdoors or Camping, and 11 for Communications.

P) While the Action Plan for Canadian Scouting did not specifically address the issue of diversity in our organization, we have made steps to increase our capacity to ensure minorities feel welcome to join Scouting.

We created a National Diversity Framework, and appointed a National Diversity Advisor.

Our staff has become more diverse, becoming a visual representation of our interest in appealing to all groups. One example of this is two Council Executive Directors are females under 30 years of age.

## 4. Achieving Meaningful Youth Involvement

Our new brand is based on the idea that 'It starts with Scouts', with images of leaders of all kinds who used to be Scouts, so it is more important than ever that our organization fully support meaningful youth involvement. Obviously, our program has to be fun, and interesting, but it is fun with a purpose - creating responsible, whole young people who know their way in the world. This purpose has to be supported by our programs, our training, and the opportunities we offer to our members.

This section of the Action Plan report demonstrates the work we have done to ensure that: our Youth Leaders at all levels have clear, effective training; we create opportunities for youth to get involved in all areas; we empower our youth to represent us in the media and in public; we provide access to international opportunities through Scouting, and through partnerships with other organizations; our youth get access to the best leadership training we can provide.

This focus on creating meaningful youth involvement creates excitement about our program amongst our members, creates plenty of 'newsworthy' activities to be covered in the media. It reinforces our image as a youthful, adventurous, responsible organization, and it keeps us on our brand message since the opportunities described in this section really means our member's futures start with Scouts.



## 4.1 Focusing the Role of the Area Youth Commissioner

While Youth Commissioners are part of our Area Key 3, their roles have not always been clear - aside from providing a generic youth presence on the Area level. The Action Plan challenged us to develop a clear role for these key volunteers – one of the first glimpses of youth leadership many of our younger members will see - and provide them with a set of tools and action steps to fulfil that role.

In response to that challenge, the National Youth Network developed the Youth Commissioner Toolkit, a kit that both trains new Youth Commissioners and provides a means for established Youth Commissioners to do their jobs effectively. At present we have 90 Area Youth Commissioners in Scouting, which means that about 70% of our Areas have an active youth representative.

The toolkit was launched at the Leadership Summit in March 2011, where over 100 youth representatives - the largest gathering of Youth Commissioners in Scouts Canada's history - received the toolkit and learned how to use it to effectively do their jobs. The toolkit give Youth Commissioners a tangible code of practice and makes their role within the Area very clear, enabling the Key 3 to operate more effectively.

**"Not only does it make us a stronger organization to be intimately tapped in to voice of youth, but it provides amazing leadership opportunities for young people, as well. There are not many places where a sixteen year old can be a key member of the governance team of a national organization. Youth involved in the governance positions of Scouts Canada have the opportunity to improve public speaking abilities, to develop meeting and management skills, and to learn from some great mentors. It can also give them an edge to set their resume apart from the others their age."**

– Jessica Page, Vice-Chair - Strategic



*Our Youth Commissioner Toolkit will help our Youth Commissioners do their jobs effectively.*

The kit will help support Area Youth Commissioners to provide FOCUS training in their Area. It also demonstrates how to assist at the Group level, how to ensure meaningful youth participation in Sixes, Patrols, Courts of Honour and Venturer Executives, and how to oversee the appointment of Keeos and Kims for each Section. By following the guidelines in their toolkits, Area Youth Commissioners will also be able to help Sections within their Area to meet Quality Award standards.

Some further documents to help support the work of the Area Youth Commissioners that are available or under development:

- An Area Youth Commissioner's Handbook is complete.
- An Area Youth Commissioner Assessment Tool is undergoing final revisions and will be available shortly. This document will outline the AYC's responsibilities and provide clear feedback to AYC's on their performance.
- A Youth Commissioner Recruitment Toolkit to help Areas without Youth Commissioners to recruit enthusiastic and responsible YCs will be completed this fall.
- A Group Youth Commissioner position description is being drafted, so Groups can begin recruiting Youth Commissioners at that level. This supports our organizational goal of having more youth leadership at all levels.

The Youth Commissioner Toolkit is available here: [www.scouts.ca/youthCommissionertoolkit](http://www.scouts.ca/youthCommissionertoolkit)

## 4.2 Youth Involvement Ratios

Scouting is a movement founded on creating youth leaders, so it is important that our activities be youth-driven, so that even our youngest members can learn through example that youth are powerful and capable. Furthermore, since our youngest members will automatically look up to older youth members, viewing them as 'cool' and wanting to emulate them, having a strong contingent of youth leaders is vital for keeping members engaged in the program.

That is not to say that experienced leaders are not also admired by our youngest members, but the experience there is parental rather than sibling-like, and does not always necessarily create the impression that the young member can attain the same status as the experienced leader. Ideally, our leadership would be composed of a mix of age Groups, but without well-designed recruitment procedures, and mindful fostering of youth leadership, we could default to providing only one type of Leader-Scout relationship and then some engagement opportunities are lost.

Since the development of the Action Plan, we have been conscious of the need to directly recruit younger people into key roles in our leadership structure and we have made a concerted effort to do

so. This effort has helped us to reinforce the fact that Scouting is an open organization with important positions available to anyone who is qualified, rather than limited to a chosen few who have 'paid their dues' by long-term commitment.



**“Youth-led training is fundamental to both the mission of Scouting and the objectives of the movement as it relates to youth involvement and youth engagement. Scouting is about providing new opportunities to young people in order to help them develop. Learning to train and deliver development programs is one of those opportunities. By providing youth with early opportunities to plan and put on programs (including training and development) they are better prepared for what lays ahead. In addition the youth training and putting on the programs demonstrates something that the youth participants could aspire to.”**

– Dylan Reinhart, National Youth Commissioner

The result of our efforts is clear since we have a higher number of key leadership roles filled by people under 35 than ever before. Our accomplishments on this Action Plan point are highlighted below:

- We changed a position title from Deputy Executive Commissioner for Youth to National Youth Commissioner to give the role more legitimacy and make it clear that the National Youth Commissioner is part of the National Key 3.
- The average age of the Board of Governors is 40, down from 51.
- The youngest ever Officer of the Corporation was elected at age 24.
- The Nominating Committee for the Board of Governors requires one youth but two were elected and two were appointed in 2009-2010, two were appointed and one was elected in 2010-2011.
- More young people than ever are currently in 'adult' positions. (e.g. Vice Chair Strategic, National Venturer Event in 2012, the Event Chair, the Administration Manager and the Special Events Manager are all under 35).
- Slightly over 10% of our Group Commissioners, Area Commissioners and Service Teams under age 35, meeting the goal established in the Action Plan for 2011. We are on track to meet our goal of 20% of people in these positions to be under 35 by 2014-2015.
- Almost 30% of our Council Youth Commissioners are 18 or under and in 2010, the mean age of our Area Youth Commissioners was 17.4, so we are on track to have all Youth Commissioners/ Representatives under the age of 18 by 2014-2015.

“When I was elected to the role of Vice Chair-Strategic at the age of 24, I was the youngest ever officer of Scouts Canada. While outwardly I projected confidence, inwardly I had my doubts. As a biologist in medical school, I had a very limited business background and almost no formal training in strategic planning. How was I possibly prepared to steer the largest youth-serving organization in Canada?

At one meeting I privately expressed these doubts to fellow Board member, Craig Kielburger. He simply said to me, “But Jessica, you’re the heart!” The more I thought about it, the more I realized that my youth and my extensive program experience WERE the key strategic abilities that I brought to table.

We are fortunate to have a highly skilled Board of Governors right now at Scouts Canada, which includes business leaders and excellent strategic planners.

While they provide expertise on corporate issues, I make sure that everything we do in this organization is in line with our core mission to help as many youth in Canada develop to their true potential.”

– Jessica Page, Vice-Chair - Strategic

### 4.3 Creation of Youth Spokesperson Program

Another key step in reclaiming our position as leading youth organization is ensuring that the ‘face’ of our organization is a youthful one. When the person speaking on behalf of Scouting is young, then our branding of ‘It starts with Scouts’ is reinforced visually as well as by the message the youth is delivering. Young people want to be trusted with responsible roles and letting the general public see that Scouting trusts its youth with important roles will help promote us to youth, even when the message is not membership related.



*Youth Spokesperson Nakita Cheung, second row, fourth from right, struts her stuff on Vancouver’s Breakfast television in August 2010.*

For those reasons, we have developed a Youth Spokesperson Program, modelled after a similar program in the UK Scout Association that has been very successful. These youth spokespersons will represent Scouts Canada in the media and at large speaking engagements. Having a youth spokesperson brings us closer to our goal of a more youth-driven appearance because it helps bring public perception closer to reality. It also increases the credibility of our youth members since they will be equal players on an 'adult' stage in the media. Since the program gives these youth spokespersons access to talking points and marketing information they can ensure that our brand message is kept intact.

The Youth Spokesperson Program will allow young people to represent our organization in the media and at large speaking engagements. By training these young people, both they and our organization benefit, as the young people learn valuable skills and our organization is seen as the youth leadership development organization that we are.

The first Youth Spokesperson Program session was held in Spring 2010, and 40 youth were trained to represent Scouts Canada in the public eye. At present, 18 of those Youth Spokespeople are active and they have played a role in the 2011 Globe and Mail Editorials, the launch of the new uniform and in ongoing media relations.

The next update to the FOCUS training materials will include training for the Youth Spokesperson Program.



*Our youth enjoy international Public Speaking opportunities.*



#### 4.4 Connecting More Youth to International Opportunities

Scouts Canada is part of a worldwide organization with a reputation for peaceful international relations. Since the future will depend on leaders who can work with people of other cultures and nationalities, we must train our youth to work with this reality. It is vital that the youth we are training today have the earliest possible opportunities to meet and work with people from all over the world, to learn how to assist people in countries that need support, and discover how to find commonalities among diverse cultures. We must train our youth leaders to celebrate diversity rather than being challenged by it.

In the interest of developing this aspect of our program, and in keeping with our goal of providing meaningful youth experiences, we have increased our focus on finding international opportunities for our youth, and supporting them in their goal to be involved in the global community. This will contribute to the world role of Canadian Scouts, making our program more attractive to many youth, and ultimately, help promote good relations between young leaders all over the world - which is sure to have an effect on how these youth lead as adults.

One important piece of groundwork for connecting youth to international opportunities is the disbanding of the 'International Relations Committee' to form the International Committee with role specific positions: Communications, Program Liaison, Risk Management, International Exchanges, Partnerships, Brotherhood Development Projects. This change, and new clarity of roles, will make it easier to seek international opportunities of all kinds within Scouting and through partnerships with other organizations and to promote those opportunities within our own.

Recent international opportunities for youth have included:

- Steve Kent was elected to the InterAmerican Committee.
- Our first ever composite group travelled to Africa in August 2010 to work on an international aid project.
- The youngest ever contingent from Scouts Canada attended the InterAmerican Scout Conference in Panama in August 2010, and the World Scout Conference in Brazil in January 2011.
- We have worked with the Me to We organization on International Service Projects, sending Scouts to Ecuador in August 2011 to help build schools and to take part in cultural activities.
- A number of our youth members worked on the joint Bid Committee with the Boy Scouts of America and the Scout Association of Mexico to bid on the 2019 World Scout Jamboree. The youth members on the Bid Committee presented the bid to the World Scout Conference. The 2019 World Scout Jamboree will be the first to be jointly hosted by three Scout Associations.
- We sent 395 members to World Scout Jamboree in Sweden in August 2011.
- We raised \$100,000 for Haiti after the earthquake in January 2010.



"I have been involved in several international events in scouting. The first was in the picturesque mountain setting of the Swiss Alps at Kandersteg International Scout Centre. I took a year off between highschool and university and volunteered for three months as a short-term staff member, which basically meant that I got to work in all areas of the centre - housekeeping, catering, grounds work, and of course programme! I have to say that working as a mountain guide with a staff team comprised of scouts from all over the world certainly changed my perspective in life and helped me figure out what program of studies to pursue the following fall. I made lifelong friends from every corner of the world and learned that while Scouting may be slightly different wherever you come from, its core values are consistent worldwide. Working as a 'pinkie' (a KISC staff member) is a must for anyone looking to broaden their horizons, experience European life and have an unforgettable experience.

My second international Scouting experience was as a member of the 2019 World Scout Jamboree bid team. A couple of years ago, a call went out to Scouts Canada members to serve as a youth ambassador for the joint effort of scouts in Canada, Mexico and the United States to host a World Scout Jamboree together. After returning from KISC, I was looking for an international Scouting project to sink my teeth into and promptly applied. When I was accepted, I had no idea that the project would see me travel to the future site of the jamboree in the hills of West Virginia and to the World Scout Youth Forum and World Scout Conference in Brazil. I am happy to report that my "Dream Team" friends from Canada, Mexico and the United States were successful in our bid at the world conference and that the 24th World Scout Jamboree will be hosted by the three countries in 2019. Our hope is that this will provide the opportunity for thousands of scouts across North America to experience international Scouting in its prime in their own backyard!

My most recent international Scouting experience was at the 22nd World Scout Jamboree in Sweden where I volunteered with the World Scout Foundation to promote the upcoming Messengers of Peace project. I helped sign up over 12,000 scouts who made the commitment to return to their countries and perform projects to promote peace in their communities. I was also given the opportunity to speak in front of a crowd of 40,000 scouts from 146 countries about the great impact that these projects can have in the world. I realized at this jamboree that with over 30 million scouts in over 160 countries, Scouting is truly a force for change. International Scouting fosters understanding, growth, and lasting friendships. I cannot express how fortunate I am to have been afforded these three international Scouting experiences!"

– Philip Gazaleh, Board of Governors Member

## 4.5 Youth Leadership Development

One of the chief benefits for youth in Scouting is the development of leadership skills. In the past, these skills were mostly acquired in a general way through the program, and supplemented with leadership training like FOCUS, aimed primarily at older Sections. The Action Plan identified the need to create additional leadership training programs for younger members in Cubs and Scouts, and to ensure that there were a well-designed set of training guidelines for each program.

The benefits of these programs are obvious, since they develop vital skills for our youth members, giving them confidence and competence. These programs also increase youth engagement, making them more likely to stay with Scouting. Youth leadership programs will also create well-trained Section leaders for the future, since these leaders will have been grounded in good training starting at a very early age.

**"I think that the entire Scout Programs are about leadership training and creating the leaders and citizens that will effect change in society today and in the years to come. The Youth Leadership Development programs that the National Youth Network has developed (FOCUS and, more recently, FLEX and FAST) serve to compliment this and provide some specific skill development training to help prepare youth for leadership roles. As long as we are providing opportunities for young people to play leadership roles (Keeo, Kim, SIT, AL, Sixer, Second, Patrol Leader, Assistant Patrol Leader, others) we need to work to provide them with the skills, knowledge, confidence and abilities to succeed in those roles. That is why we need to provide Leadership training to youth as young as possible."**

– Dylan Reinhart, National Youth Commissioner

In 2010, the National Youth Network began developing training to meet the needs identified in the Action Plan, and the result was the FAST (Fun Active Scout Training) for Scouts and the FLEX (Fun Leadership EXperience) programs aimed at Cub Scouts. These programs also include training guidelines for Sixer/Second workshops, Patrol Leader/Assistant Patrol Leader training, and Kim/Keeo training, and are based on the FOCUS model of youth training youth. Ten of these sessions have been held in the past year.

In addition to these new training sessions we have offered 25 FOCUS courses in the past year. It is our goal to ensure that FOCUS sessions are offered annually by each Council.

A Venturer Executive Development Program is currently being created and will be rolled out in early 2012.

In March 2011, we held the largest ever gathering of Youth Commissioners at our Leadership Summit and we launched the Area Youth Commissioner Toolkit (4.1), a set of guidelines that enable Area Youth Commissioners to operate effectively in their role, and to provide training for other youth leaders.

In addition to these training programs, the importance of Youth Leadership Development within our organization was reinforced when we hired a Director of Outreach and Youth Leadership in May of 2011. This person will be responsible for maintaining the quality and quantity of youth leadership training throughout the organization, ensuring that training will be offered on a regular basis at all levels, and that our youth leadership training is up to date and relevant.

There will be a National Youth Conference in 2012.



*Our Youth Leadership Training sessions help young people reach their potential.*

## 5. Recruiting Members & Finding New Volunteers

Before the Action Plan was developed our membership numbers were dropping, due to a number of social factors, including a lower birth rate, a huge range of activity choices, and the rise of in-home entertainment. These social factors were complicated further by the fact that our profile had dropped and the public perceived us and our programs as outdated and old fashioned. Our new branding and advertising strategy, coupled with our increased online presence, is helping to change that perception. That change in perception, and our improved support of our volunteers, has helped us attract new members and retain current members resulting in increases in membership for the past three consecutive years – for the first time since the 1970s.

In addition to the change in our marketing strategy, we also have to change or at least enhance our recruitment strategy. There are a number of groups of youth that will not or cannot respond to word of mouth recruitment, presentations, or recruitment fairs and materials. In order to reach those youth we will have to try new methods of recruitment, like outreach teams, new types of Scout Groups, or Extension Scouts.

We also have to develop partnerships with existing organizations like Katimavik or Me to We, to expand our reach into the youth sector, and we have to develop relationships with Scout Alumni to encourage these trained people to rejoin us in a manner that works for them.



## 5.1 Creation of Outreach Teams

Outreach teams are intended to provide an exciting introduction to Scouting for people in various community settings. These teams will provide hands-on Scouting experiences for people on university campuses, at community events, and at recruitment fairs.

This model has been piloted by the Pacific Coast Council Rover Crew who have taken responsibility for developing this initiative across the country. At present, six teams have been established and three events have been completed. Three more events will be completed by September 30th, 2011.

One recent outreach event was held by the Rivorton Rover Crew in New Brunswick who held an invitational camp where young people could experience the Scouting program before joining. This camp attracted 81 applicants of which 36 were chosen to attend.



*The Rivorton Rover Scout Crew held an outreach camp in New Brunswick.*

## 5.2 Partnership Development and Renewal

In the years prior to the creation of the Action Plan, all of our partnerships were not at peak strength. While some were working well, others had naturally dwindled as the needs of both partners had changed over time, some had withered from inattention and some were just not fully explored and developed.

As a result of the Action Plan, partnership development and renewal became a priority, and with this new energy, we discovered new ways to offer the Scouting program to different Groups, and new ways to incorporate fresh ideas into our program.

New partners and sponsors help us deliver the Scouting program to Groups of youth who would otherwise not experience it and they give us access to a potential new volunteer base, while our willingness and ability to work with other community Groups demonstrates that Scouts are a responsive part of the community as a whole.

One of our first steps in strengthening our connection to our partners and sponsors is to let them know that we appreciate the fact that they work with us. We accomplished this in two ways, with a certificate and a video, which has been used at banquets and sponsor events across the country since February 2010.

Given the vastly different nature of our various sponsors/partners, we could not develop a single plan for keeping the channels of communication open between Scouting and their organizations, so each sponsor/partner will be contacted on a regular basis, on an mutually agreeable schedule, by a means of the sponsors' choosing (phone, email, in-person).

To encourage the development of new sponsorships and partnerships, the Jumpstart to Growth (1.4) includes a Section on working with sponsors and partners. That Section of the Jumpstart to Growth is being used as the basis for a packaged presentation to encourage service clubs and community Groups to join us as partners/sponsors.

The following partnerships are being renewed/explored by Scouts Canada at present:

- We've signed an agreement with the Duke of Edinburgh's Awards Program to allow Chief Scout's Award and Queen's Venturer Award Recipients to receive Bronze and Silver Duke of Edinburgh's Awards.
- We met with Katimavik in June of 2011 and we have a tentative agreement to move forward with a joint program based loosely on Scouting and Schools for Youth at Risk. The goal is to finalize the program by December 2011 and launch in January 2013.
- We had a service visit with the United Church of Canada in June 2011 to ensure strong sponsorship remains healthy.
- We met with Canadian Muslim Federation of Scouting and determined that a Muslim Scouting Start-up Kit/Presentation is needed to foster more Muslim Scouting Groups.

- We met with Get To Know and they are interested in a partnership (we are currently co-developing a program) but need to find funding to do programming. This would be a new youth demographic for Scouting (the arts).
- We have met with Parks Canada. They are interested in Service Corps in Mountain Parks and in removing barriers to Scouting participation.
- We have met with Ontario Parks- Learn to Camp about potential partnership, they are very interested and we're targeting a 2012 start date.
- We met with the RCMP in June 2011 to discuss renewing the Hug A Tree Program, and the potential for stronger involvement in the North.
- We met with the Church of the Latter Day Saints in Salt Lake City in April and we're working on a strategy to increase their membership within Scouts.
- We have recently worked with the SIFE (Students in Free Enterprise) team from Memorial University of Newfoundland on two pilot projects, one involving a small environmental/recycling 'business' that could be run by a Cub Scout Section and another related to democracy. Depending on the results of the pilot projects, there is a possibility of expanding these initiatives nationally.

### 5.3 Extension Scouts

Extension Scouts is a way for us to reach non-traditional Groups with the Scouting program and help at-risk youth at the same time. This could take the form of drop-in centres, retreats, or longer term programs.

We have investigated a number of other organizations that offer similar types of programs and created a full report identifying critical factors for program development, and recommendations for a pilot phase of the project. These recommendations include careful consideration of the timing of the pilot phase, and deciding between whether to:

1. adapt the current SCOUTSabout program to meet the needs of marginalized youth - an approach that creates immediate growth or
2. to partner with existing organizations to tailor a program for an identified population of marginalized youth - an approach that will be more sustainable, and meets our goal of re-establishing Scouts as a service organization that responds to community needs.

We have had one immediate type of success with an Extension Scouts-type program through our Schools and Scouting program. This initiative allows us to bring Scouting outdoor programs to students in Grades 4-7 and help foster a love for the outdoors. Through this program, we have reached young people who wouldn't have otherwise had the opportunity to participate in our programs.

Other successful initiatives in this area include:

- Summer camps and Christmas and Spring Break camps in the British Columbia – Yukon Councils for Stollo Nation and the YMCA that have brought in new members that might not have been reached otherwise.
- Chinook Council has developed several partnerships to work with youth at risk:
  - Their partnership with the Calgary Young Offenders Centre allows them to bring the Scouting program into the Centre.
  - Their partnership with Woods Homes has allowed them to engage youth in care in Scouting using the Schools and Scouting model.
  - They are also working the Calgary Police to identify communities where youth at risk would benefit from Scouting. They have a commitment from the Police that officers will help introduce Scouters to the community and that they will help explore ways to engage the youth in the program.

## 5.4 Alumni Development

Scouting Alumni, both youth and adult, are an untapped source of potential members and volunteers. Many of these past members would be interested in maintain a stronger connection to the movement but are unable to attend regular meetings or commit a lot of time. The Action Plan challenged us to develop a plan for these former members which would allow them to maintain a connection of their choice to Scouting. Re-engaging these members would increase our volunteer pool, our expertise base and our private funders while creating further diversity among our membership.

Traditionally, Alumni have primarily been viewed as potential funders, and many Alumni are comfortable with this role. However, other adult and youth alumni would be interested in maintaining a more active connection to Scouting, and we wanted to explore ways to engage those former members.

Over the course of the last 8 months, two separate teams of volunteers developed approaches to re-engage former members and to keep current youth members in the Scouting movement. The Active Alumni program and the Youth Network Program are the results of these efforts.

For some Scouts Canada Adult Alumni, while they enjoyed their time with Scouting, they are not currently able to commit to a regular volunteer position. We wanted to let them know that they have volunteer options that are more suited to their current availability, so we have developed a virtual vehicle to offer them those possibilities.

Through this online program, former volunteers/leaders can maintain their membership as Active Alumni and choose different events and activities to participate in on their own terms. Councils and/or Areas will be able to promote volunteer opportunities to on the website and through social media. Members could then pick and choose their involvement in opportunities that appealed to them (i.e., help at a camp, assist at a fundraiser or teach youth a particular skill that's needed).

Former youth members interested in maintaining a connection with Scouting but not ready to join Rover Scouts or become leaders can maintain their membership and join an existing network of Scouts (similar to the one used the UK). This network is planned to launch in 2012, will provide young people an opportunity to take part in Scouting activities, either as a volunteer to a Section or to engage with other young people in traditional Scouting pursuits. This offers youth Alumni another way to participate in Scouting in a non-traditional fashion.

**"This structure finally recognizes the contributions Baden –Powell Guilds have made and continue to make to Scouting."**

– Jane Johnston, former B-P Guild President

In addition to these programs, we have been developing our Alumni donor program. We have piloted a number of projects seek input and feedback to about how they would like to participate as donors and what would re-engage them. 98% of donors say that their main reason for making a financial contribution is that they were asked.

To help us design a means for our Alumni to contribute, and to facilitate the identification of these Alumni we have:

- Scouts Canada was present at an Outdoor Adventure Show (in Toronto). Because of the similarity in interests and affinities between the outdoor activities and Scouting, we test piloted Alumni outreach activities to help identify possible venues of Alumni.
- As another means of reaching and engaging past Scouters, we turned to LinkedIn for the first time. This created a virtual forum, a network of opportunities that would self populate through a Scouts Canada Alumni Group on LinkedIn.
- In the interest of maintaining solid connections with as many former members as possible, we have strengthened our relationship with B-P Guilds. We have created two streams of Scouts Canada membership for B-P Guild members: Active and Passive, and Guild members can choose which stream they wish to belong to, and how active they wish to be.
- We have also done similar work to strengthen our relationship with Chief Scout Award and Queen's Venturer Award recipients by reaching out to previous recipients and connecting with new recipients to integrate them into our Alumni programs.

As a result of these efforts, we confident we have everything in place to craft and adapt our web tools to address all of these Alumni needs under the umbrella of our “Scouts Alumni Section” which will be part of the launch of our new website. This will enable us to reach our goal to create a “Scout Network” that will appeal to our various audiences and enable them to stay engaged or re-engage in a manner that suits them best.

Given our history and the level of satisfaction that our youth members have experienced over the last century, we have a few million Alumni to talk to, and we now have the tools to approach them effectively.

### **5.5 Investigation of New Group Model**

While Scouts Canada has traditionally operated on a single model for Groups, our observation of Groups in other Scout organizations and in organizations outside of Scouting led us to investigate other ways of delivering Scouting programs that meet our standards and meet the needs of the community. This is a largely unexplored Area for growth.

Some aspects of this investigation have been addressed by the Jumpstart to Growth Kit, which covers the steps necessary to create a new Group, the role of Group Sponsors, and how to strengthen parent sponsored Groups.

The remaining items (research whether operating a Section requires the creation of a Group, propose new models based on the UK Explorer/Network/SCOUTSabout experience, investigate how alternative delivery models would help meet the needs of rural communities) are covered in the Investigation of New Group Model report which includes the following recommendations:

Pursuing, encouraging, and actively supporting young adult-led Groups as an integral Group model;

Forming mutually beneficial and strategic partnerships with other organizations, such as governmental organizations, private corporations, or other cultural- and demographic-specific organizations, to foster new Group models;

Encouraging innovation and supporting ideas and initiatives of Scouts Canada volunteers, especially in the Areas of membership growth;

Changing the structure of the senior youth Sections such that Rover Crews are operated as a provision and responsibility of the Council and that Venturer Companies are operated as a provision and responsibility of the Area.

Pursuing vocational Groups (i.e., EMS, Police, etc.) for senior youth Sections and to have this implemented as a Council initiative;

Formalizing a Scouter-in-Training program as part of the core Venturer programming.

Not currently investing resources into High School Venturer, University Rover Crew, and Lone Scouts / Internet Scouts as alternative Group models in the near future, but to revisit these models, especially the University Rover Crew model, in a few years.

The next step for this Action Plan item would be to pilot some or all of these recommendations.



*This certificate gives Groups a way to thank their Sponsors.*

## Moving Forward: Follow-Up Action Steps

This report on our progress for SCOUTINGNOW: An Action Plan for Canadian Scouting has celebrated our accomplishments since 2009 and these incremental changes have produced great results. We do, however, have more work to do as we implement further changes to respond to our members and to take concrete action on reports, questions and challenges generated through work on the Action Plan.



## 1. Making it Easier for New and Current Volunteers

### 1.1 Online Orientation

- Investigate online course options for non-Wood Badge topics and, if appropriate, deliver them, even to non-members as a revenue stream.
- Pursue development of training blogs and chat rooms where people can ask questions and share their experiences.

### 1.2 Prepared Programming

- Develop Council plans to ensure every Section takes part in summer camp programs.
- Develop programming to ensure effective use of Sixers' Councils and Courts of Honour.

### 1.5 Resource People Database

- Ensure that the Resource People Database is developed and incorporated into the myscouts.ca system.

### 1.6 Making it Easier to Use Scouts Camps and Properties

- Reducing garbage output at all Scout Camps in Canada through the introduction of rigorous recycling and composting facilities
- Camp strategy phase two will be implemented in 2012

## 2. Enhancing our Image, Profile and Expertise

### 2.1 Web Development

- Create more videos, blogs and interactive content for our website.
- Continue to monitor organizational needs and online use so we can add functionality to our website and Association Management System over time.
- Promote production of applications and micro-sites suitable for mobile phones.
- Continue to investigate possibilities for addition of online collaboration/mashup tools.
- Promote the development of the Wiki page with the membership and perhaps provide training or an information sheet about how to add to the site.
- Ensure that new site utilizes search engine optimization and Google/web analytics.

### 2.2 Youth Research and Advocacy Initiative

- Analyze the results of the Phase5 Environmental Scan and determine how to move forward with advocacy initiatives.

### 2.3 Working with Government and Other Funders

- Continue to collaborate with Councils to grow pan-Canadian revenue-generating activities.
- Continue to develop supporting documentation to illustrate to Provincial Departments of

Education that the Queen's Venturer and the Chief Scout Awards should qualify for high school credits.

- Secure a lead person in each province to seek approval from the Department of Education.

### 3. Enhancing Organizational Capacity

#### 3.2 Ensuring Greater Democratic Participation

- Continue developing plans to create online elections in 2012.

#### 3.3 Enhancing Our Service and Support Capacity

- Ensure that an effective performance management system is part of the new myscouts.ca.
- Complete a comprehensive review of our badge programs.
- Realign the role of our Council Field Executives to focus on supporting our volunteers.
- Work with Phase5 to determine the best ways to measure organizational outcomes.
- After evaluating the pilot, continue to implement Council Audit process.

### 4. Achieving More Meaningful Youth Involvement

#### 4.2 Youth Involvement Ratios

- Continue work to increase youth ratios to meet goals established for 2014-2015
- Continue to develop resources and support the implementation of youth involvement structures at the section level and institutionally.
- Create tools to make it easier for Cub Packs and Scout Troops to better implement effective Sixer Councils and Court of Honours respectively.

### 5. Recruiting Members and Finding New Volunteers

#### 5.1 Creation of Outreach Teams

- Assess the impact of the Outreach Teams and events and create a plan for moving forward.

#### 5.3 Extension Scouts

- Assess the recommendations outlined in the Extension Scouts report and determine best course of action.

#### 5.4 Alumni Development

- Although the programs have been developed, we do not have the technology to implement them currently. This will be built into our new myscouts.ca system.

#### 5.5 Investigation of New Group Model

- Assess the recommendations outlined in the New Group Models report and determine best course of action.

## Conclusion

*SCOUTING NOW: An Action plan for Canadian Scouting* was a call to action, and as an organization, as working Groups, and as individuals, we have answered that call and reversed our trend of declining membership.

With our reenergized brand as an organization that shapes future leaders, we cannot allow ourselves to stagnate again. It is up to us to keep responding to the needs of youth, and to change as those needs change.

Our fundamental values and the Scout Method will always remain the same, no matter how our delivery methods and external appearance might change, and if we remain conscious of that, we can stay the relevant, vital organization we are today.

This document contains an important record of the hard work we have undertaken over the past two years and the tremendous results of that work. This document is a mark of pride, pride in our organization as something worth working for - pride in the work itself, and pride in our willingness to change as needed.

Our work does not stop now, however. Many of the items completed in this report are only stage one of a long, exciting process of creating our vision for the future of Scouting in Canada.

We can make that vision come true if we continue to work together for change, and for Scouting.



*Kids in Scouts have fun adventures discovering new things and experiences they wouldn't have elsewhere. Along the way, kids develop into capable, confident and well-rounded individuals, better prepared for success in the world. Scouts is the start of something great.*



It starts with Scouts.

[scouts.ca](http://scouts.ca)

Remember the  
mosquitoes, the dirt,  
and marshmallows?  
They will too.





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