

SCOUTS CANADA STRATEGIC PLAN 2021–2024

ENGAGE **MORE PEOPLE** IN SCOUTS CANADA'S **MISSION IN DIFFERENT WAYS**



1. Strengthen core Scouting program

Deliver strong core Scouting programs through improved program quality and enhanced volunteer experience.



2. Engage Canadians in new ways

Identify meaningful new ways to engage Canadians while leveraging brand attributes and core competencies.



3. Be inclusive, and pursue Indigenous Reconciliation

Identify opportunities to create a more inclusive organization, and engage Indigenous communities in an authentic Reconciliation journey.



4. Unlock the value of our assets

Pursue strategies to unlock the value of properties in non-traditional ways.

PILLAR 1: STRENGTHEN CORE SCOUTING PROGRAM

Deliver strong core Scouting programs through improved program quality and enhanced volunteer experience.

GOAL	PLANS	SUCCESS MEASURES
Improve program quality by including more outdoor adventures and better delivering on our promise to parents	<ol style="list-style-type: none"> 1. Develop multi-week program blocks that simplify delivery of high quality, outdoor programs 2. Implement a framework for experiential outdoor skills training and programming support, leveraging our Vision for Camps work 	<ul style="list-style-type: none"> • Increase in outdoor adventures against baseline • Increase in parents confirming that Scouts delivers fun programs that increase self-confidence, teamwork skills, and ability to face challenges • Overall membership in core Scouting programs will exceed 50,000 youth
Make it easier to be a Scouter	<ol style="list-style-type: none"> 1. Complete a holistic review of volunteer roles and lifecycles. Identify opportunities to simplify and reduce administrative burden; ensure volunteer and Group support approaches are effective in both urban and rural contexts 2. Provide program support that increases confidence in delivering program basics and outdoor activities 3. Align technology and digital tools to enhance Scouter and member experience 4. Enhance internal communications and change management approaches 	<ul style="list-style-type: none"> • Number of Scouters informing volunteer lifecycle review • Increase in Scouter confidence against established baseline

PILLAR 2: ENGAGE CANADIANS IN NEW WAYS

Identify meaningful new ways to engage Canadians by leveraging Scouts Canada's brand and core competencies.

GOAL	PLANS	SUCCESS MEASURES
Diversify options for Canadians to engage with Scouting in new ways; leverage partnerships and competencies to engage more Canadians	<ol style="list-style-type: none"> Develop business case, complete market research, and scale promising new business ideas from among the following: <ul style="list-style-type: none"> Family camping/outdoor program Learn-to-camp program Outdoor skills programs Staff-led programs: after school, vacation, drop-in 	<ul style="list-style-type: none"> Number of first engagements with Scouting brand Number of adventures powered by Scouts Number of returning customers New revenue generated

PILLAR 3: BE INCLUSIVE, AND PURSUE INDIGENOUS RECONCILIATION

Identify opportunities to create a more inclusive organization and engage Indigenous communities in an authentic Reconciliation journey.

GOAL	PLANS	SUCCESS MEASURES
All Canadians feel welcome and included in Scouting in Canada	<ul style="list-style-type: none"> Complete an assessment of policies, practices and programs to identify systemic racism, colonial elements, and exclusionary practices Establish an approach to assess our inclusiveness; establish a baseline and build a roadmap to increase inclusiveness 	<ul style="list-style-type: none"> Increased inclusiveness as measured against baseline
Advance genuine engagement and Reconciliation with Indigenous communities	<ul style="list-style-type: none"> Deliver on the Board's commitment to Reconciliation in collaboration with Indigenous communities and advisors 	<ul style="list-style-type: none"> Number of genuine engagements with Indigenous communities and organizations Number of Board's 8 Reconciliation commitments advanced

PILLAR 4: UNLOCK THE VALUE OF OUR ASSETS

Pursue strategies to unlock the value of properties in non-traditional ways.

GOAL	PLANS	SUCCESS MEASURES
Establish new revenue streams to increase sustainability and fund new mission-enabling initiatives	<ul style="list-style-type: none"> Seek partners to enhance properties, services, or asset value Market property specific opportunities and seek creative proposals Enhance asset value through strategic zoning and land use strategies Strengthen relationships with affiliated Foundations and Incorporated bodies 	<ul style="list-style-type: none"> Increased, ongoing net revenue stream