

PACKAGE FOR BOARD OF GOVERNORS' USE -
MARKETING THE NEW VISION & STRATEGIC GUIDANCE

Methodology

1. The intent of this communications package is to allow Board members (and others) to explain the rationale behind the proposed strategic guidance and vision statement.
2. The communications strategy includes making available to a broad SCOUTS CANADA audience, the vision and related strategy for the future, and thus providing members of SCOUTS CANADA with the opportunity to understand new/refined directions and provide comments on a voluntary basis.
3. There are two mechanisms planned to achieve this strategy:
 - An article in the LEADER magazine (copy attached) will introduce the subject and direct interested readers to the National web site for more detail and the opportunity to respond. On the web site, readers will be able to read the consultation paper and respond to a specific questionnaire (attached).
 - Members of the Board of Governors will be provided with a package to use in speaking to local councils, intended to educate and also receive feedback. This package will consist of a POWERPOINT presentation (to be distributed by hand) and a "questions & answers" package (attached), along with a copy of the consultation paper.
4. This package includes four of the five documents identified for use in this communications plan:
 - the article being published in the LEADER magazine in June
 - the updated proposed consultation paper
 - the questionnaire to be included on the web site
 - the Q&A pack

NB: The POWERPOINT presentation will be distributed by hand.

Ian Mack
For the Task Group on Visioning

The Last Word

Charting the Future: A New Vision

by Ian Mack

Where should Scouts Canada direct its future efforts?

This question has occupied Task Group members of Scouts Canada's Board of Governors for some months. The last time this question was addressed methodically at the national level was in the '80s; the effort resulted in girls being welcomed as full members in the 1990s.

The Task Group includes representatives of the national management, program and youth teams. The Group analyzed historical membership statistics since 1985, and the results of the comprehensive Angus-Reid polls, conducted in 1998-99. Internet web sites provided much useful information, as well as a recent book by Reginald Bibby entitled, *Canada's Teens: Today, Yesterday and Tomorrow*. (Years ago Scouting sought Mr. Bibby's advice during the redesign of the Venturer program.)

Growing Clarity

After gathering wide-ranging information, the Task Group identified relevant trends and made forecasts regarding the future of Scouts Canada. Interestingly, the themes that emerged from the analysis were similar to current strategic planning objectives which have been guiding the organization in recent years.

Membership growth in all sections remains critical. However, in the past decade the most dramatic losses in youth membership have been realized in the Beaver and Cub sections. These sections require special attention. As well, Scouting must break into non-traditional communities or risk certain decline as a viable youth development force in Canada.

Sharpening Our Focus

Scouting needs to re-emphasize the section leaders' key role. A full review appears necessary to better address the support and recognition requirements of leaders. Also considered important, is the need to recruit more young adults as section leaders, and to ensure they play a key leadership role in the sections they join.

We need to accelerate our journey considerably in making Scouts Canada more of an entity "of youth for youth." This means greater reliance on our Kims, Keeos and Courts of Honour to guide our energies in program delivery, and on other committed senior section youth members to guide program design and governance effort.

Communications remains an ongoing issue, both in terms of how and what we say to the non-Scouting public, and how we ensure meaningful dialogue between various levels - particularly the group/section and national levels.

Scouting must find new ways to raise funds to keep present programs not only thriving, but growing in relevance to youth members. In a nutshell, Scouts Canada can no longer offer an education program worth thousands of dollars, for minimal annual registration fees.

New Vision Statement

The Task Group proposes the following vision statement to address some of the issues addressed above:

"As a member of the World Organization of the Scouting Movement, Scouts Canada strives to be recognized by all Canadians as a values-based and dynamic national force in youth education that welcomes all persons and ultimately contributes significantly to the local, national and global communities by developing self-assured and principled young adults. Scouts Canada commits to employing exciting programs that engage youth in their own

experiential learning, with support from an increasingly younger and diverse team of high quality volunteer leaders and competent professionals.

Comments Welcome

Scouts Canada recognizes your important investment in Canadian youth. We understand that some of you may wish to contribute to our work by sending the Board of Governors comments on a consultation paper that will be available on the web. Those who are so inclined may get more details and provide comments by logging onto Scouts Canada's web site (www.scouts.ca) between now and the end of September 2002.

Rest assured that the Board of Governors is working closely with the national management, program and youth teams to assure a strong foundation for Canadian Scouting well into the future.

-- Ian Mack is Vice-Chairman (Strategic) of Scouts Canada's Board of Governors.

CONSULTATION PAPER -
RECOMMENDATIONS FROM THE TASK GROUP ON VISIONING *DRAFT – 15 APR 02*

Background

In 1987, SCOUTS CANADA conducted a strategic planning process that attempted to look out to 2007. With the introduction of a modern governance structure in recent years, strategic directions were developed, but without an overarching visioning process. In late 2000, the Chairman of the Board of Governors tasked the Vice-Chair Strategic to develop and implement a strategic planning process.

The Task Group assigned this work includes Ian Mack (Vice-Chair Strategic), Laurie Dye (from the Board), Mike Scott (from Program), Phil Newsome (from Management) and James Danell (for Youth). In June 2001, the Board approved a process, to be repeated at least every 15 years, which identifies critical issues into the future, reviews the mission statement for continuing relevance, selects a desired scenario into the future, and delivers a vision and strategic guidance.

The Board of Governors has completed this process, and agreed with the Task Group recommendation for consultation with members of SCOUTS CANADA. This document identifies the current status of recommendations to the Board of Governor's with respect to mission, vision and strategic guidance, as a basis for consultation and feedback.

Mission Statement

The Task Group noted that the current mission statement, as adopted in 2001 from the World Organization of Scouting Movement, is very similar to the previous mission statement that was exhaustively reviewed as part of a comprehensive Angus-Reid study in 1998-99 and assessed as relevant. The Task Group further concluded it as relevant for the foreseeable future, and has recommended its retention as presently enunciated:

“The Mission of Scouting is to contribute to the education of young people, through a value based 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.”

Vision

The Task Group considered a broad range of elements of a vision statement, as well as current and emerging trends and issues. Input was also received from the Board of Governors. After careful consideration, it was concluded that the principles of WOSM were substantially appropriate to SCOUTS CANADA, but a particular vision and set of methods and practices appropriate to Canada were required. The following vision statement and accompanying amplification have been enunciated:

“As a member of the World Organization of Scouting Movement, SCOUTS CANADA strives to be recognized by all Canadians as a values-based and dynamic national force in youth education that welcomes all persons and ultimately contributes significantly to the local, national and global communities by developing self-assured and principled young adults. SCOUTS CANADA commits to employing exciting programs that engage youth in their own experiential learning, with support from an

increasingly younger and diverse team of high quality volunteer leaders and competent professionals.

In a nutshell, SCOUTS CANADA strives to be value-based, recognized, dynamic, inclusive, exciting, attuned to youth and young adult guidance, and organizationally accountable.

Principles:

- duty to God -- the responsibility to adhere to spiritual principles, and thus to the religion that expresses them, and to accept the duties therefrom
- duty to others -- the responsibility to one's local, national and global community members to promote peace, understanding and cooperation, through participation in the development of society, respect for the dignity of one's fellow-beings, and protection of the integrity of the natural world
- duty to self -- the responsibility for the development of oneself to one's full potential physically, intellectually, spiritually and socially

Practices and Methods

- commitment to the values in a promise and law
- learning by doing
- membership in small groups
- progressive and stimulating contemporary programs
- use of the outdoor environment as a key learning resource
- relevant through youth and young adult engagement
- led by volunteers and supported by salaried professional staff employing a strong accountability framework "

Issues and Strategic Guidance

Research and discussion identified five areas of concern, at this point and for the future, which translate into nine guidelines for use by the organization in refining the existing strategic plan.

Membership. Both the total number of youth members and the participation rate (the number of youth in Scouting as a proportion of the Canadian youth population to draw from) have continued to decline for decades. If the current downward trend continues, Scouting could drop within five years below the critical mass needed to recover and remain viable. In the past 15 years, the most significant reductions are in the junior sections (Beavers and Cubs). Given the "knock-on" effects on participation in the senior sections, improvements in recruiting into the junior sections are essential to the survival of SCOUTS CANADA.

The 1997-98 Angus-Reid study indicated very clearly that, while Scouting had an excellent youth development product, it was largely only reaching male youth of white middle class families from smaller cities, towns and rural communities. As well, the make-up of the adult volunteer team was largely unrepresentative of Canadian society. Given the projections for the future in terms of population density, cultural mosaic and socio-economic profile, SCOUTS CANADA will be

less and less able to perform its mission unless it moves well beyond its traditional composition. This will only be possible by creating many new groups in these heretofore non-Scouting communities.

Proposed Strategic Guidance:

- Take significant action on an urgent basis to maintain the current level of youth membership participation rate at 2.9%, with particular emphasis on participation at the Beaver and Cub section levels, and on new program offerings.
- Significantly enhance efforts to represent the evolving cultural, socio-economic and increasingly urban mosaic in Canadian society, in all organizational elements of SCOUTS CANADA.

Note: "Participation rate" reflects the number of youth in Scouting as a percentage of the available youth of Scout section age in Canada, as per census data. This means that, as the population of Canadian youth increases (as is expected), the number of youth members in Scouting would increase as well.

Leadership. Of critical importance to mission achievement is the relationship between youth and the leaders who work directly with them. However, the Task Group concluded that this pivotal role is not as well reflected throughout the organization as it should be. Also of concern is retention of our leaders, with an average tenure of between 18 and 24 months at the present time. Furthermore, the youth development skills acquired by volunteer leaders are only recognized internal to our organization, but the skills are transferable and should be so appreciated externally.

The Task Group received input from a number of sources calling for greater proportional involvement of young adults as section leaders. It is noteworthy that some European Scout movements require all leaders working directly with youth to be under the age of 30, whereas the average age of Canadian Volunteers working directly with youth in 1998-99 was 41. Also of interest is the fact that, in the latter part of the last decade, the Canadian cohort of volunteers in the 18-25 year old age group actually increased, while the overall Canadian volunteer participation rate dropped. These factors suggest that greater efforts should be expended to encourage young adults to become section leaders.

Proposed Strategic Guidance:

- Better reflect in practices and procedures relating to retention, recognition, rewards, support, training and influence in governance, that leaders working directly with youth are the most important volunteers in the organization.
- Pursue formal recognition of the training and experience of leaders working directly with youth, by bodies external to SCOUTS CANADA that award qualifications in childhood and adolescent development.
- As part of our leader recruiting efforts, better encourage and support Scouting youth and young adults to assume section leadership roles, with special emphasis on young adult recruitment for, and Scouting youth transition into, section leader positions.

"Of Youth for Youth". The Task Group received strong representation from some quarters to improve the engagement of youth in all aspects of program design and delivery, and overall SCOUTS CANADA governance and management. The Task Group concluded that, from Keo to Kim to Courts of Honour, to the many committees at national and intermediary levels, important program enhancements were possible with greater focus on the full engagement of youth. In a nutshell, we have started the process of youth participation; we now must institutionalize it.

Proposed Strategic Guidance:

- Optimize Scouting youth engagement in governance, in management and in program design and delivery at all section levels.

Communications. Despite the improvement apparent in external communications, the Task Group felt that this area demanded additional attention.

Internal communication appears to be hindered significantly by structure in the volunteer team, such that key messages can take 12-18 months to reach section levels. Modern technology and improving membership databases will enable the national level to communicate directly with the Group and individual leader level. This model should become the norm.

The Task Group noted the important "soft skills" that Scouting develops in youth, which are recognized as important program benefits to parents and guardians in the earlier sections, and recognized for their value by the youth themselves in the more senior sections. In a similar vein, volunteers develop management skills that are of direct value to their personal and career lives. These skills should be better emphasized in our efforts to attract and retain youth members and volunteers.

Proposed Strategic Guidance:

- Accelerate efforts to implement an internal communications strategy based on an uninhibited flow of information between Groups/leaders and supporting organizational tiers, as enabled by effective technological solutions.
- In public awareness campaigns, better emphasize the provision of essential skills for life for youth members, and transferable management skills for adult volunteers.

Finances. The Task Group recognized the critical importance of financial stability to the success of the organization, the inability to continue relying largely on low membership fees to provide that stability, and the changing demands of alternative revenue contributors. It was clear that only a carefully devised strategic approach would be successful in delivering the dollars needed to enable greater, and/or professional, support to the various elements of the strategic plan.

Proposed Strategic Guidance:

- Accelerate the shift away from reliance on membership fees and local fund-raisers for finances, to embrace a strategy based on alternative revenue streams coordinated at the national level.

Feedback

The Task Group feels strongly that all members of SCOUTS CANADA should be provided the opportunity to provide comments if they wish to. A questionnaire is available on the national web site for those who would like to provide feedback on the substance of this consultation paper before 1 October 2002.

6. Do you consider that the three strategic guidance statements relating to leadership are appropriate to move SCOUTS CANADA closer to achieving the vision statement? Have you additional thoughts you would like to pass on regarding ways to improve leadership at the section level?

Yes

No (if no, please explain why)

7. Do you consider that the strategic guidance statement relating to enhanced youth engagement is appropriate to move SCOUTS CANADA closer to achieving the vision statement? Have you additional thoughts you would like to pass on regarding ways to improve youth and young adult engagement?

Yes

No (if no, please explain why)

8. Do you consider that the two strategic guidance statements relating to communications are appropriate to move SCOUTS CANADA closer to achieving the vision statement? Have you additional thoughts you would like to pass on regarding ways to improve internal or external communications?

Yes

No (if no, please explain why)

9. Do you consider that the strategic guidance statement relating to finances is appropriate to move SCOUTS CANADA closer to achieving the vision statement? Have you additional thoughts you would like to pass on regarding ways to improve the financial status of SCOUTS CANADA?

Yes

No (if no, please explain why)

10. If you believe that there are other significant emerging trends or issues that are not addressed in the consultation paper, but could be critical to the future of Scouting in Canada, you may wish to expand on these below.

11. Do you have any other comments you would like to make of a miscellaneous nature?

Thank you for taking the time to complete this questionnaire. We are unable to provide personalized replies to your submission, but rest assured that all will be reviewed and considered in finalizing the visioning work.

VISIONING QUESTION & ANSWER PACKAGE

There has been so much change in recent years in Scouting. Why do we need more?

There has indeed been a lot of change in recent years. Much of it has been essential to remain current with Canadian societal norms and expectations, as reflected by insurance company compliance requirements, and direct feedback from parents and guardians. But we also are losing youth members in Scouting. Should this trend continue, it could threaten the viability of the movement. We must identify what needs extra attention to secure a strong future. And regrettably, that means continuing change.

The National level management team has been acting unilaterally in recent years. Why are you asking for our opinions if the Board has already developed its thoughts?

It is true that a number of policies have been implemented recently that have not been popular, or with unanimous support across the country. Most of these have been in relation to matters of "due diligence" and prudence, issues of mandatory compliance with the norms in Canadian society today. However, the vision is different, as it involves the entire team in determining where we go and how we need to move forward together. The Board of Governors is mindful that the real Scouting work is done well away from the National office, primarily at the Group level across Canada. Therefore, your thoughts and support are important.

Why is this being done at all? We know what we have to do already, educate and develop young people. Isn't this work of little value, having no relevance to me in my local work?

There is little doubt that there continues to be much excellent work happening across Canada. As we have seen from polling data, those members of the movement are very satisfied with their Scouting experiences. However, there is another reality, and that is related to the growing requirements for care and caution in who and how we work with youth. As well, the number of youth members is dropping very quickly, such that the fees for those who are members is becoming much more expensive than any of us would like to see. Without a growing membership, we will see this situation get worse, until we hit a critical mass whereby the costs for insurance and nation-wide support will become prohibitively expensive. If the organization cannot honour its national charter, the ability for SCOUTS CANADA to continue at all could be in jeopardy. It is for this reason that the Board of Governors has looked at these issues, to ensure that locally Scouting volunteers can continue with their important youth development work well into the future.

Why have you concluded that the mission statement will remain relevant into the future? If it is relevant to today's youth, then we should be attracting a lot more of them.

In looking at this matter, the question asked was whether there would continue to be a need for an organization like Scouting to be in the informal education or youth development business, to assist in their self-fulfillment and thus enabling them to contribute to society once becoming adults. It was observed that the explosion in knowledge now apparent likely will continue to tax schools; this will preclude the delivery of a more fulsome education in all domains within the school system. Also obvious are the continuing trends towards non-traditional family models, where value development can be more challenging. Based on these trends and others, it was concluded that there would remain a need for organizations like SCOUTS CANADA to work in this area. Hence, there is now, and will likely remain, a role here. No other organization tries to focus on youth development holistically, as we do, and there are no emerging not-for-profits in the same broad area.

The question raised is a good one, though. If the mission is appropriate, why are our numbers dropping? The 98/99 Angus Reid poll concluded that our product was excellent, but the awareness levels among Canadians were very low. Therefore, we need to ensure that we market our program offerings better. Clearly, youth and their guardians cannot speak to our relevance unless they know what Scouting is about. Hence, there has been much more attention paid in recent years to an effective and professional national marketing program.

What is the basis for suggesting that more focus is needed on recruiting at the Beaver and Cub levels? The numbers of members are much greater in these two sections than the older sections. What measures are being considered to address these requirements -- will this just become more pressure on Beaver and Cub leaders to recruit more youth, when we are already too busy?

Indeed, the numbers are much greater for these sections than for the older youth sections. However, in the '90s, the reductions in the number of youth in these two sections have been most dramatic. For Beavers, the drop was 44% -- as compared to 12% in the 80s. For Cubs, it was a 38% reduction. These compare to about 25% in the more senior sections. Also important is the "knock-on" effect in the older sections, as less Beavers means less to move up to Cubs, and less to draw from for Scouts, and so on. Therefore, it was concluded that special efforts are needed to address these sections.

The techniques that we might use to improve Beaver and Cub recruitment are not yet identified. However, to make any real changes, it is understood in the companion guidance statement that we need to be adding entire new groups in cities and communities where we largely are absent today. Therefore, while the efforts of Groups to retain youth members or improve their outreach to new families will continue to be important; however, this strategic guidance is targeted at new initiatives.

In terms of the Scout and Venturer sections, we have not forgotten them. The proposed enhanced focus on employing more young adults in program design and delivery is intended to bolster these sections to be more attractive to adolescents.

How do you intend to establish new groups in inner city neighbourhoods and in cultural communities where we are now absent? We do not have the funds we need now to do what is needed, without large hikes in fees -- where are we going to get the money and people to tackle this requirement?

Management has not yet turned their attention to this as a national program, so it is premature to say. Nevertheless, the intent is to mount a concerted campaign at local levels, using models that have been successful in some parts of Canada. There are also other models, such as the one used successfully by the Boy Scouts of America, a movement that grew by 15% last year. And new funding sources are expected to be accessible for focused outcomes such as the establishment of new groups in specific neighbourhoods and communities. It is, without a doubt, a significant challenge, and we do not have all the answers yet, but we have many "best practices" to build upon.

Again, we see good words about the critical nature of section leaders to program delivery. Yet, the administrative load on the Group and section level continues to rise. We have to deal with much higher fees and explain that to parents, find sources of funds for those who have three children and can no longer afford it. What are you really going to be able to do?

Candidly speaking, we do not know. But we do know that we need to find solutions to the problems of those at the local level, or they will give up on us -- or program delivery will suffer and the youth will leave. The intent is to mount a focused activity to listen to leaders, to invite their suggestions for change and assistance, and to develop a special initiative intended to attack this issue. As well, we believe that the "voice" of section leaders and group level members needs to be heard at the highest levels, directly. This could mean some sort of modified governance structure nationally. We have a youth forum now that meets every couple of years, why not a periodic section leaders' forum at the national level? Again, the details are ahead, but with your assistance we will make progress.

Have you done any work yet on accreditation of our training with community colleges or universities? Are we going to have to do even more training than we do today just to get some sort of qualification certificate?

No work had been done on this yet. We are well aware of the difficulty in getting time off, and more time away from families, to do training. The intent is merely to determine what credits our focused and evolving Scout training programs might offer. Then, for those who want it, they could pursue additional courses of study, should they want to obtain formal qualification. However, to emphasize, this is an idea at this point, no more. We may find that the training achieves minimal recognition outside SSCOUTS

CANADA when we pursue this matter -- but even that message will be an important one for us to consider in reviewing our Scout leader training curricula.

How are we supposed to attract more young adults into leadership positions? Most are busy with school or getting established in their chosen career fields. They do not have time for the "many hours a week" required in Scouting. Besides, most of our leaders come from families with children, and couples are having children at an age much older than we did. This seems to be very unrealistic.

Much of what you say is true. We are under no illusions that this is not an easy nut to crack. However, all people have some spare time available, no matter how young and busy -- if they do not make time when young, they never will. Our job is to find them and engage them in whatever way they can participate. Their feedback from inter-action with the youth and their ability to provide inspiring role models is important. Some have suggested that we be revolutionary, by enticing all Rovers into the section leadership business. Others have suggested that young adults should be in charge of sections, with the older volunteers there to support them. Keep in mind that it is seen to be so important in some European nations, that section leaders of adolescents must be younger than 30 -- and those nations do not have such dramatically declining membership statistics. Clearly, it is not a panacea, but an area where we need to try harder.

All the talk about listening to youth as to what they want to do is fine, but they really have no idea what makes sense. They do not have the experience to make good judgments here, or the responsibility. We do. So, how do you expect to change that?

There will be sections where this does not work well, undoubtedly. As well, there are many sections where these concepts work exceptionally well today, and their numbers of youth participants are growing. Either way, we must continue to mentor the youth with potential to grow in their ability to guide their own development. One thing most youth do know: what they like and what they do not. We must ensure that we are listening and trying to respond, or else the member retention issues will remain.

In terms of internal communications, are you suggesting that the Chairman of the Board is going to be sending emails directly to the volunteers in the Groups, and not communicating through the intermediary councils? And that the Chairman wants 40,000 volunteers to start to respond directly to him or her? This does not seem very efficient, and could cause some real problems. The intermediary councils understand the regional issues and are able to translate communiqués into the right messages for the local audience. This seems to be of questionable utility.

In recent years, we have all seen an explosion in the INTERNET's capabilities and the capability to communicate quickly and widely. We also have all observed how a decision made at the national level often takes six months or more to filter down to the working level. There can be many reasons for this, including the passage of information down a

long chain with many levels of volunteers, who only meet periodically. This is inefficient, and to be blunt, prevents SCOUTS CANADA from making changes at the pace needed to be effective today.

The intention is not to create a dialogue between any one person at the national level and 40,000 others. It is to use the tools available to communicate directly with those in the organization who are accountable for delivering on the subject in question. Everyone need not know everything; the intent is to use communications effectively. To receive input and feedback, there are many web-based techniques to achieve the right level of dialogue without overwhelming anyone. And yes, there will be times when the CEO needs to communicate directly with the grass roots, informing the intermediary level personnel with related responsibilities perhaps at the same time. Indeed, there will be occasions when misunderstandings will occur, and local issues will not be as well addressed as they might have. But we have all played the whisper game with our youth and seen how distorted the message becomes. Most have studied the challenges of the 7-step communication model between two people. Hence, communicating through a long chain does not assure better communications either. There are no simple answers to this, we know, but we must improve in this area to keep up with the changes that will continue to flow.

Local fund-raisers are how we survive, especially with the higher fees being levied by National and the increasing costs of Scouting activities. We cannot put these increasing bills on the backs of parents who cannot afford it. And popcorn may sell well in some parts of the country, but not everywhere. We know what works at the local levels, and we will continue to do what we must.

Without a doubt, funding requirements are outstripping the available sources of dollars. The concern is that local fund-raising efforts pull attention away from program delivery and recruiting efforts in the neighbourhoods of Scout groups. The intent is to try to focus on the necessary research and management of fund-raisers at the national level, to minimize the work needed elsewhere. Popcorn is one example, where much of the negotiation and logistics is managed at the national level. For some reason, only about 30% of groups participated this past year, yet those that did made significant dollars for an appropriate amount of effort. Again, we are talking about accountability and responsibility being placed where it has been assigned, along with effective two-way communications to respond to issues that arise.

Why do we need a vision statement, and what is behind this one?

Vision statements are employed in most large organizations today, as are mission statements. They basically are meant to communicate to everyone (those in a large and distributed organization like SCOUTS CANADA, and those people outside who have interests in Scouting) where we are trying to go, so that all of us can work as a team in the identified direction. They are linked to an action plan that explains how we hope to achieve the vision.

It is for this reason that the Board of Governors commissioned the Task Group to do this work. At this time, we seem to have many major issues confronting the health of the movement, so we have decided that we need to be sure that all of the methods available to us for improvement are being employed. Hence, we have launched this work, which when completed will be a road map to an enhanced future, hopefully.

How will all this affect the intermediary councils and the working level, in the Groups, as it is implemented?

It is too early to say. All change and improvement comes at a price, which for our volunteers is the investment of their time. But new requirements that are passed to local levels as the accountable agents, will only appear where there is a legitimate belief that they will, in time, improve the health of Scouting in Canada -- something which our volunteers already are committed to by their very involvement.

What is the time frame for implementation?

Assuming that the Board completes its work this calendar year, it is anticipated that management will develop action plans and incorporate them into the national business plan in 2003. Therefore, one could expect to see fallout next year, in the summer or after, depending on priorities and asset availability (both people and dollars).

How can we help?

You already have, by being here. Any additional feedback you might have can be passed to the national web site. Otherwise, you have heard the broad thrusts of where we think we need to go. Anything you can do to start to move in those directions -- or move faster than you already are moving -- would be an appropriate response strategy.