

# PLAN OPPORTUNITY

*Report of National Scout Conference at  
Montebello, Que., April 14-18, 1947*

OTTAWA, ONTARIO

SCOUT LEADER SUPPLEMENT

JUNE, 1947



THE SATURDAY  
EVENING POST

**"Will somebody put that suggestion in the form of a MOTION?"**





LORD BADEN-POWELL OF GILWELL  
*The Founder of the Boy Scout Movement*

## The Aim of Scouting

*The aim of the Boy Scouts Association is to develop good citizenship among boys by forming their character—training them in habits of observation, obedience and self-reliance—inculcating loyalty and thoughtfulness for others—teaching them services useful to the public and handicrafts useful to themselves and promoting their physical, mental and spiritual development.*

(SEC. 1, P.O.R. CANADA)





## A TRIBUTE To Volunteer Leaders

*"Render therefore to all their dues: tribute to  
whom tribute is due—honour to whom honour."*

ST. PAUL.

At the recent National Conference of Provincial Presidents, Provincial Commissioners, Executive Commissioners and Dominion Headquarters Staff at Montebello, Quebec, the Conference went on record as voicing its appreciation of the all-important contribution made to Scouting by the volunteer leaders in the Movement.

To those unselfish and self-sacrificing men and women who give so generously of their time and energy in providing leadership for Cub Packs, Scout Troops and Rover Crews, the Conference extends its warmest thanks. Long ago we learned how valuable Scouting was in the preparation of youth for citizenship, and this was proven in no small measure by the magnificent contribution the Scout Movement made both in the armed forces and at home during the Second World War. Coupled with this expression of their gratitude, the members of the Conference pledged their best efforts in support of the tremendously important work that Scoutmasters, Cubmasters and Rover Leaders have so willingly undertaken.

In his preface to *Scouting for Boys*, B.-P. quotes Socrates as saying "No man goeth about a more godly purpose than he who is mindful of the right upbringing, not only of his own, but of other men's children."

This is the enduring task to which volunteer leaders have dedicated their time, ability and efforts. The Provincial Presidents and Commissioners, all Executive Commissioners and Dominion Headquarters Staff express their full realization that the Scouter is the one upon whom rests the important responsibility of making Scouting a force for great good in the national life of Canada. To the support of Scouters in this work they dedicate their own time and effort.



# A REPORT OF THE NATIONAL CONFERENCE

Of Provincial Presidents, Commissioners and Executive Commissioners

Montebello, Quebec, April 14th-18th

THE first National Conference of Provincial Presidents, Commissioners and Executive Commissioners, since 1943 was held April 14th to 18th at the Seignior Club, Montebello, Quebec, in conjunction with the meetings of the Dominion Executive Committee and the Annual Meeting of the Canadian General Council.

## Executive Commissioners' Conferences

The first three days were given over to a Conference for Executive Commissioners with all Provinces represented. Major-General D. C. Spry, Chief Executive Commissioner, presided over these sessions, and in attendance were, R. Ken Jordan, Executive Commissioner, British Columbia; H. B. Holloway, Executive Commissioner, Alberta; P. M. O. Evans, Dominion Field Commissioner, Saskatchewan; John Howorth, Executive Commissioner, Manitoba; Frank C. Irwin, Executive Commissioner, Ontario; H. E. D. Mitchell, Assistant Executive Commissioner, Toronto; E. R. Paterson, Executive Commissioner, Quebec; Percy Ross, Executive Commissioner, New Brunswick; W. A. Speed, Executive Commissioner, Nova Scotia; Lt. Col. W. W. Reid, Provincial Commissioner, Prince Edward Island; and the following members of Dominion Headquarters Staff, W. L. Currier, Deputy Chief Executive Commissioner; A. D. Beattie, Executive Assistant; George Ferguson, Executive Commissioner for Stores; L. L. Johnson, Executive Commissioner for Public Relations; E. F. Mills, Executive Commissioner for Training; B. H. Mortlock, Executive Commissioner for Publications, and Col. G. E. Simmons, Executive Commissioner for Administration.

Major P. F. Alder, represented the Salvation Army Life Saving Scouts, and Paul Pagé, Executive Commissioner, represented La Federation des Scouts Catholique de la Province de Quebec.

The Conference of Executives spent three days discussing Plan Opportunity, and Scouting in all its phases, and passed on to the succeeding Conference of Provincial Presidents and Commissioners a series of resolutions, which ultimately went before the Executive Committee. All those which were approved were incorporated into Plan Opportunity, or listed as separate plans for the future.

## Presidents and Commissioners

Those participating in the discussions of the Presidents and Commissioners' Conference were, Prentice Bloedel, Presi-

dent British Columbia Council; William J. Dick, President, Alberta Council; Frank M. Smith, President, Hugh M. Knowles, Provincial Commissioner, Saskatchewan Council; W. D. Watson, President, C. H. P. Killick, Provincial Commissioner, Manitoba Council; A. H. Richardson, President, Lt. Col. L. H. Millen, Provincial Commissioner, Ontario Council; Jackson Dodds, Provincial Commissioner, Quebec Council; Mr. Justice W. H. Harrison, President, Eli Boyaner, Provincial Commissioner, New Brunswick Council; J. A. Walker, President, W. E. Tibbs, Provincial Commissioner, Nova Scotia Council; Lt. Col. W. W. Reid, Provincial Commissioner, Prince Edward Island Council; Raymond Dupuis, President, La Federation des Scouts Catholique de la Province de Quebec.

## Executive Committee Meets

Following a one day conference, at which the Executive Commissioners sat in, the meeting of the Dominion Executive Committee was held. In addition to the members of that Committee listed above, others present included: R. C. Stevenson, Montreal (Chairman); Gerald H. Brown, Ottawa, Honorary Dominion Secretary; Col. R. J. Birtwhistle, Ottawa, Ray N. Bryson, President Toronto Council; William Burnett, Charlottetown, P.E.I.; Col. Geo. Cavey, Ottawa; Rev. Nelson Chappel, Toronto; Lt. Col. M. L. Douglas, Brockville; Frank Foulds, Ottawa; R. C. Hugh, Standard, Alberta; George W. Jones, Brockville; G. Robley Mackay, Montreal; Major A. A. Pinard, Ottawa; Clarence M. Pitts, Ottawa; Charles Russell, Ottawa; Dr. John A. Stiles, Ottawa; W. H. J. Tisdale, Toronto; Sydney E. Webster, Montreal; Very Rev. John W. Woodside, Ottawa.

## Officers Elected

The fifth and final day of the conference witnessed the Annual Meeting of the Canadian General Council, which was the largest attended in many years.

On the nomination of His Excellency the Governor-General, Chief Scout for Canada, Rev. Canon H. J. Cody, C.M.G., was re-elected President of the Associated, and Jackson Dodds, C.B.E., of Montreal, Dominion Commissioner.

Elected by the meeting were Gerald H. Brown, Honorary Dominion Secretary; W. R. Creighton, Honorary Treasurer; Leonard W. Brockington, C.M.G., K.C., Honorary Counsel.

Executive Committee: Those marked

(B) were later elected to the Dominion Executive Board. Col. R. J. Birtwhistle (B), Ottawa; R. N. Bryson, Toronto; R. C. Burns, Calgary; Col. Geo. W. Cavey (B), Ottawa; Rev. Nelson Chappel, Toronto; Allan Corner, Montreal; Major J. L. Dampier (B), Toronto; Lt. Col. M. L. Douglas (B), Brockville; C. Q. Ellis, Toronto; Frank Foulds (B), Ottawa; A. K. Harvie, Toronto; Alexander Inglis (B), Ottawa; J. A. Kilpatrick, Montreal; Most Rev. Mgr. Eugene Laflamme, Quebec City; Louis L. Lang, Kitchener; R. A. MacGregor, New Glasgow, N.S.; G. Robley Mackay, Montreal; William Mackie, Regina; Alan M. A. MacLean, Black's Harbour, N.B.; Brigadier T. H. Mundy, Toronto; Major A. A. Pinard, Ottawa; Clarence M. Pitts, Ottawa; T. E. Saul, Winnipeg; R. C. Stevenson (B), Montreal; W. H. J. Tisdale, Toronto; Sydney E. Webster, Montreal.

The following are elected members of the Committee by virtue of their office as Provincial President or Provincial Commissioner. Prentice Bloedel, Vancouver; Eli Boyaner (B), Saint John; William J. Dick, Edmonton; Raymond Dupuis, Montreal; Mr. Justice Harrison, Saint John; C. H. P. Killick, Winnipeg; E. H. M. Knowles (B), Regina; Major Norman W. Lowther, Charlottetown, P.E.I.; Lt. Col. L. H. Millen (B), Hamilton; Esdras Minville, Montreal; Lt. Col. W. W. Reid, Charlottetown; A. H. Richardson, Toronto; B. W. Roberts, Montreal; Frank M. Smith, Regina; Hon. N. E. Tanner, Edmonton; W. E. Tibbs, Halifax; J. A. Walker, Halifax; W. D. Watson, Winnipeg.

Following the election of the Board, the Board in turn elected Mr. R. C. Stevenson of Montreal as its chairman.

It is not necessary to go into detail on the various conferences. The decisions arrived at have been incorporated into Plan Opportunity or are listed among the approved recommendations following the plan.

All that needs to be added is that intensive study was given for the full five day period to the problems and needs of the Association throughout the country, and that the Provincial Presidents and Commissioners and members of the Executive Committee and Canadian General Council gave much of their valuable time to discuss and suggest the best means for expanding the work of the Boy Scouts Association throughout the Dominion.



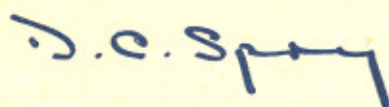
# PLAN OPPORTUNITY

## "OPPORTUNITY"

The Boy Scout Movement has shown by its world-wide acceptance that it has much that is beneficial to offer to the youth of the world, and in particular the youth of Canada. Public reaction everywhere supports this statement. Therefore, it can be accepted that the need exists for the extension of the Movement amongst the youth of Canada. It is, therefore, the responsibility of the Association so to organize itself, that it is capable of providing the "OPPORTUNITY" for more boys to benefit from Scouting.

This extension can only take place after a complete review of the present situation, and a careful study has been made and plans developed for the future activities of the Movement. At this time when so many of the older and more experienced members are leaving the movement for one cause or another, it is important for the future success of Scouting that those charged with its continuation may be guided by clearly defined statements of policy, methods and procedure.

This paper reviews the factors which affect Scouting in Canada, and endeavours to suggest a co-ordinated policy of organization and development for the Scouts of Canada—the men of tomorrow.



Chief Executive Commissioner.

## A. OBJECT

The object of this plan is to provide the *OPPORTUNITY* for every Canadian boy who so desires, to join the Scout Movement.

## B. FACTORS

### (1) International Situation

The present situation throughout the world needs little discussion in this paper. No lasting peace can be attained without a suitable form of organization amongst nations, and a full realization of the responsibility of all individuals to their fellow men. The world brotherhood of Scouting has the opportunity of assisting in the education of the peoples of the world to such ends. Therefore, all who seek lasting peace should support the Scout Movement to the fullest extent of their powers.

### (2) National Situation

The recapitulation of Canada's political and economic history has no place in this paper. It is sufficient to say, however, that Scouting is one of the agencies which can do much to overcome traditional regional, provincial, racial and denominational prejudices, through its insistence upon the application of the Scout Promise and Law amongst its members—the citizens of tomorrow. Therefore, governments, other organizations, and the people of Canada in general, should support the Scout Movement if they have any real desire to maintain and develop the Canadian way of life.

### (3) Church, Home, and School

The church, home and school are three important factors in the life of any youth. If it is the general desire to retain and strengthen democracy, it is essential that every effort be made to assist the maintenance and development of these three institutions. Only 50% of our population have any real religious affiliation. It is hardly necessary in this paper to draw attention to the influences which are tending to undermine

the good influences of the home. It has been written elsewhere about our school system. Therefore, all those who would see these three institutions strengthened and assisted in their efforts, should support Scouting, which can and does train young boys to appreciate fully their relationship to the church, home and school.

### (4) Geography

Geography has presented the Association with problems of time and space, which make administration difficult. It is important because of this to permit the *widest delegation of authority* to Provincial and Local Councils in *routine administrative matters*. It is equally important that *policy* should be developed and co-ordinated on a *national basis* to ensure unity of effort and purpose, and a uniformly high standard of training and service. Therefore, the Canadian General Council incorporated by Act of Parliament in 1914 and the Dominion Executive Committee, should be the only national policy-making bodies and Provincial and Local Councils should loyally accept the decisions of their elected representatives on the Canadian General Council and the Dominion Executive Committee.

### (5) Financial Situation

(a) At the present time the Association is financed by an annual Government grant of \$9,000; the profits from the Stores Department; and the annual quota allotted from the funds raised by the five-yearly public campaigns for subscriptions. At the present time this money is used for:

- (i) the operation of Dominion Headquarters;
- (ii) the expenses of the Dominion Executive Board and Committee;
- (iii) very limited assistance to the Provinces by grants;
- (iv) assistance in the payment of salaries to fieldmen;
- (v) the publication of magazines and pamphlets;
- (vi) limited Public Relations service;
- (vii) to finance the Stores Department.

(b) At the present time, owing to the large inventory in the Stores Department, which is necessary if this Department is to serve the Movement adequately, a large part of the funds are not available on short notice. This results in continual overdrafts at the bank. This also results in Dominion Headquarters being unable from time to time, to pay bills incurred on behalf of the Stores Department in time to benefit by the discount allowed by the producers.

(c) The Canadian General Council is being financed by the Stores Department, a small Government grant, and a few public-spirited individuals and organizations in two or three of the larger cities.

(d) It will, therefore, be seen that the present financial plan of the Canadian General Council lacks stability which results in Dominion Headquarters being unable adequately to execute the policies of the Council. It is apparent that there is need for improved services to the Provinces, and an extension of the Movement in many new areas. Dominion Headquarters is unable to make any greater commitments for the further assistance of the Movement than it has given in the past. The staff and facilities are quite inadequate if it is desired to provide the *opportunity* for more boys to join the Movement.

### (6) Personnel

(a) There is a need for a general improvement in the standard, and an increase in the number, of both volunteer and professional officials. As Lord Rowallan said on his recent tour, we need, "more people doing less, better."



(b) Scouting will not attract the standard of voluntary officials it deserves if too much time is expected to be given by any one individual. The successful business or professional man is too busy to devote much of his time to Scouting. Every effort should be made to organize Council and Committee meetings, etc., to the convenience of these officials. It is only by attracting a very high standard of voluntary official that the Movement will be able to obtain the advice and guidance which it needs.

(c) The Movement must be prepared to dispose of leaders and officials who are not able to make an adequate contribution of service to Scouting. In the past the Association has in some instances accepted the principle that "willingness is enough." It is not.

(d) *Therefore*, it is very important, that a very high standard of professional official be employed to assist voluntary officials in the detailed execution of policies. In the past it has not always been the practice to set a sufficiently high standard.

### **(7) Outside Influences**

In any broad plan of expansion in Scouting, outside influences on the Movement must of necessity be carefully weighed. The principal influences affecting the Movement and its role in community and national life are:

#### **(a) The Church Connection**

The church allegiance of the boy must always be one of the outside as well as inside influences in the Movement. Scouting has gained the goodwill and support of the churches, and Scouting should ensure that each Scout gives loyal support to his church and its activities.

#### **(b) Recreation**

Great stress is being placed these days on the need for adequate use of leisure time. Recreation can be generally divided into two types—passive and active. Scouting is active recreation. The boy is a part of it. He learns by doing and not by watching. The passive type is the attendance at motion picture theatres, various sports events and other activities in which he has only a watching opportunity. *Therefore*, it is one of the important tasks of Scouting to encourage boys in active recreation in preference to the inactive. It is for consideration whether Scouting should or should not enter the field of athletics.

#### **(c) Juvenile Crime**

Much juvenile crime results from the gang instinct; that is the instinct of boys to gang together for a common purpose. This is the same instinct as that upon which Scouting is built. The difference is that Scouting can control and guide this instinct. A close and understanding liaison between the Scout Movement, the Juvenile Courts and the various social agencies is recommended. It should be recognized that the delinquent boy in many cases needs the assistance of an expert.

#### **(d) Motion Pictures**

The effect of motion pictures for good or evil on the thoughts and actions of boys is considerable. There is need for close liaison with the film censors in each province, and, *therefore*, study is required in order to develop a policy for the Association.

#### **(e) Magazines and Comics**

Many magazines on sale are unsuitable for juvenile consumption. Comic magazines have become an obsession with most youngsters. While it may be difficult to remove many of these from the market, at least encouragement could be given toward the use of those which are considered suitable

reading material. *Therefore*, the development of a policy for the guidance of the Association is required.

#### **(f) Community Clubs**

The growth of the community club movement is an influence which must receive the attention of the Association. While these clubs have a very commendable purpose their operation may interfere with the functioning of Scout groups due to meetings being arranged on regular Scout nights, and in some instances taking over the facilities which have been at the disposal of the Scouts. Community clubs have a wide general appeal and are a healthy sign, but effort needs to be made to prevent the overlapping of the activities of the clubs and those of the Boy Scouts Association. *Therefore*, there is a need for liaison and co-operation.

#### **(g) Extremists**

It is typical of practically all radical and extremist movements that they make concerted efforts to inculcate their theories in the minds of the young. Through the cell system, or other means used by these organizations, extremist leaders are specially trained to worm their way into positions of leadership in youth movements, and thus spread their ideologies through the facilities of recognized public movements. *Therefore*, the greatest care must be exercised in the selection of leaders and in the investigation of their connections before permitting them to serve as leaders in the Scout Movement.

#### **(h) Undesirables**

Not infrequently do individuals get into the Movement who are undesirable for moral reasons. This type of person, who frequently cannot be spotted until in the Movement, must be removed immediately, and action taken to prevent any further connection with Scouting. This can only be accomplished where every case is reported *confidentially* to Dominion Headquarters, where the information is recorded. It is useless to remove such a person from one centre to have him move to another and recommence his activities. *Therefore*, greater care is required in the selection and training of leaders.

#### **(i) Academic Influences**

Scouting must do all in its power to aid the Scout in his formal schooling. Frequently academic duties interfere with Scouting because the boy has not learned to plan and use his time to the best advantage. Thus it becomes one of the tasks of Scout leadership to show the boy how he can accomplish both his school work and his Scout activities. *Therefore*, the co-operation and understanding of education authorities should be invited in order that the efforts of the schools and Scouting be co-ordinated.

#### **(8) Liaison with Other Organizations**

In the past there has been a tendency in the Association to resist any efforts to improve liaison and co-operation with other organizations. It is recommended that the Association should recognize that it is not beyond accepting advice or suggestion and that it should be ready to receive and to give friendship and support to other organizations striving to the same ends.

#### **(9) Public Reaction**

(a) Goodwill towards the Boy Scout Movement is universal. It is precious yet fickle and must be zealously guarded. The Association will retain the public goodwill only as long as it deserves it.

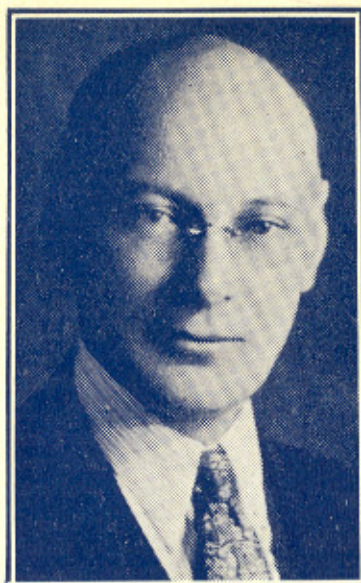
(b) The members must be educated to a realization of the fact that every Cub, Scout, Rover and Leader is, in the public eye, a representative of the whole Movement. The Movement is judged by the appearance and conduct of the individual member.





MAJOR-GENERAL SPRY, D.S.O.

*Chief Executive Commissioner of the Boy Scouts Association who presided at the sessions of the Executive Commissioners Conference at Montebello.*



R. C. STEVENSON, O.B.E.

*Was re-elected Chairman of the Dominion Executive Board, following the annual meeting.*



JACKSON DODDS, C.B.E.

*Provincial Commissioner for the Province of Quebec who was elected Dominion Commissioner at the annual meeting of the Canadian General Council.*

(c) Apart from the goodwill which the Movement will gain, there is the personal benefit which will accrue to every boy and leader who constantly strives to do his share in maintaining the public's goodwill towards Scouting.

(d) Community service is an aspect of Scouting which must never be neglected, and is becoming more and more synonymous with Scouting in the public mind. This must frequently be brought to the attention of members if the Movement's good standing in this respect is to be retained. *Therefore*, it is the task of the Association to set and maintain uniformly high standards of conduct and service.

## C. COURSES OPEN

(1) The Association may adopt the attitude that Scouting is being carried to about 100,000 Canadians and that any effort to improve and expand is neither necessary nor advisable.

(2) The Association may adopt the attitude that the world situation is so beyond repair, the future welfare of mankind is already so jeopardized, that no organization, governmental or social, can redeem the situation. If this attitude is adopted the Canadian General Council should forthwith ask the Dominion Government to revoke its Act of Incorporation.

(3) The Association may adopt the attitude that Scouting exerts a great influence on the people of Canada and the world, that potentially it can assist in the development of national unity, and a spirit of world brotherhood, from which some day will spring a form of social organization amongst nations which will give to all peoples lasting peace and goodwill. If this attitude is adopted, there is no choice but to improve and expand the Association's activities and efforts, in order that every boy in this Dominion may have the opportunity of joining the Movement in which he can take his part in the quest for this great conception.

Course 3 was adopted.

## D. THE PLAN

In order to implement Course 3 the following action should be taken immediately.

### 1. Organization—General

(a) The Act of Parliament incorporating the Canadian General Council and the bylaws should be reviewed. The responsibility and power of decision on policy matters rests with the Dominion Executive Committee of the Canadian General Council, which in view of its representative elements is best suited to be charged with this responsibility. The Dominion Executive Committee will meet at least four times a year; in this way all Provinces will have a voice in the development of policy.

(b) In order to increase the number of members of the general public sympathetic to Scouting, and to ensure continuing vitality within the Association it is desirable that there be regular changes of officers and members of Councils and Committees. The Dominion, Provincial and District Executive Committees should review proposals to this end.

(c) To assist the Dominion Executive Committee the following Advisory Committees should be appointed:—

- Dominion Training Advisory Committee
- Dominion Editorial Advisory Committee
- Dominion Public Relations Advisory Committee
- Dominion Religious Advisory Committee
- Dominion Financial Advisory Committee
- Dominion Administration Advisory Committee
- Dominion Honours and Awards Committee
- Dominion Stores Advisory Committee

and such other Committees and Sub-Committees as may be authorized from time to time by the Dominion Executive Committee or Board. Each of the above Committees should have as its Secretary a member of the Dominion Headquarters staff from the appropriate department. In this way, the Chief



Executive Commissioner can be kept informed of the activities of the various Committees, and at the same time will be able to express his opinions and give his advice to the Committees through the permanent secretaries or by attendance himself.

(d) As each Province has its own peculiar problems it is recommended that each should deal with these in its own way, using sub-committees of its Executive Committee as far as possible corresponding to the Advisory Committees of the Dominion Executive Committee.

(e) It is recommended that Local Associations should also endeavour to organize advisory committees parallel to the Provincial and Dominion Committees where those fit local circumstances. (Finance, Training, Public Relations).

(f) The organization must be flexible and capable of bending itself to meet the needs of the situation as it changes from time to time.

## 2. Staff Organization

In view of the need for increased activities on the part of Dominion Headquarters it is considered necessary to establish five departments as follows: Training, Editorial, Public Relations, Administration and Stores.

### (a) Training

(i) This department should be supervised by an Executive Commissioner for Training who should be a fully experienced professional Scouter with a high standard of education.

(ii) This department should be charged with the responsibility of proposing and executing policy on the following subjects: Training Courses, training standards, records of training camps and campsites, camping methods, training of instructors, methods of instruction, the revision of training texts, standards and methods of health and safety, liaison on training matters with the International Bureau, Imperial Headquarters, National Headquarters of the Boy Scouts of America and Provincial Headquarters, and such other duties as may be delegated by the Chief Executive Commissioner.

### (b) Editorial

(i) The *Executive Commissioner for Publications* in charge of this department should be a man with a good Scout record, a high standard of education and considerable ability and experience in editorial matters.

(ii) This department should be responsible for the editing, publication and distribution of *The Scout Leader*, *The Junior Leader*, *The Scout Executive*, books and pamphlets, the Annual Report and such other publications as may be authorized from time to time, and such other duties as may be delegated by the Chief Executive Commissioner.

### (c) Public Relations

(i) The *Executive Commissioner for Public Relations* should be a man with a good Scout background, a high standard of education and ability, and experience in the Public Relations field.

(ii) This department should be responsible for supplying information to the public and the Movement through the press, films, radio, news sheets, mail service, etc. In addition this department should be responsible for liaison with other organizations, the conduct of all Dominion or national campaigns, and such other duties as may be delegated by the Chief Executive Commissioner. It is considered that at some later date it may be found necessary to establish a separate department to deal with liaison and the relationship of the Scout Movement with kindred societies and other organizations. The future responsibility for the conduct of campaigns requires further study.

### (d) Administration

(i) This department should be under the direction of an *Executive Commissioner for Administration* with a good Scout background, a high standard of education, and administrative ability and experience.

(ii) This department should be charged with the responsibility for the routine administration of Dominion Headquarters, the supervision of finance, honours and awards, personnel, legal matters, accommodation, transportation, statistics and research, the review of annual reports from the Provinces and kindred societies, and such other administrative duties as may be delegated to it from time to time by the Chief Executive Commissioner.

### (e) Stores Department

(i) This department should be under the direction of an *Executive Commissioner for Stores* who should have a good Scout background, and a high standard of education, business ability and experience.

(ii) This department should be charged with the responsibility for purchasing, accounting and sale, etc. of clothing and equipment and such publications as may be decided upon from time to time. In addition this department should be charged with the development of new items of clothing and equipment for use by the Association.

### (f) Field Staff

A pool of Executive Field Commissioners should be maintained under the control of the Chief Executive Commissioner, of such strength as may be determined from time to time, for employment on specific projects in various parts of Canada.

## 3. Headquarters Organization

### (a) Staff Methods

It is also considered that a standard system of staff organization and methods should be evolved for use in all councils and headquarters.

### (b) Channel of Communication

Districts should make all their communications through their Provincial Headquarters.

### (c) Larger Urban Areas

It is recommended that Dominion Headquarters make recommendations for a special type of organization in larger urban areas.

## 4. Executive Staff

### (a) Staff Service

It is recommended that the Dominion Executive Committee appoint a special Advisory Committee to consist of a Chairman and two members to be appointed by the Dominion Executive Committee, plus E. R. Paterson, H. E. D. Mitchell and G. E. Simmons representing District, Provincial and Dominion levels to review the employment, remuneration and relations of the Executive Staff.

### (b) Executive Commissioners' Conferences

It is recommended that, providing financial arrangements can be made, an Annual Conference of Provincial Executive Commissioners and Dominion Headquarters Staff be held, and that every second year this Conference be enlarged to include additional Executive and Field Commissioners.

## 5. Finance

(a) A long term plan for financing the work of the Canadian General Council should be prepared for the consideration of Dominion and Provincial Councils.



(b) In view of the present commitments it is not possible to conduct a national campaign for funds prior to 1950. In order that Plan Opportunity may be implemented before this date it will be necessary to adopt an interim financial plan.

## 6. Expansion

(a) Canadian Scouting at the present time is not reaching as many boys as it should. A full study should be made including "a boy survey", to determine the strengths and weaknesses of organization and programme.

(b) By means of such a survey, it should be possible to make Scouting more attractive, resulting in a greater number of Canadian boys benefitting from membership in the Movement.

(c) Another factor is the study of the Association's census figures. In comparison with the information provided by the Dominion Bureau of Statistics regarding the location of the boy population of the Dominion, it should be possible to ascertain if the Association is providing sufficient opportunity for boys to join.

## 7. Liaison With Other Organizations

(a) The present Public Relations Department has been charged with the responsibility of maintaining liaison with other organizations. It may be necessary at a later date to establish a special department for this function.

(b) It is recommended that liaison be maintained with:

- (i) Organizations and institutions having boys such as the church, home and school, etc.
- (ii) Functional organizations, such as St. John Ambulance, Red Cross, etc.
- (iii) Welfare and co-ordinating agencies such as the Councils of Social Agencies and the Canadian Youth Commission.

and that such liaison be made as far as possible by volunteer officials.

(c) It is recommended, in order to protect the best interests of the Association, that the use of the Scout mailing lists be restricted to the purposes of the Association itself.

(d) It is recommended that Boy Scout-Girl Guide Week be continued for the present, but that more attention be given to Group, District and Provincial Activities.

(e) It is recommended that no endorsement be given to any commercial enterprise which would result in financial gain to such enterprise.

(f) It is recommended that The Boy Scouts Association avoid becoming involved in commercially sponsored radio programmes, as careful consideration of the matter including consultation with experienced broadcasting officials indicates that the interest of Scouting would be jeopardized by any such involvement.

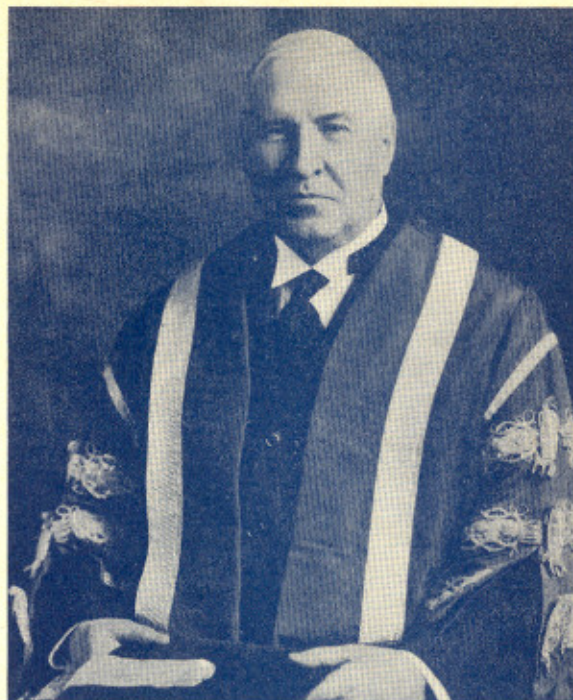
## 8. Public Relations

### (a) General

The object of Public Relations is to further the interest of the general public in the Movement. It has been said that Boy Scouts are expected to do a good turn every day, but the public does not always consider the necessity of having to do a good turn for the Boy Scouts. To develop public interest in Scouting a Dominion Public Relations Committee has been organized.

### (b) Organization

The Dominion Public Relations Advisory Committee should include representatives from all parts of Canada and representatives of the various media which it might employ.



REV. CANON H. J. CODY, C.M.G.

*Chancellor of the University of Toronto who was re-elected for a third term as President of the Boy Scouts Association on the nomination of His Excellency the Chief Scout.*

Public relations should also be organized on a Provincial and District basis, so that in the final analysis, the local Groups may reap the greatest benefit.

## 9. Publications

(a) A close study should be made of *The Scout Leader*, its contents and the scope of its coverage. A programme of reading, prepared in conjunction with the Training Department should be developed so that the best possible results may be obtained through an integrated effort.

(b) A similar programme should be considered for *The Junior Leader*, and it is recommended that the editorial content of this magazine be more closely directed to the assistance of Patrol Leaders.

(c) It is recognized that the time is not opportune for the publication of a boys' magazine for Canadian Scouts and every effort should be made to increase the use of the British publication, *The Scout*, when it becomes available.

(d) In all publications every effort must be made to maintain a high editorial standard. Advice and guidance from Scouters and experts should be asked and used to a greater extent.

(e) It is recommended that all publications and republications be approved by the Advisory Committee concerned before being placed on sale or released.

## 10. Library Service

(a) While many Public and School Libraries have installed Boy Scout sections, it is felt that this number could be greatly increased. Scout Groups should be encouraged to maintain libraries of approved Scout books for general use.

(b) A study should be made of a possible use of a pamphlet outlining the value of Scout shelves in Public and School



Libraries and in Headquarters, with appended list of books for use in such libraries. The co-operation of other organizations should be solicited.

(c) It is recommended:

- (i) That Provincial Headquarters should approach Provincial Departments of Education with a view to having a supply of Scout publications made available to their library services.
- (ii) That Dominion Headquarters approach the Canadian Library Council on a Dominion basis with a similar view.
- (iii) That the Editorial Department consider the possibility of producing bound library editions of some of our more popular publications.

## 11. Religious Affairs

(a) The relationship between the Association and the Churches is of the greatest importance. A booklet entitled *Scouting, Religion, and the Churches* defines the position and suggests ways and means by which the Association's religious policy (Section 3 of P.O. & R.) can be made more effective. There is a need for a Dominion Religious Advisory Committee, representing all faiths and denominations in the development of religious policy.

(b) Matters which need consideration are: The appointment and duties of Regional and District Advisory Committees; guidance for Scouters in groups which are not attached to a church; training courses for young clergy in Scouting; the preparation of a special short order of service suitable for use at Troop meetings and camps, and a series of notes as a guide to Bible reading for Scouts.

## 12. Industrial Relations

The policy of the Association is outlined in the pamphlet *Scouting in Industry* by Gerald H. Brown, former Honorary Dominion Secretary.

## 13. Stores and Equipment

(a) The Stores Department must be closely integrated with the general programme and growth of the Movement in order that clothing and equipment required for various activities are available at the appropriate time.

(b) It is recommended that the Dominion Stores Advisory Committee develop a Canadian winter uniform.

## 14. Training

(a) The training programme should be studied by the Training Committee and the Executive Commissioner for Training, with a view to making *more training available to more people*.

(b) The principal function of the Dominion Training Department should be to train instructors who will train Scouters. Such a plan would necessitate the establishment in each Region of Training teams composed of Scouters, competent by virtue of experience and training to undertake the important task of producing leaders. It may be necessary to organize mobile courses in order that training may be brought to the more isolated Scouters.

(c) It is recommended that a Canadian Gilwell Training Course should be established for the purpose of maintaining uniformly high standards of leadership and instruction. This should be held at established campsites.

(d) Some Scouters have difficulty in getting time off from their work to attend training courses. Employers should be encouraged to grant employees time off with pay.

(e) The Training Department should develop visual aids (including films) to training for the assistance of instructors and leaders.

(f) Present methods of instruction should be studied, and advice sought from other authorities in this field.

(g) Scout camping calls for special planning and leadership. The Training Department must continually emphasize standard requirements and assist Scouters in attaining them. Study must be given to ways and means of improving standards, while retaining the Scout type of camping.

(h) Scouting is an outdoor game, yet outdoor Scouting ceases in many Troops when the weather turns cold. In consultation with other organizations and the Armed Services the Department should prepare advice and material on suitable winter clothing, training methods, equipment, accommodation, etc.

(i) Further consultation with the Handicraft Departments of the universities, the Provincial Governments, and other interested groups should continue. As new techniques and new sources of material are developed, Scouters should be advised. It is recommended that in Scout training and publications emphasis be placed on simple and inexpensive handicrafts particularly those which are related to the outdoor programme.

(j) Scout athletic teams are justified only if the boys would otherwise have no opportunity to indulge in these team sports. Experience proves that units have gone to seed and lost their Scout identity through the development of athletic teams. The gymnasium and the athletic field must not be permitted to become substitutes for the outdoor activities which Scouting promotes. In view of the foregoing it is recommended that participation of Scout teams in organized athletic leagues be discouraged.

(k) It is recommended that Dominion Headquarters investigate the possibility of arranging exploration groups of older Scouts for long range hiking, etc., during summer months; such groups to bear all their own expenses.

(l) It is recommended that the Dominion Training Advisory Committee review the Sea Scout programme.

## 15. Rural Scouting

(a) A more active and sustained approach must be made to the task of taking Scouting to the boy who lives in a place where he cannot belong to a Scout Group. Certain Provinces have been successful in this. This problem should be studied by the *Training Department*. A survey made some years ago showed that while Scouting was reaching 12% of the urban boys, it only touched 3.4% of the potential rural field. A complete analysis of all appropriate agencies might show new fields of expansion.

## 16. Delinquent Youth and Special Tests

(a) Scouting as a means of helping the boy who is not socially adjusted, both before he gets into difficulties, and through the special institutions designed to help him when he does, needs more study by the *Training Department*.

(b) It is recommended that the Association assist any corrective institution which desires to use the Scout programme where an especially trained leader, who has or who can be given Scout training is available.

(c) It is recommended that where certain cases are referred to the Association by the Juvenile Courts, Scouting should co-operate in every feasible way.

(d) It is recommended that the Scout programme be made available to institutions caring for handicapped children where such organizations desire to use Scouting and where leadership can be provided.

(e) Special tests for boys who are handicapped through physical or mental disability need continued study and de-





J. F. M. STEWART  
Who retired as Dominion Commissioner  
due to ill health.



L. W. BROCKINGTON,  
C.M.G.

Who was re-elected  
Honorary Dominion  
Counsel at the annual  
meeting.

velopment, and it is recommended that the pamphlet on special tests for handicapped Scouts be reviewed and if necessary, brought up to date.

## 17. Health and Safety

(a) Our standards of health and safety must conform always to best modern practices. The Training Department in consultation with recognized private and public agencies must continually develop high standards of Scouting through skill.

(b) Through adequate planning and leadership we must give the boy that adventurous Scouting of which Lord Rowallan spoke so feelingly when he was in Canada. The intention should be to teach safety through skill rather than "safety first."

## 18. Reports

It is recommended that provinces adopt the system of visible registration records as recommended by the Canadian General Council and that a study be made of the possibility of using such records in lieu of the Dominion Annual Census.

## 19. Headquarters Building

(a) At the present time, Dominion Headquarters is overcrowded, and the executive and clerical staff, and the Stores Department are operating under adverse conditions.

(b) It is recommended that the Headquarters staff study this problem and report to a committee to be appointed by the Dominion Executive Committee, with a view in the future, to erecting a new and specially designed Dominion Headquarters building.

## 20. Discipline

(a) High standards of discipline, dress, and deportment should be demanded from all leaders. Failure to respond to this demand results in adverse public criticism. Through improved selection and training of leaders it should be possible to attain the high standards of discipline, dress and deportment which the Movement deserves.

(b) It is recommended that co-operation be requested to prevent the trading of Proficiency Badges and other decorations awarded for achievement, and that all offices, Dominion, Provincial and District refuse to permit the buying of these badges by Scout visitors from other countries.

## Summary

It will be seen from the foregoing that in order to implement this plan it will be necessary to:

- (a) Re-organize the administration of the Association.
- (b) Provide a Public Relations Service capable of informing the public and Movement of the importance and functions of Scouting.
- (c) Establish a high standard of training for all leaders.

With proper organization, a good information service, and trained leaders, the Scout Movement in Canada will then be in a position to provide the OPPORTUNITY for thousands of additional Canadian boys to join the Game of Scouting.

## APPROVED RECOMMENDATIONS OF NATIONAL CONFERENCE

(NOT Written Into Plan Opportunity)

(1) The organization by regions as proposed in the original Plan Opportunity is not recommended. Provincial Councils are asked to co-operate with one another where such co-operation will result in increased efficiency.

(2) It is recommended that Dominion Headquarters discuss with the officials of the Girl Guide Association the possibility of more closely co-ordinating efforts for Boy Scout-Girl Guide Week on Provincial and District levels.

(3) It is recommended that the rank of Group Scoutmaster is not necessary in Canada.

(4) It is recommended that the system of issuing Warrants of Appointment to all ranks be explored.

(5) It is recommended that December 15th be the deadline for material concerning Boy Scout-Girl Guide Week to be in the hands of the provinces.

(6) It is recommended that the Association effect liaison on Dominion and Provincial levels with the Canadian Camping Association.

(7) In view of conditions relevant to supplies existing through the war years, and continuing to exist a special tribute is accorded the Executive Commissioner for Stores for the effective manner in which his department has kept the Association supplied with those things necessary to carrying on Scouting in Canada.

(8) It is recommended that Dominion Headquarters explore the possibility of holding a Canadian Jamboree.

(9) It is recommended that the Dominion Training Advisory Committee review the question of restocking *Wolf Cub Tests and How to Pass Them*.





## "FROM SEA TO SEA"

THE co-operation of tiny sea insects has brought about the formation of coral islands. No enterprise is too big where there is goodwill and co-operation in carrying it out. Every day we are turning away boys anxious to join the Movement, because we have not the men or women to take them in hand. There is a vast reserve of loyal patriotism and Christian spirit lying dormant in our nation today, mainly because it sees no direct opportunity for expressing itself. Here in this joyous brotherhood there is vast opportunity open to all in a happy work that shows results under your hands and a work that is worth while because it gives every man his chance of service for his fellow-men and for God.

LORD BADEN-POWELL OF GILWELL  
*Chief Scout of the World*

