

Scouts.ca

Jay Hoffman



Townhall Agenda

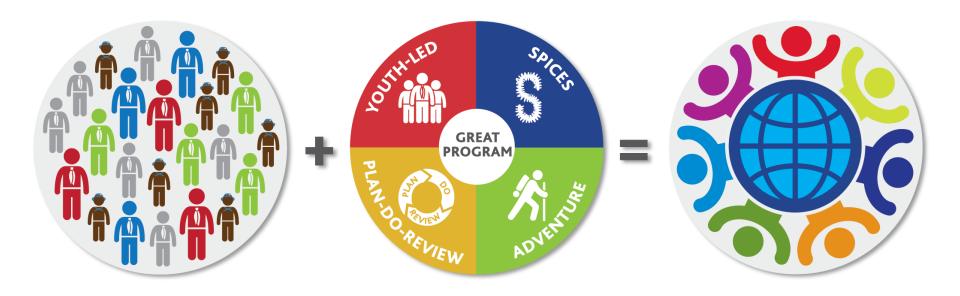
- Our Mission "the WHY!" Youth Development
- The "Big Picture" & Changing Landscapes
- The Case for Change in Scouting (in Canada)
- Focus & Segmentation
 - Scouting Relationship Support Model
 - Key 3 Model Shared Leadership
 - Group Commissioner Training
 - Canadian Path Navigator
 - Scouter Development (Competency Framework)
 - Summer Programming



Together - we can make a major impact!

MISSION: To help develop well-rounded youth, better prepared for success in the world.

VISION: Youth making meaningful contributions to creating a better world.



Lots of Members

Engaged Youth, Volunteers & Parents

Great Program

Well-Rounded Youth Development

Better World

Success in the Community, Society...Canada

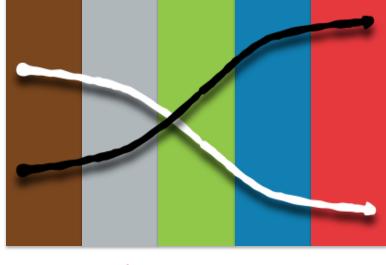




Scouts non-formal education model and Canadian Path are designed for Well-Rounded Youth Development



- 1. Law and Promise
- 2. Learning by doing
- 3. Team (Patrol) system
- 4. Symbolic framework
- 5. Personal progression
- **Nature**
- 7. Adult Support



Youth leadership

Scouter Support



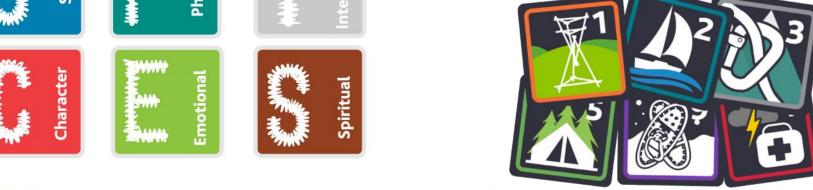






Cubs

Scouts Venturers Rovers





Scouts Canada: Canadian Path Outcomes (SPICES)













- Interpersonal & Socialization skills
- Leadership skills
- Physical fitness
- Health & safety mindset
- Problem solving skills
- Success at school
- Honesty and trustworthy
- Treat others with fairness
- Self-confidence
- Empathy & Resilience
- Philanthropy / Volunteerism
- Appreciation of nature & Environ't



Key Metrics: Content Use, Parent Satisfaction

- (Core) Six Program Areas
- (Supporting) Outdoor Adventure, Personal Achievement, STEM, etc...

INSTRUCTIONAL CONTENT

Key Metric: Content Use

- Award/Badge programs
 - OAS
 - Top Section
 - Personal Achievement
- Trail Cards
- Program Tools
- Program Partnerships

THE SCOUT METHOD

Key Metric: Program Maturity

- Patrol (Team) System
- Youth involvement in Section leadership
- Personal goal setting
- Parent engagement
- Planning
- Post-adventure review
- Unique adventures
- Program Area balance

VOLUNTEER SUPPORT

Key Metric: Volunteer Engagement

- Scouter Development
- Group Health

- Local & Virtual Support
- Scouter Tools

OUTCOMES: SPICES

Key Metrics:

- Observation of PYD
- Youth Tenure/Retention

- Interpersonal skills
- Socialization skills
- Leadership skills
- Physical fitness
- Health & safety mindset
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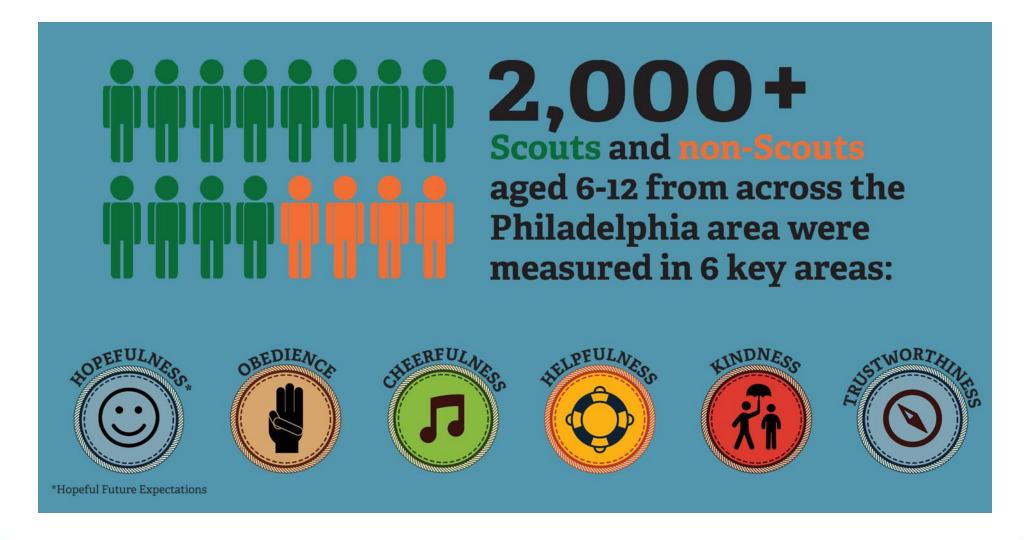








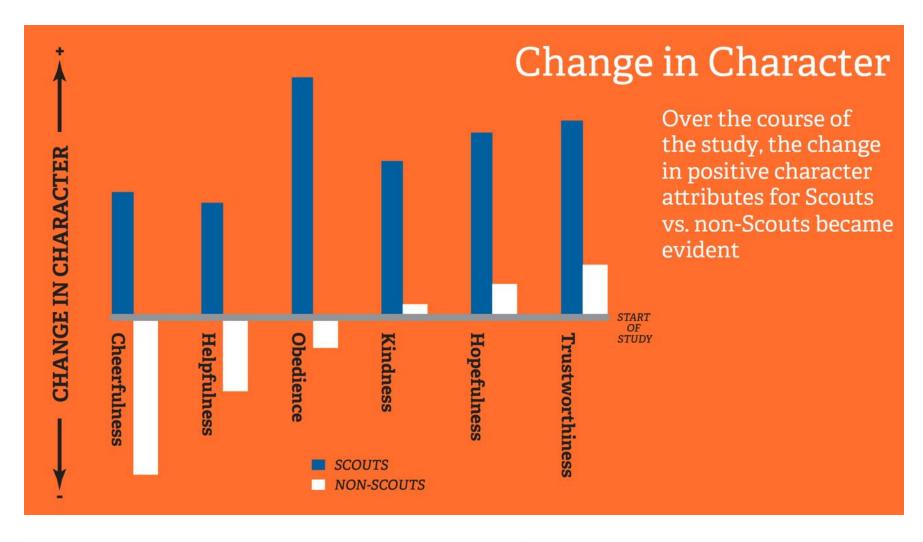
BSA partnered with Tufts University to conduct a study to prove the positive youth development outcomes







Over 3 years, the difference between Scouts & non-Scouts₁₄ widened in all positive character attributes





Meeting attendance, tenure and engagement were found to be critical behaviors that delivered the improvements



 Higher, and regular, attendance increases and sustains positive developmental attributes

PROGRAM QUALITY



 Continuance in the program – i.e. increasing tenure in Scouting supports higher academic progress

LINKING & PROGRESSION



 Highly engaged youth who are registered in highly engaged packs report higher character attributes

PROGRAM DIVERSITY SCOUTER COMPETENCY



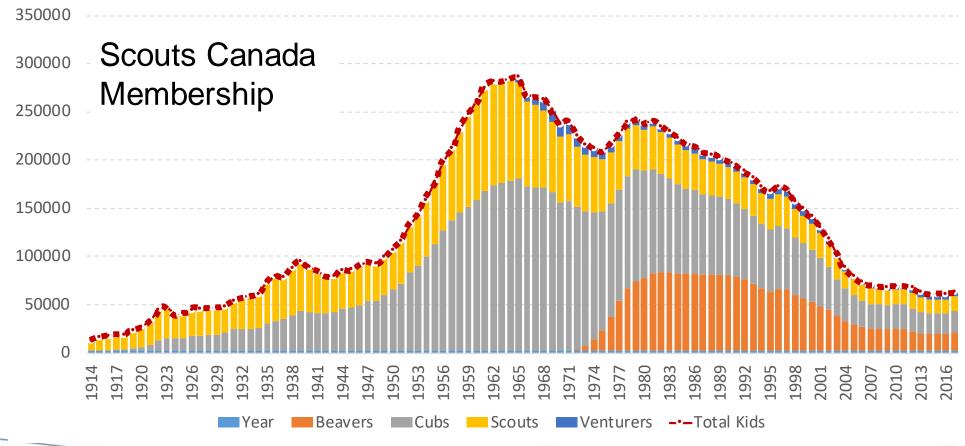
The World has changed but...

We have huge potential if we adapt



What keeps me up at night?[Relatively speaking!]

- Is Scouting's decline a "local" phenomenon or more societal?
- Regardless, what can we learn and do differently?
- What does it tell us about future trends, headwinds & tailwinds?









Perceptions of Scouting

Outdoors, Camping, Badges, Old-Fashioned, Religious, Militaristic, Non-diverse, Boys-only, Extinct?

















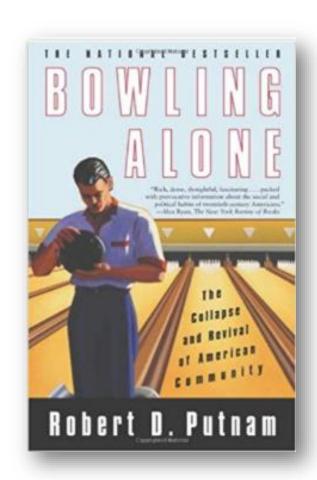


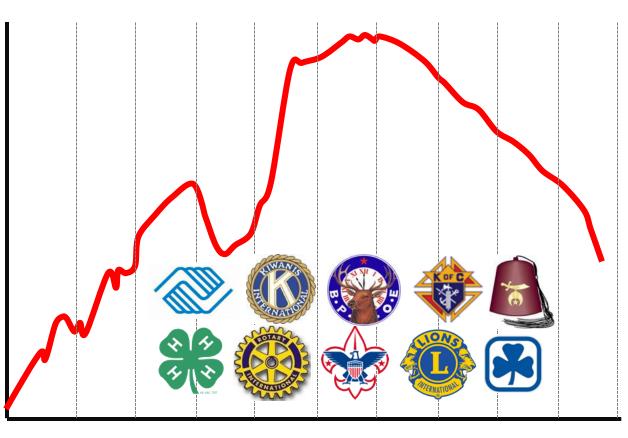


A broader decline in civic engagement ...

.... declining participation in community programs

The collapse of community & social capital in North America...what happens next.....?





1900 1910 1920 1930 1940 1950 1960 1970 1980 1990 2000

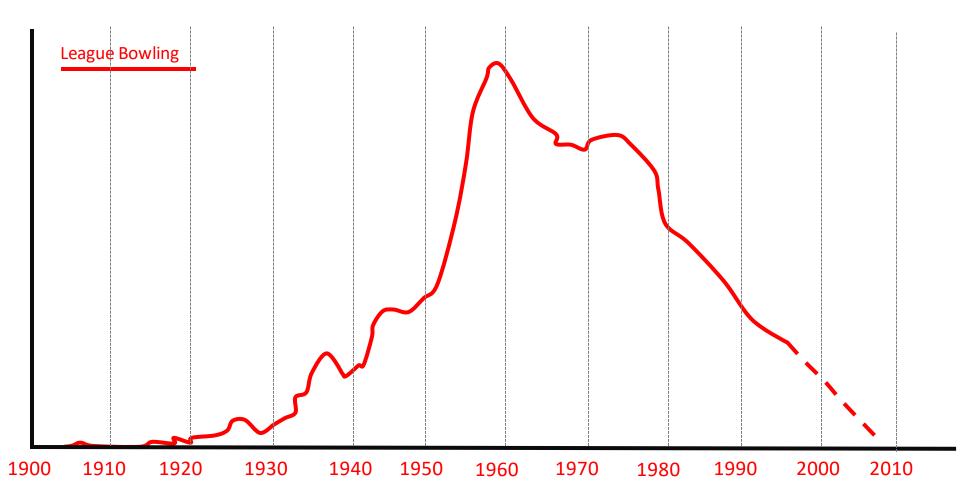
Membership Rate in 32 US Chapter-based Associations

(Robert Putnam, Bowling Alone: The Collapse and Revival of American Community, 2000)

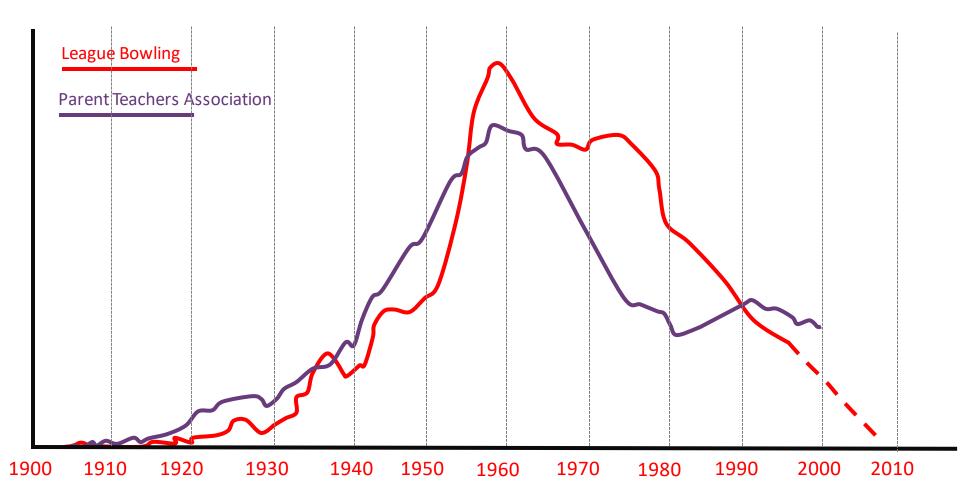




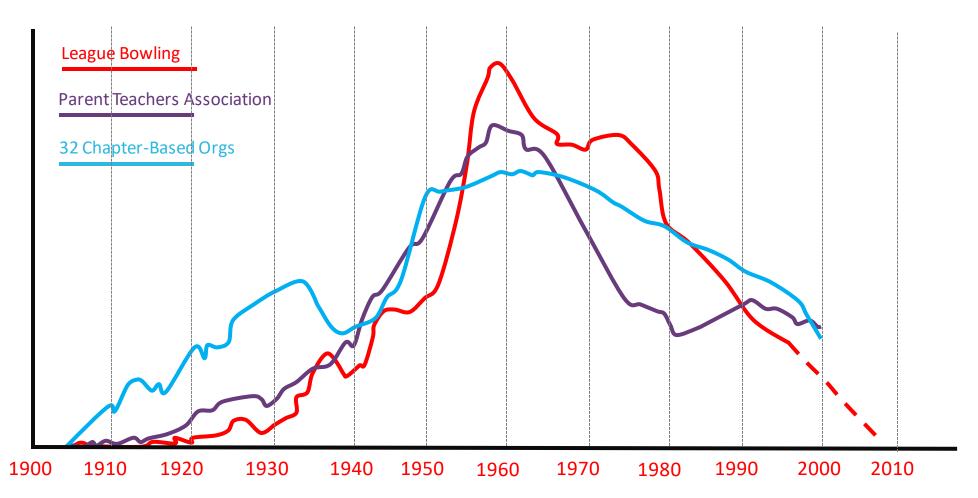




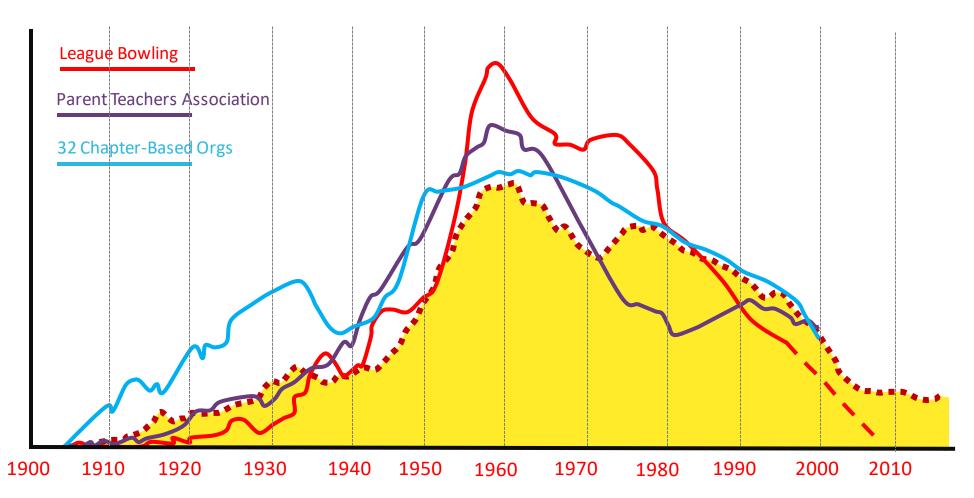




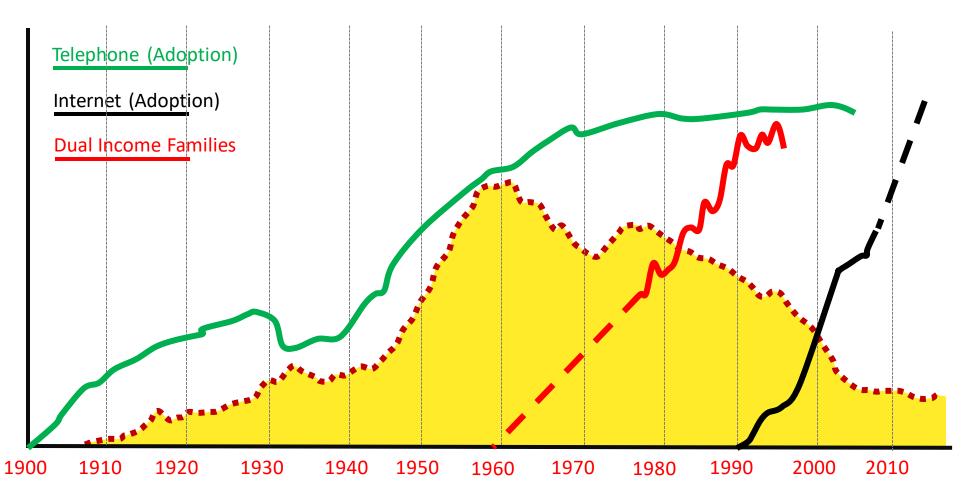






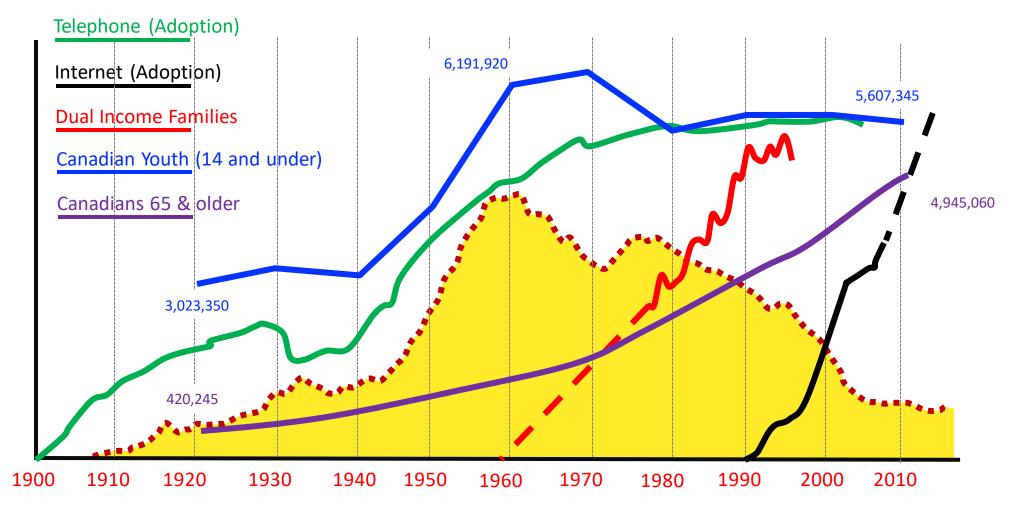






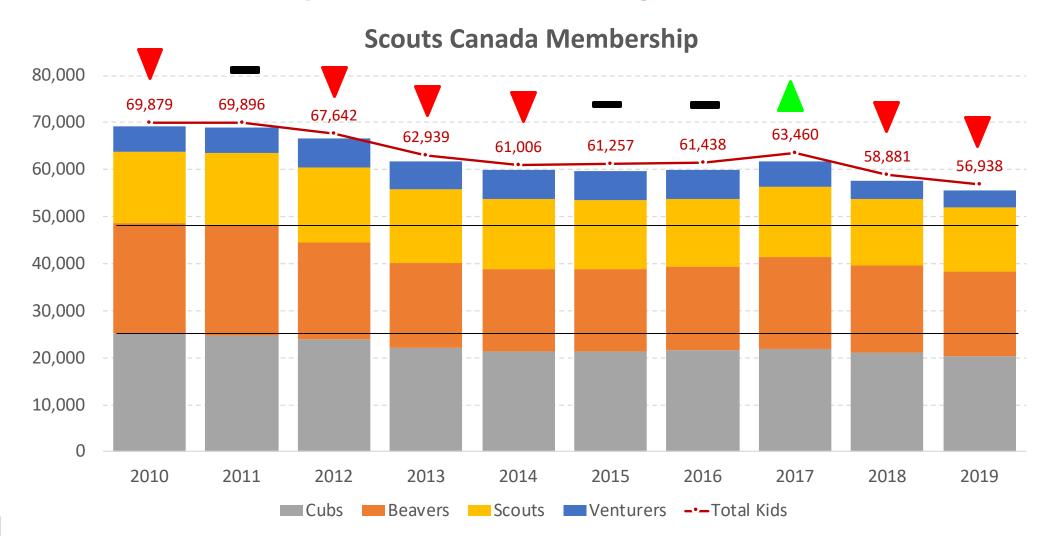


US, Global & Society scale trends leading to the collapse of community & social capital

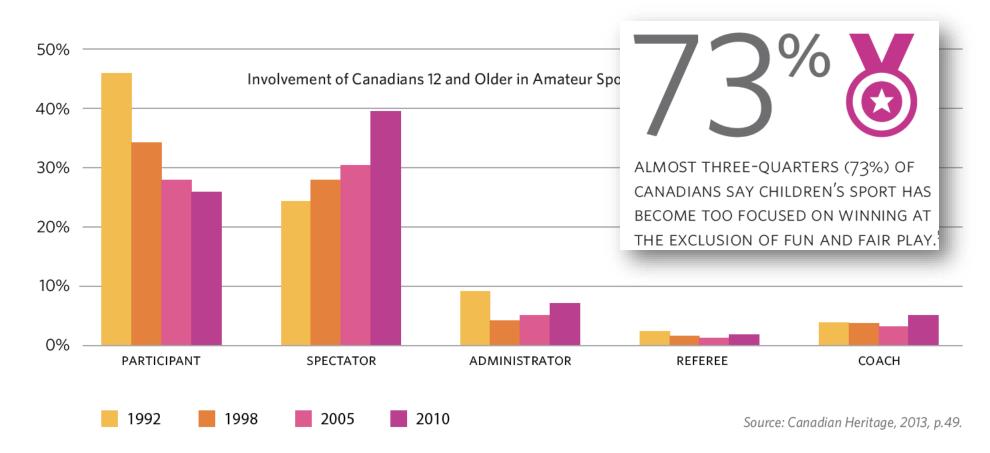




Arrested the 50 years of decline with 10 years of flat membership – but ... stalled growth







- Lack of enjoyment
- Lack of time and interest
- Widening gender gap
- Cost, Fun, Inclusion...



VitalSigns®
Community foundations taking the pulse of Canadian communities.

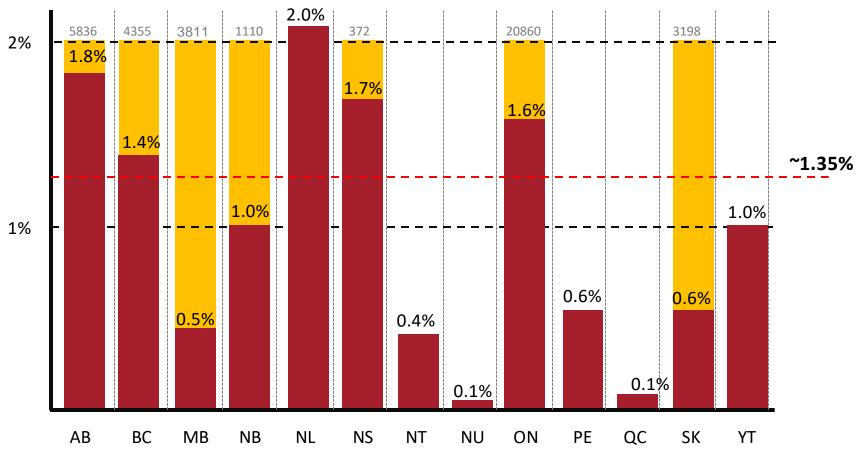


IN PARTNERSHIP WITH



Focus 1: Increase Market Share – Grow Capacity

An increase in market share to just 2% ~ 100,000 youth



Colony, Pack & Troop Membership / Target Age Population [Market Share]

Data from MBA study – TAP calculated using population 0 – 14 years (not 5 – 13) – thus, numbers maybe slightly 'light'. Average from this data set = 1.35% of TAP as calculated.

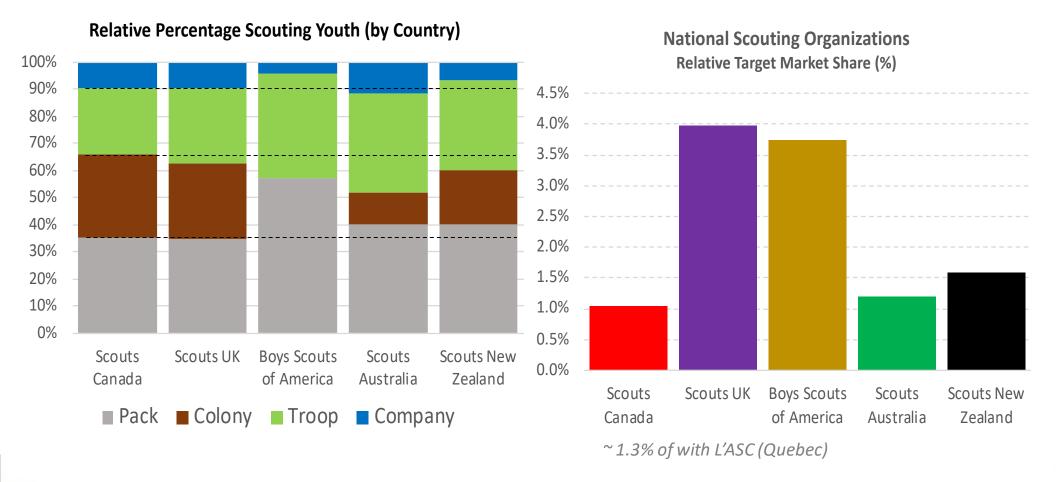








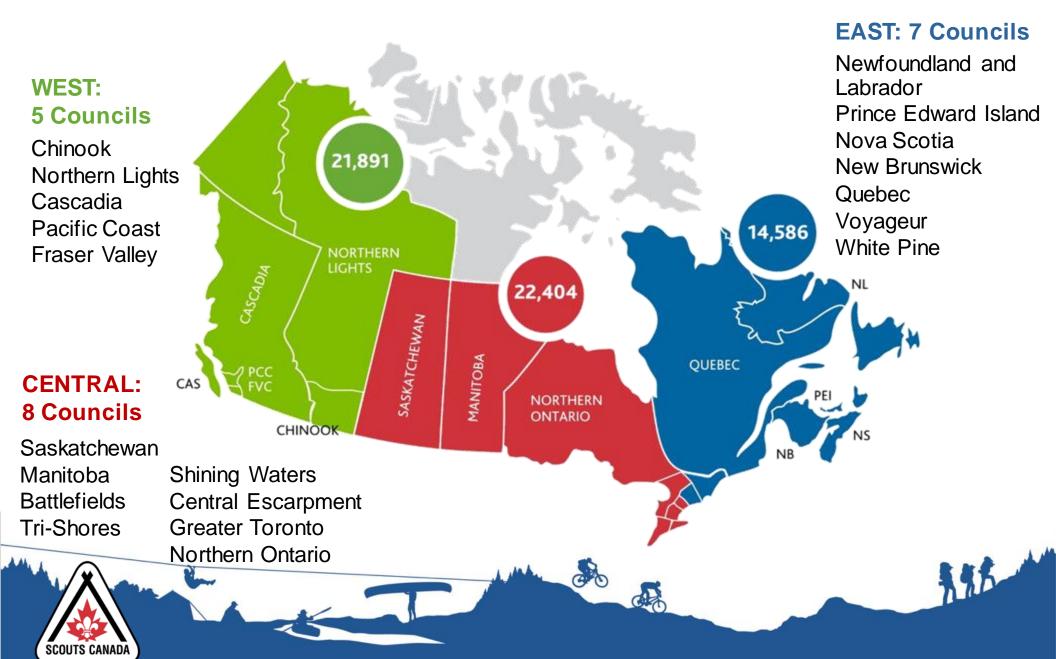
<u>Focus 1:</u> Increase Market Share – Grow Capacity Relative to other comparable National Scouting Organizations (NSOs) we have the lowest market share







Strengthened Scouting Relationships to Support Great, Safe Scouting Adventures

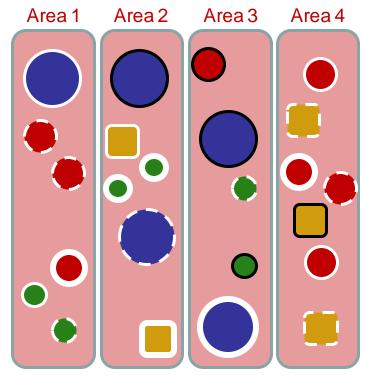


Current Area / Geographic model does not connect groups with common problems

A typical Collection of Groups (Area)

- Large Groups (>150 youth)
 e.g.: 3 colonies (75 kids) + 3 packs (72) + 1
 troop (45) and 1 Company (16)
 - Medium Groups (>50 youth)
 e.g.: 1 colony (24) + 1 packs (24) + 1 troop (12)
 - Small Groups (<30 youth)</p>
 e.g.: 1 colonies (<10 kids) + 1 packs (<10)</p>
 - Church Sponsored Groups
 - Groups with buildings
 - Rural Groups
 - Metropolitan Groups

Legacy State (ASM)



Not customer (GC) focused Often lack common challenges / solutions ASMs not assigned based on subject expertise & lack the opportunity for development of core skills / expertise





An updated approach to Scouter Relationship Management – GC support focused

"Network" concept – fluid & flexible

- Large Groups
 - Medium Groups
 - Small Groups
- Church Groups

- Groups with buildings
- Rural Groups
- MetropolitanGroups
- "Customer" GC Support focused
- Based on needs / challenges of groups
- Networks based on common solutions / gaps
- Creates opportunity for partnering
- Grows capacity (teach to fish)
- SRMs can be assigned for skill / strength development or current





Providing Group Support

The role of the AC / SRM / Support Team

Helping GCs be the Best in their Role Helping Sections & Groups Grow

Helping Every Scouter be Ready to Serve Helping Every Section be on the Canadian Path

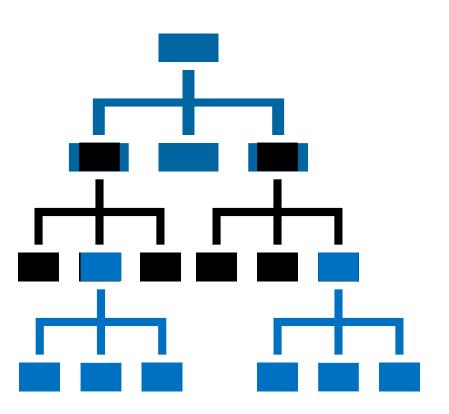
- Use health checks to gauge required support and needs.
- 2. Support GCs to ensure all sections have a **safe**, **quality program**.
- 3. Support GCs to ensure all Scouters become **ready to serve** through screening, orientation & development.
- 4. Engage GCs to ensure they build capacity to enable youth to join.



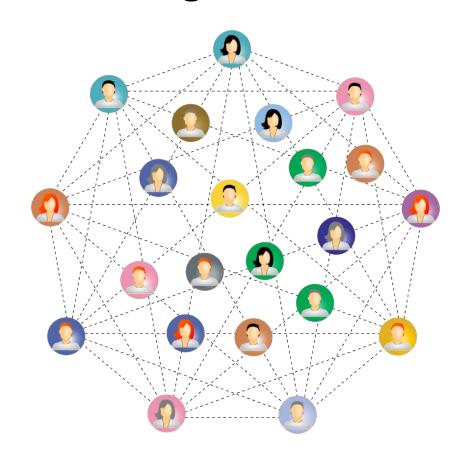


An networked approach to Group support

From: Hierarchy



To: Integrated Network









Group Health / Engagement - "old" example



Group Health Check

The Group Health Check is designed to help Area Commissioners assess the health of their various Group The Health Check should be based on the outcomes of the Area Commissioner's visits to each Group and should be completed at least 3 times annually. The purpose of the health check is to facilitate the development of support action plans for each Group in the Area.

Group		Date			
		Green Yellow		Red	
Youth Membership & Participation	Group	•	•	•	
Youth membership in the Group has grown this year	%	O 5% +	O 0-5%	O < 0%	
Youth retention rate (% of youth who returned this year)	%	O 70% +	O 62-70%	O < 62%	
Average youth attendance at regular section activities	%	O 90% +	O 80-90%	O < 80%	
		Green	Yellow	Red	
Program	Group	•	•	•	
Sections have 1, 3, and 12 month program plans that meet all program standards		O All	O Some	O None	
Youth in each section are engaged in program planning and leadership (e.g. Sixers Councils, Courts of Honour, Kim/Keeo) in an age appropriate way.		O All	O Some	O None	
Sections are working to earn the Scouts Canada Quality Section Award		O All	O Some	O None	
Sections communicate monthly with parents		O All	O Some	O None	
		Green	Yellow	Red	
Leadership	Group	•	•	•	
All sections meet youth-leader ratio and 2-deep requirements at every activity		O All		O < 1009	
100% of volunteers are trained for their role	%	O 100%	O 75-100%	O < 75%	
Group Commissioner has completed visits to each section		O All	O >50%	O <50%	
Each new volunteer has received an orientation and New Scouter Welcome Kit		O All	O >50%	O <50%	
Volunteer retention rate (% of volunteers who returned this year)	%	O 70% +	O 62-70%	O < 629	
Section and Group volunteers are engaged and enthusiastic		O Yes		O No	
Iministration & Support G		Green	Yellow	Red	
		•	•	•	
All section volunteers are fully registered and 'ACTIVE'		O All		O < 1009	
The Group has a minimum of 3 volunteers supporting Group Operations that are not Section Scouters (e.g. Treasurer, Registrar)		O Yes		O No	
The Group has a financial and human resources plan		O Yes		O No	
The Group has an active sponsor relationship and is involved in the community		O Yes		O No	
Group volunteers receive formal Scouts Canada recognition		O Yes		O No	
The Group Commissioner has completed Group Commissioner Wood Badge 1		0		0	

- Based on the assessment above, provide an overall rating for the Group
- What are the top 3 actions to be taken by the Area in the next 3 months to support the Group?
 - 1.
 - 2.
 - 3



Group Health / Needs Assessment "old" model

	86 Woodcliff	101 Glendale	137 Springban k	215 Strathcon a	257 Elbow Valley
Youth Membership & Participation					w/215
# of Active Sections	2	4	2	7	1
Total # Adult / Youth (excl. GC)	10/29	24/73	11/43	47/145	3/7
Group Committee Members	2	7	8	4	4
Average youth attendance	>90	>90	>90	>90	>90
Program					
1, 3, 12 month plans that meet program standards	All	All	All	All	All
Active youth leadership program sixes / patrols?	No	Yes	Yes	Yes	N/A
Youth engaged in program planning and leadership	Some	Some	Some	Some	Some
Sections working to earn QSA	All	All	All	All	No
Sections communicate monthly with parents	All	All	All	All	All
Leadership					
Volunteer leaders 'Active' / pending)	100%	100%	100%	47/3	100%
GC Members Active / Pending	100%	100%	100%	100%	100%
Active Volunteers with mandatory training	11/11	22/22	18/18	45/44	3/2
Volunteers trained for role (Full WB1)	7/9	20/22	11/18	30/47	0/2
AC or Service Team has completed 3 visits	Yes	Yes	Yes	Yes	No
GC or team has completed visits to each section	All	All	All	Most	Most
Each new volunteer has received orientation and NSWK	All	All	All	All	All
Section & group volunteers engaged and enthusiastic	Yes	Yes	Yes	Yes	Yes
Administration & Support					
Group has financial and HR plan	Yes	Yes	Yes	Yes	Yes
Group has active sponsor & involved in community	No	Yes	Yes	Yes	Yes
Group volunteers receive formal recognition	Yes	Yes	Yes	Yes	Yes
GC has taken GC WB I	Yes	Yes	Yes	Yes	Yes
Top 3 Actions to be taken by the group					
Action 1	New GC	New GC	New Cubs	Verits	Vents
Aetron 2	New Cubs Lead	Verits	QSA	Leaders	Leaders
Action 3	Sponsor Engage	Fills B. C, S groups (25)	Link within A8	QSA	QSA

LDS 22 Heritage	LDS 73 4th Ward	LDS 211 5th Ward	LDS 222 Richmond	LDS 266 Spanish
				INACTIVE
3	3	2	3	0
17/18	14/34	6/13	13/40	0/0
6	1	2	6	1
80-90	<80	<80	>90	<80
Some	Some	Some	Some	No
No	Yes	No	Yes	
Some	?	Some	Yes	No
Some	No	Some	Yes	No
?	Yes	?	Yes	No
100%	12/1	100%	18/1	0
8/1	100%	100%	5/4	100%
22/21	11/12	8/8	17/18	1/1
10/26	9/10	5/7	11/18	0/1
Yes	Yes	Yes	Yes	Yes
Some	Some	Yes	Yes	Yes
All	All	All	All	No
Yes	No	Yes	Yes	No
Yes	Yes	Yes	Yes	No
Yes	Yes	Yes	Yes	Yes
Yes	Yes	Yes	Yes	Yes
No	Yes	No	Yes	Yes
New GC	Full GC Team	Full GC Team	Registered Group	Restart Group
QSA	QSA	New GC	Full CC Team	Active GC Team
Merge Groups?	?	Merge Groups?	QSA	Spring Registration

Current O.S. One Scouts 2.0

Operating System Scouts68 is no longer supported







Consistent & Standardised Group Operations for Mission-Impact Nation-Wide



The Group Commissioner Training & associated Playbook - supports Groups to build a vibrant Scouting community – consistent with National program & requirements

- Target = New Commissioners
- Expands / Enables onboarding
- Focus on mission alignment
- Support for core skills







Group Commissioner Training Program

A consistent and Standardised Scouting experience nation-wide



MISSION

Priority Alignment

TEAMPeople Management

"The How "



VOLUNTEER FOCUS

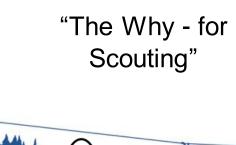
Engagement, Performance, Competence



CORE SKILLS

Risk Management Planning & Standards

"The What "

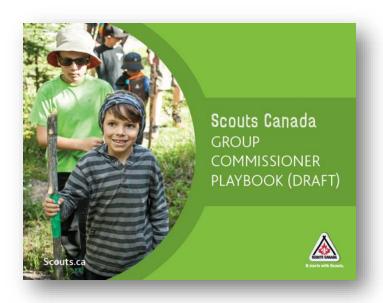






Consistent Group Operations

Group Commissioner Playbook



I. Buck Stops Here!

 Accountable for the success of the Five Priorities within his or her Group

2. Group Management Calendar

- High quality Scouting programs & experiences
 consistent with our brand
- 3. Scouts Canada's Brand
 - Delivering on our promise
- 4. Program Cycle at a Glance
 - Key Group activities of the program cycle
- 5. Playbook Focus
 - A focus on core policies, standards & procedures
- 6. Group Roadmap
 - How to implement in your Group





Welcome to the Canadian Path: now what?

We don't know what good looks like!





























The Woggle: Scouter Essentials Made Easy





Where are you on the Path?

Since Scouting in Canada set out on a new trail for its program by creating The Canadian
Path, many youth and Scouters have embraced all kinds of exciting new adventures. Our Scouting culture has shifted to something that makes us unique not only in Canada, but in the world. As we settle into our new journey, we are now hearing stories from across the country about Sections taking their programs to new heights.

READ MORE

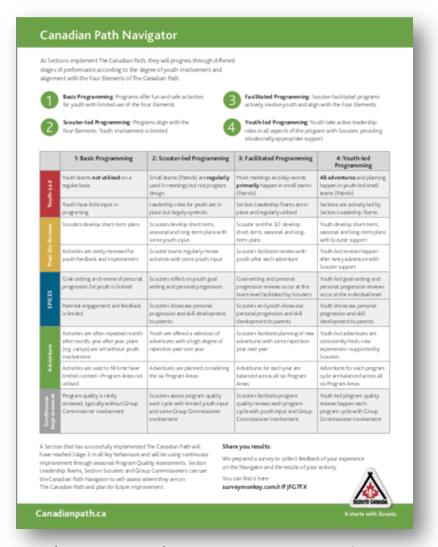
EXPLORE THE NAVIGATOR

Check out our first-ever newsletter for The Woggle and tell us what you think! http://bit.ly/2EqeJkH



The Woggle: Scouter Essentials Made Easy





http://www.scouts.ca/wp-content/uploads/scouters/cp-navigator.pdf







	1: Basic Programming	2: Scouter-led Programming	3: Facilitated Programming	4: Youth-led Programming
Youth-Led	Youth teams not utilised on a regular basis	Small teams (Patrols) are regularly used in meetings but not program design	Most meetings and day-events primarily happen in small teams (Patrols)	All adventures and planning happen in youth-led small teams (Patrols)
	Youth have little input in programing	Leadership roles for youth are in place but largely symbolic	Section Leadership Teams are in place and regularly utilised	Sections are actively led by Section Leadership Teams
Plan-Do-Review	Scouters develop short-term plans	Scouters develop short-term, seasonal and long-term plans with some youth input	Scouter and the SLT develop short-term, seasonal and long- term plans	Youth develop short-term, seasonal and long-term plans with Scouter support
	Activities are rarely reviewed for youth feedback and improvement	Scouter teams regularly review activities with some youth input	Scouters facilitate reviews with youth after each adventure	Youth-led reviews happen after every adventure with Scouter support
SPICES	Goal-setting and review of personal progression for youth is limited	Scouters reflect on youth goal setting and personal progression	Goal-setting and personal progression reviews occur at the team level facilitated by Scouters	Youth-led goal-setting and personal progression reviews occur at the individual level
	Parental engagement and feedback is limited	Scouters showcase personal progression and skill development to parents	Scouters and youth showcase personal progression and skill development to parents	Youth showcase personal progression and skill development to parents
Adventure	Activities are often repeated month after month, year after year; plans (e.g. camps) are set without youth involvement	Youth are offered a selection of adventures with a high degree of repetition year over year	Scouters facilitate planning of new adventures with some repetition year over year	Youth-led adventures are consistently fresh, new experiences—supported by Scouters
	Activities are used to fill time have limited context—Program Areas not utilised	Adventures are planned considering the six Program Areas	Adventures for each year are balanced across all six Program Areas	Adventures for each program cycle are balanced across all six Program Areas
Continuous Improvement	Program quality is rarely reviewed, typically without Group Commissioner involvement	Scouters assess program quality each cycle with limited youth input and some Group Commissioner involvement	Scouters facilitate program quality reviews each program cycle with youth input and Group Commissioner involvement	Youth-led program quality reviews happen each program cycle with Group Commissioner involvement

















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Continuous Improvement	Program quality is rarely reviewed, typically without Group Commissioner involvement	Scouters assess program quality each cycle with limited youth input and some Group Commissioner involvement	Scouters facilitate program quality reviews each program cycle with youth input and Group Commissioner involvement	Youth-led program quality reviews happen each program cycle with Group Commissioner involvement	



























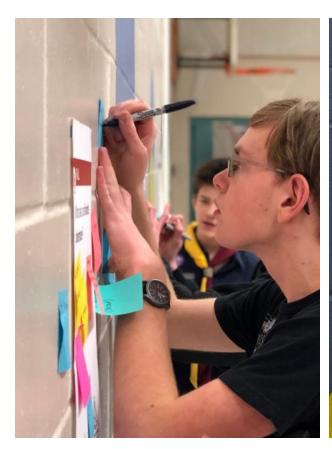




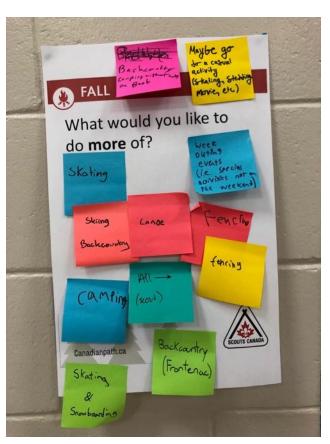


	1: Basic Programming	2: Scouter-led Programming	3: Facilitated Programming	4: Youth-led Programming
Youth-Led	Youth teams not utilised on a regular basis	Small teams (Patrols) are regularly used in meetings but not program design	Most meetings and day-events primarily happen in small teams (Patrols)	All adventures and planning happen in youth-led small teams (Patrols)
	Youth have little input in programing	Leadership roles for youth are in place but largely symbolic	Section Leadership Teams are in place and regularly utilised	Sections are actively led by Section Leadership Teams
Plan-Do-Review	Scouters develop short-term plans	Scouters develop short-term, seasonal and long-term plans with some youth input	Scouter and the SLT develop short-term, seasonal and long-term plans	Youth develop short-term, seasonal and long-term plans with Scouter support
	Activities are rarely reviewed for youth feedback and improvement	Scouter teams regularly review activities with some youth input	Scouters facilitate reviews with youth after each adventure	Youth-led reviews happen after every adventure with Scouter support
SPICES	Goal-setting and review of personal progression for youth is limited	Scouters reflect on youth goal setting and personal progression	Goal-setting and personal progression reviews occur at the team level facilitated by Scouters	Youth-led goal-setting and personal progression reviews occur at the individual level
	Parental engagement and feedback is limited	Scouters showcase personal progression and skill development to parents	Scouters and youth showcase personal progression and skill development to parents	Youth showcase personal progression and skill development to parents
Adventure	Activities are often repeated month after month, year after year; plans (e.g. camps) are set without youth involvement	Youth are offered a selection of adventures with a high degree of repetition year over year	Scouters facilitate planning of new adventures with some repetition year over year	Youth-led adventures are consistently fresh, new experiences—supported by Scouters
	Activities are used to fill time have limited context—Program Areas not utilised	Adventures are planned considering the six Program Areas	Adventures for each year are balanced across all six Program Areas	Adventures for each program cycle are balanced across all six Program Areas
Continuous Improvement	Program quality is rarely reviewed, typically without Group Commissioner involvement	Scouters assess program quality each cycle with limited youth input and some Group Commissioner involvement	Scouters facilitate program quality reviews each program cycle with youth input and Group Commissioner involvement	Youth-led program quality reviews happen each program cycle with Group Commissioner involvement

Seasonal Program Quality Assessment Youth Leadership in Action



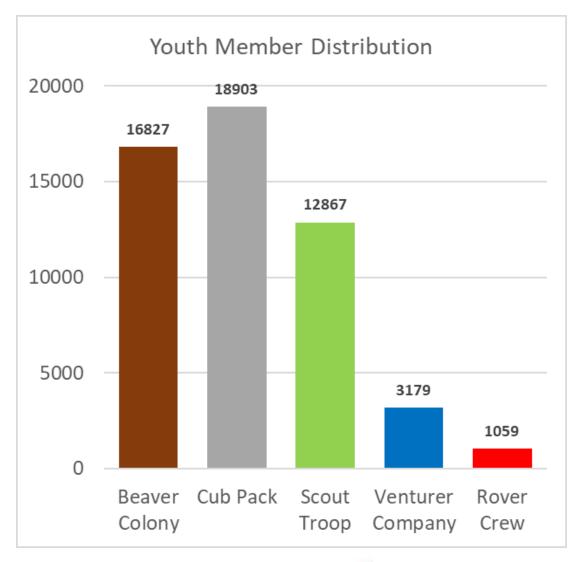








The majority of our Youth are in Colony and Pack (Childhood) with 20% in Scouts (Pre-Adolescent)



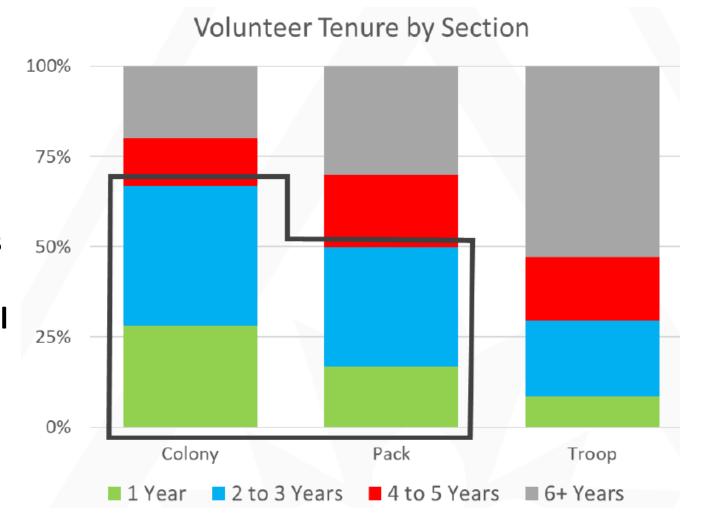




The majority of our Scouters who interact with the majority of our youth are in their first 3 years of service

Our development strategy needs to be:

Optimized for 1-3 year Colony & Pack Scouters
Use capacity at the Section and Group level Easy to integrate
High value/time







Scouting Fundamentals provides a basic introduction, WoodBadge (I & II) develops competency

Confident, Competent and Committed



Stage 4: MASTERY

I have done it – and on my own

Stage 3: **SKILLED**

I can do it, but still need support

Stage 2: KNOWLEDGE

I know how, but haven't done it enough

Stage 1: AWARENESS

I don't know how – I'm new – support me

I facilitate section meetings without help & can mentor others

I can facilitate a section meeting but still need support

I have read the Scouter manual, completed Scouting fundamentals but don't leave me alone







Adults learn in different ways and volunteers need flexibility to meet their learning style & constraints

Confident, Competent and Committed

1. Self-Directed

- Competency Framework
- Online Courses (LMS)

2. Coaching & Mentoring

Support Scouter (in Section)

3. Workshops & Courses

- Indabas / ScoutCONs
- Dedicated training for specialised subjects e.g. mental health, winter camping, first-aid, Autism, difficult conversations, accounting, recognition etc..



Shifting to a competency-based model linked to skill & practical experience rather than check-the-box training

Skill	Competency Statement	Stage 1 I Don't Know	Stage 2 I Know	Stage 3 I Can	Stage 4 I Have
Patrol Systems	Facilitate a Scouting program that functions primarily in Patrols (teams)			WB1	WB2
Facilitate a Scout Meeting	Facilitate a fun, safe and constructive Section meeting			WB1	WB2
Adventure	Enable a youth-led adventure that uses the Plan- Do-Review process			WB1	WB2
Program Quality Assessment	Facilitate a Program Quality Assessment with a section / Patrol (team)		WB1		WB2
Plan for Youth-Led	Facilitate youth-led development of monthly, seasonal and annual program plans		WB1		WB2
Work with Section Leadership Teams	Apply youth-leadership mechanisms in a Sectionappropriate manner		WB1		WB2
Youth-Led Camping	Facilitate age-appropriate, youth-led overnight camping trips		WB1		WB2
SPICES	Use SPICES to facilitate personal progression and growth		WB1		WB2







Scouting Fundamentals remains the core introduction and basic training to Scouting



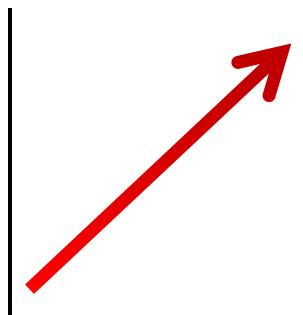
- Welcome to Scouting
 - Brief history of Scouting
 - Volunteer Screening
- What is Scouting?
 - Safety, Scout Method, Canadian Path
- What is your role?
 - Two-Scouter rule, Scouter-Youth ratios
 - Parents, Section-Specific role
- Program Quality
 - Support, Program Reviews, Resources
- Respect in Sport
- Reaching more young people
 - Scouting for all Accessibility (AODA)
 - Diversity & Inclusion
- What comes next?
 - Wood Badge Training, Volunteer Screening





Summer Programming Planning starts 6 - 12 months earlier

Retention



Summer Engagement / Program Availability













What does Summer Program mean?









Jamborees & Overseas trips





Scout Camps



Shared weekend activities



Expeditions





Programming / Themed Activities







Townhall Agenda

- ✓ Our Mission "the WHY!" Youth Development
- √ The "Big Picture" & Changing Landscapes
- √ The Case for Change in Scouting (in Canada)
- √ Focus & Segmentation
 - √ Scouting Relationship Support Model
 - √ Key 3 Model Shared Leadership
 - √ Group Commissioner Training
 - √ Canadian Path Navigator
 - √ Scouter Development (Competency Framework)
 - √ Summer Programming
 - √ Key 3 Model Shared Leadership



