



**Strategic Directions 2006 – 2016**  
**Orientations Stratégiques 2006 – 2016**

**Creating the  
Environment for  
Growth**



**Créer un  
environnement  
favorable  
à la croissance**

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Cet encart a été spécialement conçu pour être facile à retirer et facile à consulter.*

# Our mission

*The mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.*



## Principles

Scouting is based on three broad principles which represent its fundamental beliefs.



**Duty to God:** This is defined as “adherence to spiritual principles, loyalty to the religion that expresses them and acceptance of the duties resulting therefrom.”

**Duty to Others:** This is defined as “loyalty to one’s country in harmony with the promotion of local, national and international peace, understanding and cooperation,” and “participation in the development of society, with recognition and respect for the dignity of one’s fellow-being and for the integrity of the natural world.”

**Duty to Self:** This is defined as “responsibility for the development of oneself”. This is in harmony with the educational purpose of the Scout Movement whose aim is to assist young people in the full development of their potentials.

## Practices and Methods

Scouting Practices and Methods are defined as a system of progressive self-education including:



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



## Vision

*To further our connection with Scouting members around the world, Scouts Canada’s Board of Governors has adopted the World Scout Vision as our own. Without a vision, there is no future. We feel that this Vision represents Canada’s hopes and plans as we celebrate 100 years of Scouting and move into the next century.*

As Scouting enters its second century, it sees itself as:

- a credible, value-based, educational movement
- dynamic and innovative
- involving more and more young people, boys and girls, from broader segments of society
- attractive to adults, women and men, in all cultures
- making a real contribution to creating a better world.



# Strategic Directions for Scouts Canada 2006 – 2016

## Creating the Environment for Growth

### Introduction

In 1907 when Scouting first started, Baden-Powell had a clear vision of the needs of youth and the role of Scouting. That vision, and the Movement it created, evolved and grew over the next 100 years. With 28 million members in over 150 countries, we are members of the largest youth Movement in the world.

*"It is a Movement, because it moves forward. As soon as it stops moving, it becomes an organization, and is no longer Scouting."*  
— B.-P.

Scouting has moved forward and today it is a mix of old and new. Traditional skills and today's technology are working together to help young people around the world build a solid path to a better future.

In Canada, Scouting plays an important role in the development of young Canadians. Primarily we are an educational Movement with three core Principles: Duty to God, Duty to Others and Duty to Self. Contributing to the development of our country's youth and helping to make them better world citizens is a task with enormous responsibilities and enormous rewards.

When I was a young lad in Brandon Manitoba, I learned important lessons from Scouting. In Wolf Cubs we promised to Do Our Best, "We'll DOB, DOB, DOB". That is a promise that I try to keep every day. When it comes

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to the future of the Scouting Movement in Canada; when it comes to working to ensure that we reach as many youth as possible with our program; and when it comes to being the best role models we can for Canadian youth; are we doing our best? Are we ensuring that Scouting in Canada continues to meet the evolving needs of youth and parents?

Scouting is a volunteer led organization, supported by professional staff. That means that the volunteers must lead the way. As part of ensuring that we are doing our best, the Board of Governors undertook extensive consultation with Scouters across Canada and developed "Strategic Directions" to guide us in the years ahead. Thanks to Mike Caines, (Vice Chair, Strategic Planning on the Board of Governors), his working group and all those Scouters that took time to participate and share their ideas, concerns and suggestions,

we now have a solid and workable basis upon which the CEO and the Commissioners can fill in the details of the Strategic Plan.

At the Annual General Meeting in November 2005, Mike Caines talked about "Good program, good leadership, and good image." In this document are seven key Directions for Scouts Canada. Developing a strategic plan is hard work. However it is just the beginning. Volunteers and staff must now work together to develop action plans at the council, area and group level. Those action plans will need to take into consideration the seven key Directions. Further, the action plans must be tailored to meet the priorities and needs of Scouting in their council, province, area and individual community.

Mike Scott, previous Chief Commissioner, often told us that "the Section Scouter is the most important person in Scouting". It is the Section Scouter that determines the quality of their program and the number of youth that are reached by those programs. Good program builds large membership.

I ask that we now build on Mike's foundation and also consider the role of the Council Commissioners, Area Commissioners and service teams. They play an important role in recruiting, training and supporting the Section Scouter. So if the Section Scouter determines the quality of the program and thus the membership, then Commissioners determine the number of really great Section Scouters we have across Canada.

My challenge to all the Commissioners across Canada: In the next year "Do Your Best" to recruit, train and support the Section Scouters needed to create or revitalize one group. X



Glenn Armstrong  
Chief Commissioner, Scouts Canada

# Strategic Directions for Scouts Canada 2006 – 2016

## Creating the Environment for Growth



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

### Desired Results:

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



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

### Desired Results:

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



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

### Desired Results:

- 3.1 A clear and consistent "branding" and sustained "marketing" to reconnect with community and corporate leaders and to identify the value and need for Scouting to new members and to the general public.*
- 3.2 Qualitative and quantitative growth in partnerships between Scouting and community organizations on projects of mutual support.*



## 4. Involving Youth –

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

### Desired Result:

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



## 5. Enhancing Internal Communications –

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

### Desired Results:

5.1 Strong leader, volunteer, member and staff agreement with the Mission, Principles, and Methods of Scouting and a feeling of connectedness to, pride in, and ownership of the organization based on an inclusive decision-making process.

5.2 Effective and timely use of all two-way communication means including broader use of electronic media, where cost-effective and appropriate.

## 6. Becoming More Culturally Diverse –

Encourage and welcome Canadians of diverse cultural and religious backgrounds to participate in and deliver programs.

### Desired Results:

6.1 An adjusted National Policy framework that removes any barriers/hindrances to diversity at all levels.

6.2 Increased membership from cultural/religious communities where Scouting is not currently well-represented.

6.3 Strengthened partnerships between cultural/religious communities and Scouting.



## 7. Scouting - Canada's 21<sup>st</sup> Century Youth Organization –

Structures, systems and management organizationally accountable to members, sensitive to changing needs of society, and capable of quick response.

### Desired Results:

7.1 Democratic reform designed to enhance the capability of Councils and Areas to have input and influence on the decisions of the Board of Governors, and enhanced responsibility to implement policy decisions of the Board.

7.2 Achievement of financial security at all levels of the organization (a National Office and 20 Councils that operate consistently "in the black") so as to be able to fund activities to support the development of Scouting. X

**Next Steps?** See this issue's *Trail Mix* column for action plans, page 34.

# Message from the Executive Commissioner and CEO

## Scouts Canada's Strategic Directions

A portion of this issue of the *Leader Magazine* (pages 15 – 25) has been dedicated to providing all Scouters with a copy of the Strategic Directions that were approved by the Board of Governors at the Annual General Meeting (AGM) in November 2005. I would like to make a few observations about the Strategic Directions document.

### 1. It's not just a "national" document, it's YOUR document.

The leadership for the creation of the plan came from the Board of Governors, through the Vice-Chair of Strategic Planning, Mike Caines. Mike and his task force solicited and received over 200 responses from a request for feedback on the draft plan. Many Section Scouters and those operating close to the section level provided their observations and advice. The Strategic Directions are intended to provide a focus for our energy and resources at all levels of the Movement in Canada. As you read the document you will see that it is directed to action at the community level. So, consider this a "nation-wide" document. It involves each of us playing a role to ensure Scouting remains a vibrant part of communities into the second century of Scouting.

### 2. What's New?

As a long service Scouter who has been involved for a number of years, your reaction to the Strategic Directions could be "nothing new here." That is a reasonable reaction, given the results of the consultation process with Scouters across the country. Each of the seven Directions of the Strategic Plan has been an issue that has been discussed in section, group, area, and council levels for years. So what's new? There is a clear agreement across the country on the seven Directions. The Strategic Planning Task Group clearly listened to all stakeholders in creating the plan. It is not to be a plan that is driven "top-down". At the 2005 National AGM, Council Commissioners endorsed the plan and committed to action. The energy of volunteers and staff at all levels will be dedicated to achieving successful results. Finally, I believe the Strategic Directions are easily understood and will strike a chord with all Scouters. Now it's time for action.

### 3. How do the Strategic Directions Impact the Section Scouter?

The beauty of these Strategic Directions is that they are simple and easy to understand. With only seven Directions, we can feel confident that we can achieve them at every level of the Movement.

#### **Strategic Direction #1. Remaining Relevant to Canadian Society**

– *Ensure that programs remain affordable, relevant and attractive to increasing numbers of adults and youth.* Obviously our number one Direction is tied towards membership growth and retention. This is where it is important for Scouters to understand that the program can be adjusted and enhanced at the local level to meet the needs of their own community. Use the books and resources provided by Scouts Canada as a framework from which to create your program. Consult with your youth members for ideas and to ensure the program meets their needs. Section Scouters are encouraged to reach out to all youth, making every effort to remove any barriers that may prevent some kids from joining in the adventure.

#### **Strategic Direction #2. Broadening Volunteer Support**

– *Develop new approaches to attract and retain adult volunteers.* Recruiting leaders is easy when they see the fun and adventure Scouting offers. Once recruited, it is important to orient, train and support those leaders. Recognition is important also. Scouts Canada has an awesome Honours and Awards program – take time to think of whom you could nominate. By recognizing those thousands of volunteers who dedicate their time and energy achieving the Mission of Scouting, we acknowledge their importance.

#### **Strategic Direction #3. Strengthening Scouting's External Profile**

– *Build a positive image of Scouting through communications, partnerships, community and corporate involvement.* How can you make sure the external profile of Scouting is enhanced? You probably already do it. Our involvement in public activities at the local level is one of the best ways to show people we are a vibrant Movement. Participating in parades, ceremonies, clean up projects, food drives, etc. all serve as a positive form of advertising for Scouting. The recent Year of the Veteran "Invitation to Remember" program was a fabulous opportunity to partner with others and increase our profile.

I have only touched on a few of the Strategic Directions that have been presented in this magazine. I invite you to consider your role in making sure that the Scouting Movement continues to grow well into our second century. Feel free to share your observations, successes and ideas with us.

Your council will have started to develop action plans in response to the Strategic Directions. Please make sure you take an active role in developing those plans and advising your Council Commissioner of your ideas and observations. The strength of any plan is the people who play a key role in implementation...in our case that is everyone.

Don't forget to visit our web site on a regular basis to see what's new and help us chart the course for the future. X



Yours in Scouting,  
Rob Stewart