

Scouts Registration Journey Optimization

Final Report

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1. Executive Summary

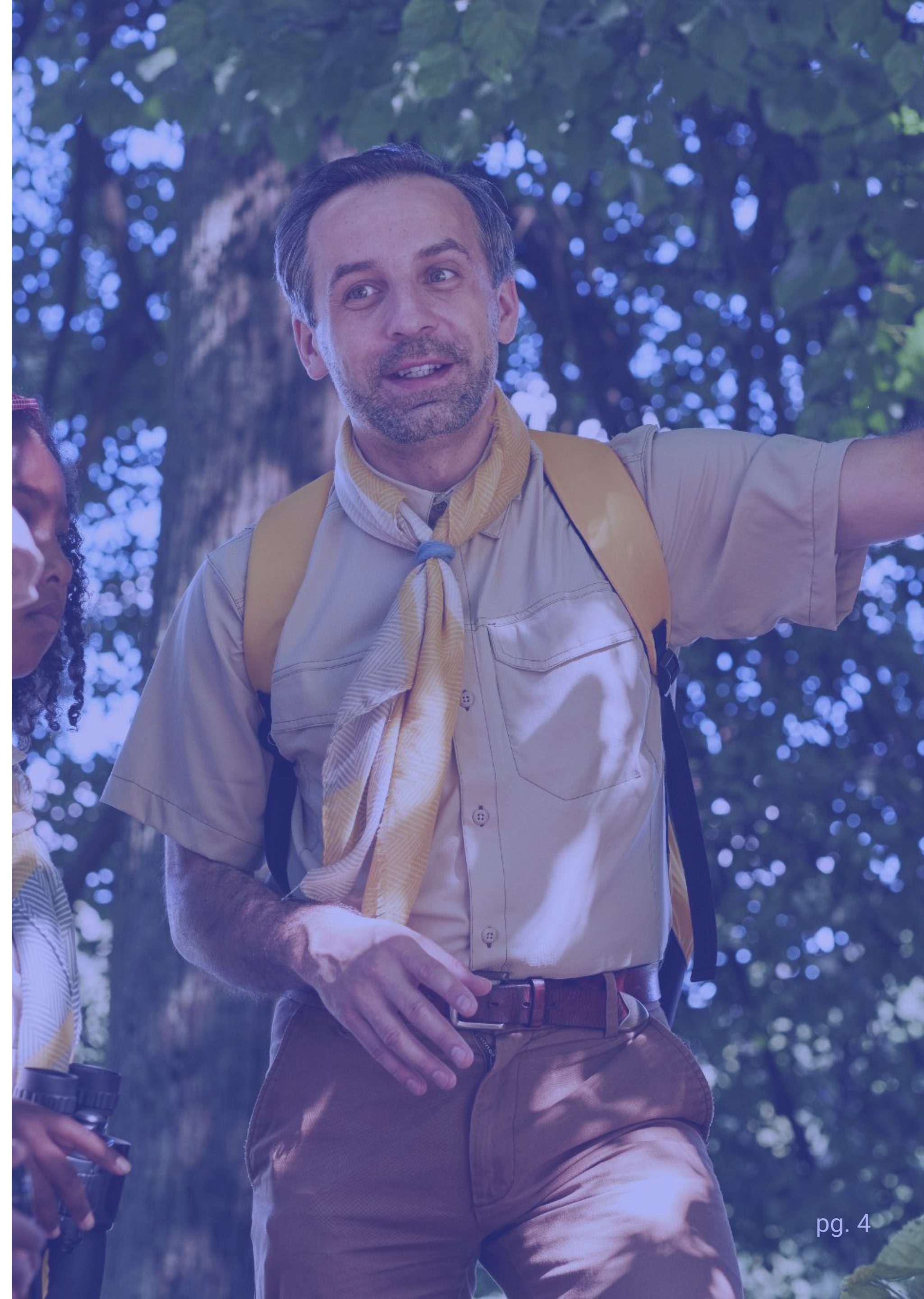
This summary highlights the critical challenges uncovered, the approach we used to address them, and the actionable path forward.

Reimagining the Joining Experience

A human-centered redesign of the registration experience

The registration process is Scouts Canada's first - and often most important - touchpoint with families and volunteers. Yet today, it is too often confusing, inconsistent, and discouraging. This project set out to deeply understand what's not working and co-create a better path forward.

By engaging internal staff, volunteers, and members across the country, we uncovered the systemic and experiential issues that hold registration back. This report presents the insights, ideas, and solutions generated through a multi-phase design process aimed at transforming the experience into one that's clearer, simpler, and more supportive.



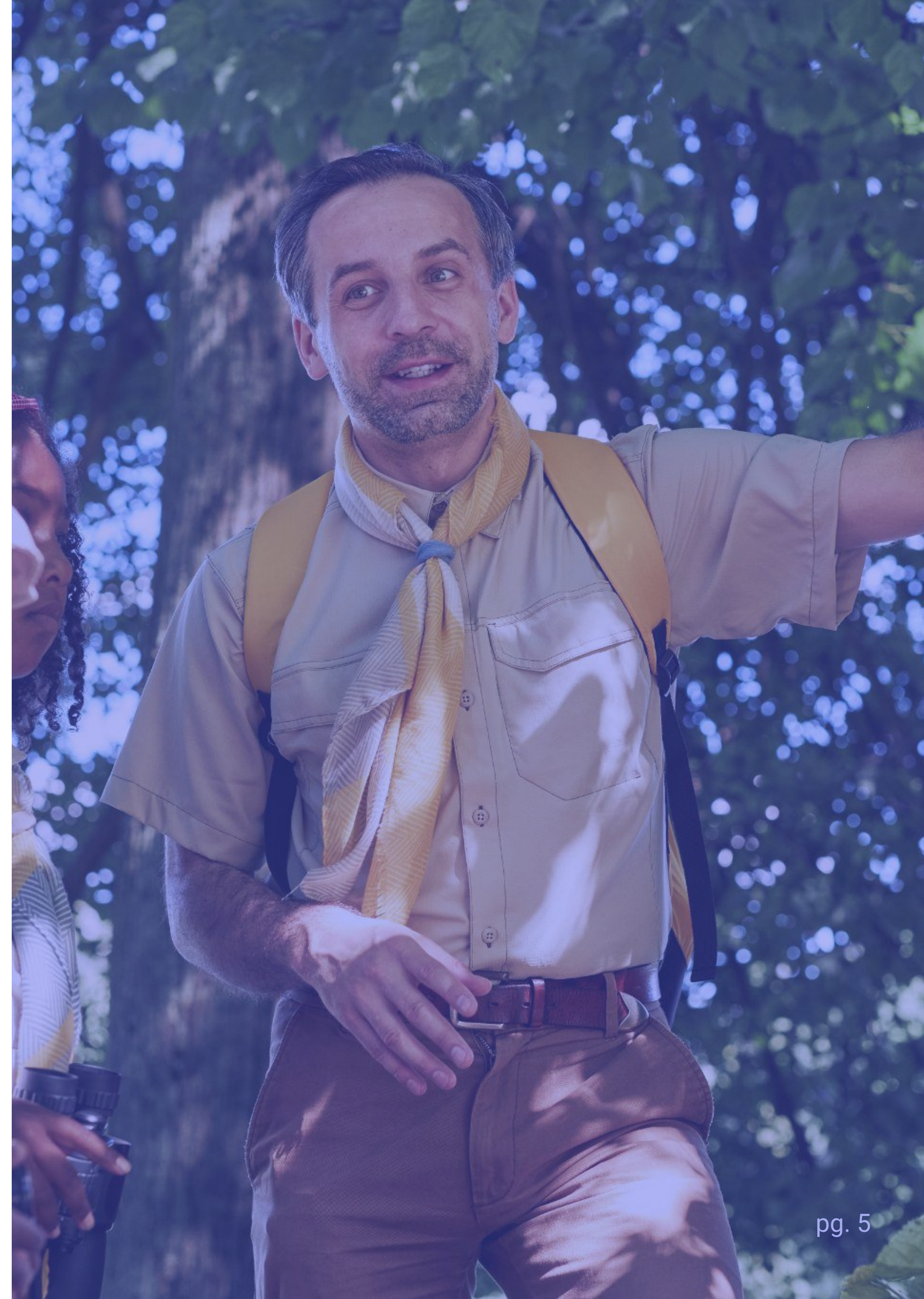
What We Heard From The Scouts Community

Barriers across systems, people, and processes

Through stakeholder interviews, journey mapping & service blueprinting, heuristic evaluation, and CRM analysis, we identified four recurring challenges:

- Lack of transparency: Families and volunteers don't know what to expect, can't see availability, or understand what's required.
- Inconsistent local experiences: Groups interpret and apply registration policies differently, creating confusion and friction.
- Manual, error-prone systems: Registration relies heavily on disconnected tools, workarounds, and staff interventions.
- Strain on volunteers: Onboarding new volunteers is complex and demanding - especially for under-resourced groups.

These issues aren't isolated - they stack, compound, and create significant drop-off throughout the funnel.



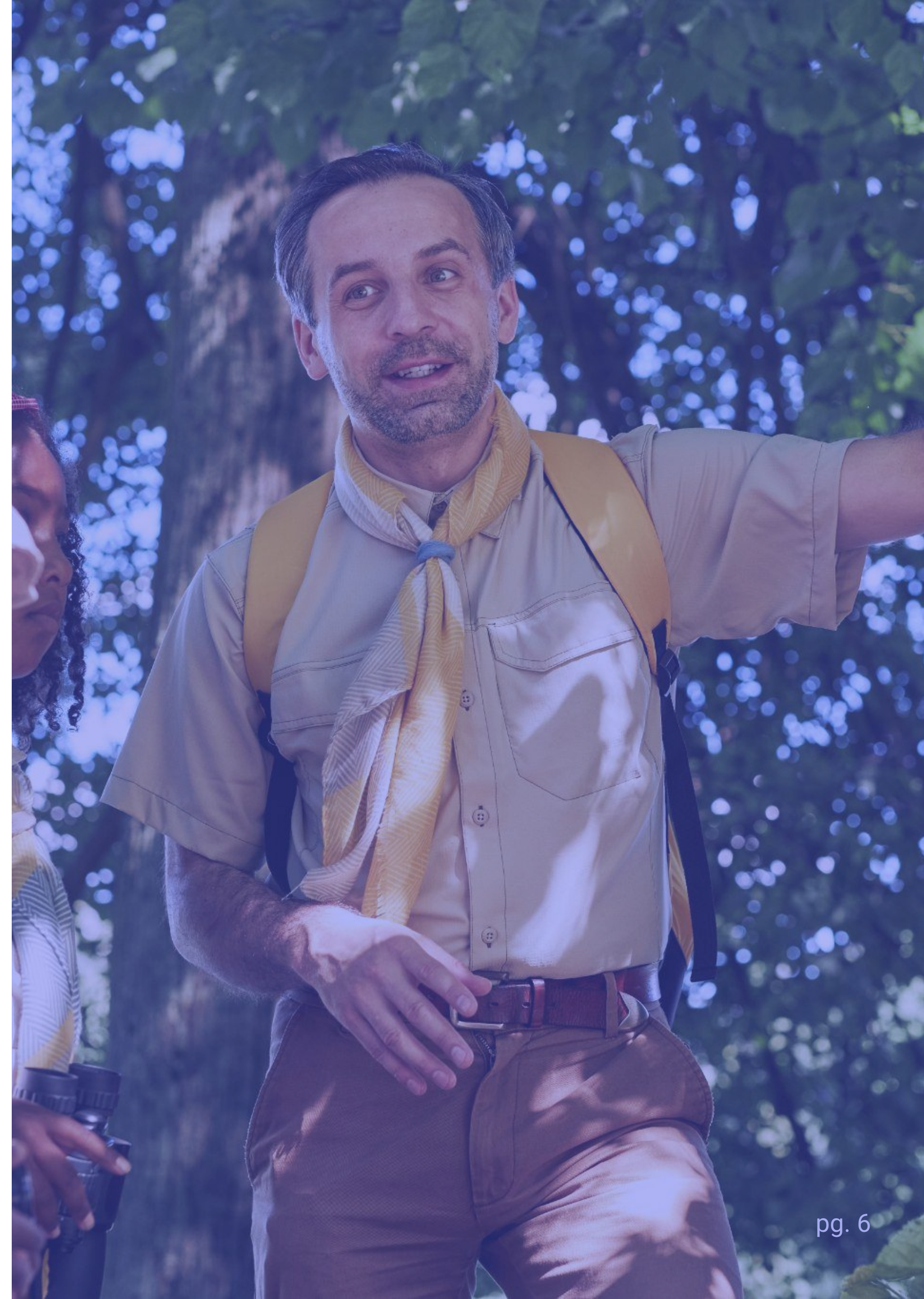
Designing a Better Registration Journey

A clearer, more connected experience is possible

Through this work, we uncovered root challenges & clear opportunities to improve not just the design of registration, but how it's communicated, supported, & delivered.

Some critical improvements to the joining experience you will see in 'Section 6: The Future State' are:

- Shifting to a school-year schedule to align with family routines, improve onboarding windows, and reduce peak-time stress.
- Making it easier to find and join the right group through clearer availability, direct group contact, and upfront info on programs and costs.
- Restructuring volunteer onboarding into distinct tracks for new and returning Scouters, with clearer expectations and automated tracking.
- Equipping staff and group leaders with better tools, real-time data, and integrated systems to reduce workarounds and enable local autonomy.



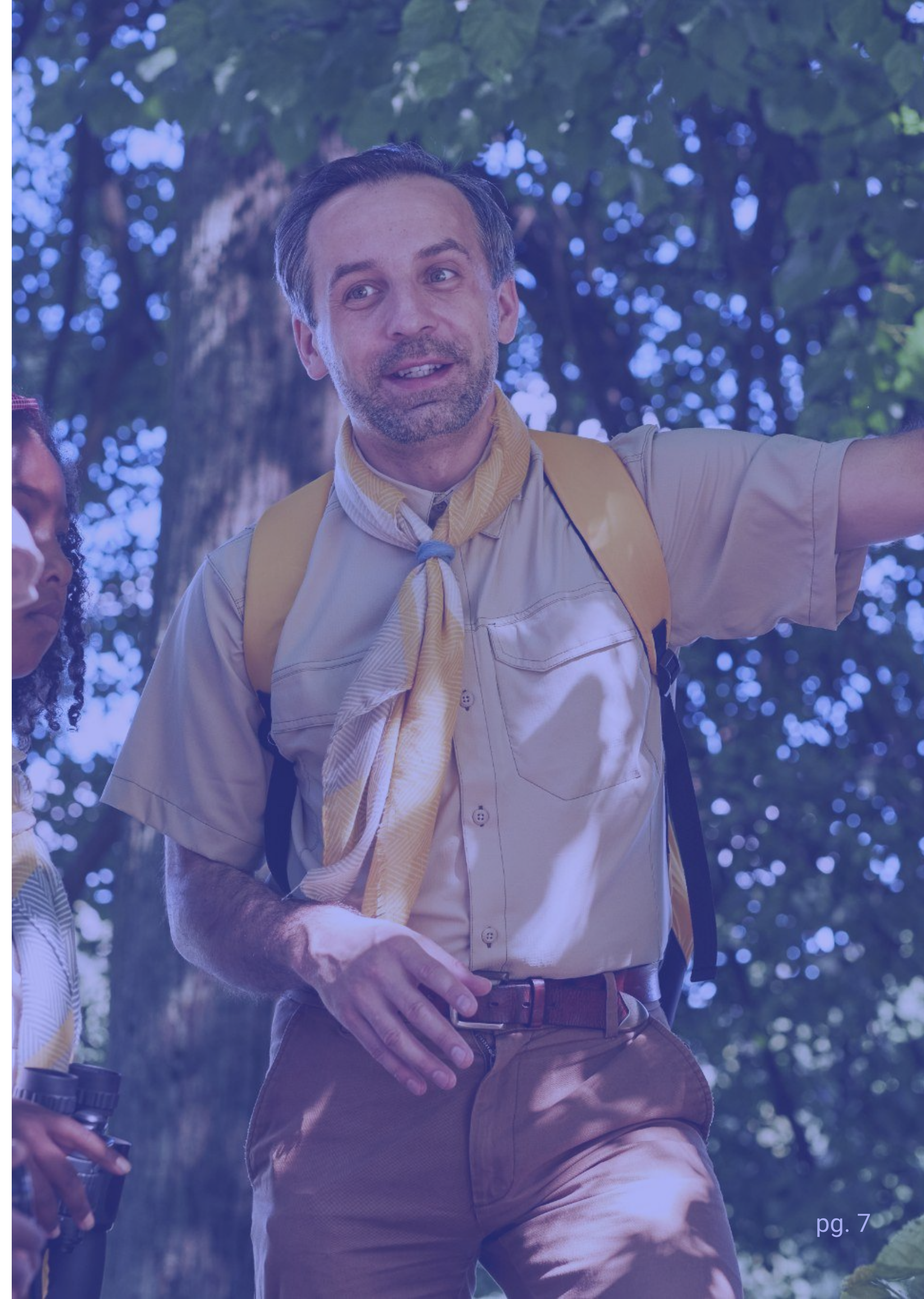
A Blueprint for Change

Ready for action, designed for change

This report provides a comprehensive, research-backed foundation for change. It offers not only a vision for the future, but a toolkit to make it real - aligned around user needs, organizational realities, and technology possibilities.

Our recommendations are reflected in the future-state blueprints, prototypes, and CRM recommendations - offering concrete direction for building the redesigned experience.

Now, Scouts Canada is equipped to move from insight to implementation. With the right partners, this redesigned registration journey will not only improve access, but strengthen trust, participation, and long-term retention.



2. Introduction

This work was built on partnership, curiosity, and purpose. Here we introduce the team, how we work, and how we hope this report will inform, inspire, and guide action.

Your Partners: The Moment + Hostile Sheep

For the past four years, The Moment and Hostile Sheep have collaborated to design digital product service systems that meet the demand for seamless, multi-channel customer experiences.

Our combined expertise in service design, digital product design, and continuous improvement has helped organizations deliver experiences that resonate deeply with their users.

In 2024, we merged to form a unified company, bringing together The Moment's strengths in service design and organizational transformation with Hostile Sheep's focus on user research and rapid prototyping in digital product design.

Together, we offer a comprehensive and human-centered approach, helping organizations like Scouts Canada reimagine and optimize key processes, such as member and volunteer registration, to better engage their communities and achieve long-term impact.

A True Partnership With Scouts

This project was shaped by the insights, experiences, and ideas generously shared by Scouts Canada staff across the organization. From early discovery interviews to collaborative co-creation sessions, your contributions grounded this work in the real challenges and opportunities of registration.

Thank you to the following teams and individuals for your time, candour, and commitment to improving the experience for Scouts families and volunteers across the country.

Core Project Team

Mark Sokolowski

Associate Director, Business Applications & System Governance

Sarah Wilson

Director, Group Support Centre

Theresa Ennis

Director, IT and Digital Transformation

Mike Eybel

Associate Director - Communications

Key Departments Across Scouts

- Member Services / Help Center Team
- Group Support Center
- Field Services
- Business Services
- Marketing & Communications
- Information Technology
- Finance
- Diversity, Equity, and Inclusion
- Regional Director
- Digital Advisory

Your Project Team

In order to accomplish your goals, we assembled a team of senior practitioners with expertise in service design, digital product design, and technology.



Jordan Julien,
System Design Lead



Rob Hicks,
Service Design Lead



Julie Sommerfreund,
Account Lead



Maya Goodwill,
Service Design Practitioner



Christine Martin,
Service Design Lead



Ryan Short,
Experience Design Lead



Alissa Ladak,
Technical Lead



Sara Short,
Project Coordinator

Taking a Human-Centered Design Approach

Human-Centered Design is a powerful methodology for service innovation projects. A successful innovation is one that results in new, value-creating offerings that are adopted at scale. The process is focused on first diverging to explore possibilities, while iteratively validating findings in order to mitigate the risk of building the wrong solution.

It's all about deeply understanding current and emerging needs in order to identify innovation opportunities, while following an iterative process of development to find solutions that meet those needs that are feasible, viable and a strategic fit for the client. At each stage, we learned more and got increasingly narrow in our focus. Throughout every iteration, we built, measured, and learned.

We view Human-Centred Design as an ongoing, iterative process where research is a continuous element, not just a standalone phase. This approach allowed us to consistently gather insights and adapt our understanding throughout every step of the project, from diagnosing current challenges and studying needs, to ideating solutions and defining requirements. By embedding research throughout, we ensured that each phase - whether it be identifying the pains and gains, envisioning the future service journey, or developing CRM requirements - was grounded in real-world insights and aligned with the strategic objectives of Scouts Canada.

Building Service Design Capabilities with Scouts Canada

We believe the best way to build service design capabilities is through learning-by-doing.

Throughout the project, members of your team have worked alongside us, actively participating in each phase. This hands-on collaboration has allowed your team to gain practical experience, supported by our coaching and expertise.

At The Moment, we don't just deliver solutions; we partner with you as a joined-up team. Your knowledge of your services, combined with our deep expertise in collaborative design and co-creative facilitation, have empowered us to create innovative solutions together.

Our adaptable designers were not only driving the project forward, but have also begun equipping Scouts teams with the skills to apply service design beyond this engagement, ensuring long-term success.

Putting everything together

We have finalized the project by consolidating all insights, findings, and proposed solutions into this comprehensive final recommendation report.

This report provides Scouts Canada with clear, actionable recommendations to guide the implementation of the improved member registration process.

Report Objectives: Putting Everything Together

Document the work done: First and foremost this report intends to be a record of this project: the work, the insights, and the outputs.

Be useful for future iterations: We anticipate that as you move forward into implementation, you will iterate and change what we have designed in order to adapt to new conditions and vendor requirements. This report contains not only our final outputs, but also the supporting work in progress that informed those outputs. These things can and should inform your iterations as well.

Inspire from the User's Perspective: As your team of Innovation Designers, it is our job to provide a strong customer desirability lens to our design efforts while balancing this with the feasibility and viability of our design. Thus, a big part of our job is to push and challenge our client teams to re-imagine a future state that can be different for users and thus for the folks at Scouts. This is sometimes uncomfortable, but is necessary to spark a positive change. Our job is done well when you have learned something new, and feel your perspective on this service has changed as a result. The report has been created to house this inspiration and possibility so that you can take us with you as you move forward with your efforts.

As You Read The Report...



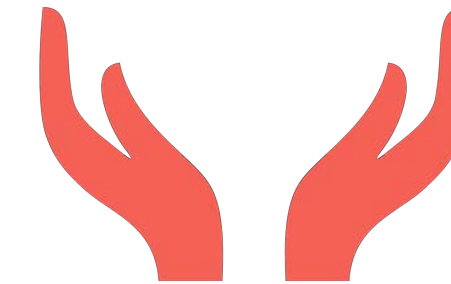
What we hope you think

- **Registration is more than a process...** it's a first impression of Scouting.
- **Volunteer capacity is access...** Fixing registration means supporting those who make it possible.
- **A thoughtful, human-centred system is achievable.**



What we hope you feel

- **Inspired...** by the voices of families and volunteers who showed up with honesty and care.
- **Reassured...** that change is not only possible but already in motion.
- **United...** around a shared mission to welcome more youth into the movement.



What we hope you'll do

- **Use service blueprints and prototypes to guide decisions** and shape next steps.
- **Champion the changes that will make Scouting more accessible, inclusive and human.**
- **Keep the spirit of co-creation alive...** with families, volunteers, and each other.

3. Project Context

This work sits at the intersection of service design, systems thinking, and digital transformation with implications far beyond a single platform or process.

The Challenge: Redesigning The Joining Experience

We understood that the registration experience for Scouts Canada was critical to engaging both youth participants and volunteers - ensuring the process was smooth, intuitive, and welcoming.

Throughout the project, our combined strengths uniquely positioned us to redesign this experience in response to Scouts Canada's specific needs.

The Moment's expertise in service design and stakeholder engagement helped align every aspect of the registration journey - from front-end user experience to back-end workflows - into a more efficient and impactful system.

Hostile Sheep's strengths in user research and rapid prototyping ensured the new registration experience was shaped by the voices of Scouts Canada's diverse community, and responsive to the needs of youth, parents/guardians, and volunteers alike.

Two Registration Streams

In order to improve the joining experience at Scouts, we created two separate but interlinked project streams, each with their own two overarching goals. The first stream was focused on the Member Registration experience, while the second stream centered on the Volunteer Registration experience.

Member Registration

Project goal:

Design a new approach to the Scouts Canada member registration process + registration cycle

Specific objectives:

- Improve user experience
- Increase member purchases + retention
- Reduce barriers (such as waiting list + price/income)
- Increase support for local volunteers

Volunteer Registration

Project goal:

Design a new approach to the Scouts Canada volunteer registration process + MyScouts

Specific objectives:

- Determine CRM requirements
- Improve user experience
- Reduce barriers to volunteering
- Increase volunteer retention
- Reduce volunteer frustration

A Collaborative Approach

Partnering with Scouts Canada staff, volunteers, and families to design a streamlined, user-driven registration experience.

Our approach involved engaging stakeholders early in the process, gathering feedback from key users, and rapidly iterating designs to ensure that the solution is both effective and easy to adopt.

We aimed to create a registration experience that not only simplifies the process, but also strengthens engagement with Scouts Canada's mission and community.

Together, The Moment, Hostile Sheep, and Scouts Canada brought the right blend of expertise to help redesign Scouts Canada's registration process for youth participants and volunteers, to ensure a streamlined, engaging experience that supports both the organization's goals and its members' needs.

Who We Engaged About Member Registration During The Project

Engaging voices across the Scouts community - including parents/guardians, volunteers, staff, and partners - to shape a better registration experience.

19

Parents/Guardians (+ 2 youth members)

- 8 (incl. 2 youth) British Columbia, 3 Alberta, 2 Saskatchewan, 1 Manitoba, 11 Ontario, 2 Quebec, 1 Nova Scotia, 2 Newfoundland
- 6 Beavers, 9 Cubs, 3 Scouts, 2 Venturer Scouts, 3 Rover Scouts
- 4 who have registered but not renewed, 9 who have renewed
- 2 who sought or received financial assistance, 2 who used a group billing code
- 2 who were on a waitlist but obtained a spot, 1 currently on a waitlist, 2 who missed renewal and are on a waitlist
- 6 who extended a membership
- 4 who transferred to another group
- 3 who have multiple children in Scouts
- 7 who are parents/guardians and volunteers, 9 who are parents/guardians but not volunteers

11

Volunteers

4

ELT Members

1

Session w/ National Key 3

1

Session w/ Scouts Tracker

1

Session w/ Girl Guides

Who We Engaged About Volunteer Registration During The Project

During the ‘Discover and Study’ phase for the Volunteer Registration Stream, we spoke to a total of **10 volunteers** in four discussions, along with someone from the “Better Programs” team. In the Co-creation stage, we engaged 3 recent Volunteer Applicants in one session and 3 Group Committee Scouters in another, most of whom came back from the previous discover sessions.

These volunteers included:

- 4 Group Committee Scouters who were all Group Commissioners as well as having other roles (Group Treasurer, Registrar, Section Scouter, staff)
- 1 person new to Canada in the last 2 years
- 3 people who were almost through the application process
- Participants from Quebec, BC, Manitoba, Alberta (2), and Ontario (5)
- Participants from urban (3), suburban (3), and rural (4) areas

3 Volunteer Applicants

Volunteer applicants are people who are currently in the process of applying to become a volunteer Scouter.

3 Section Scouters

Section Scouters are active and current Scouter volunteers who support programs on the ground (including Section Contact Scouters).

4 Group Committee Scouters

Group Committee Scouters are volunteers who serve on the Group Committee and perform administrative duties in support of Volunteer Registration, as well as the whole group. These include the Group Commissioner, Group Registrar and Treasurer. It is common for volunteers to hold more than one role at a time.

4. Methodology

From discovery to delivery, our approach uncovered the root causes of registration pain points and co-created solutions.

A Four-phase journey rooted in human-centred design

Our approach combined strategic research, systems thinking, and co-design. This enabled us to move from insight to action through a structured, participatory process. Each phase built upon the previous phase(s) to ensure the final recommendations were grounded, feasible and aligned with real world needs.

Phase 1: Initiate & Diagnose

We aligned with project stakeholders, reviewed past insights, and framed the registration challenge as a component of a larger system. This laid the foundation for meaningful discovery.

Phase 2: Discover & Study

We conducted in-depth research with parents/guardians, youth, volunteers, and staff to surface unmet needs, pain points, and opportunities across the registration experience.

Phase 3: Ideate & Solve

We co-created future-state experiences, blueprints, and digital feature concepts with real users. This ensured that the solutions were desirable, viable, and technically grounded.

Phase 4: Recommend & Translate

We synthesized all insights and concepts into actionable tools, including user stories, system recommendations and interactive prototypes to guide implementation.

Methods we used to understand and reimagine registration

We used a mix of qualitative research, systems thinking, and participatory design to uncover root causes, visualize opportunities, and co-create solutions with real users.

- **Stakeholder interviews**

One-on-one conversations with national staff, volunteers, and local leaders helped us understand strategic priorities and operational realities.

- **Journey mapping & service blueprinting**

Visualized the current and future registration experiences for both members and volunteers to highlight gaps, pain points, and system touchpoints.

- **Heuristic evaluation**

Audited the MyScouts.ca registration interface against usability best practices to identify key friction points and accessibility concerns.

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Timeline & Streams

A two-stream approach to redesign both the Member Registration and Volunteer Registration experiences together

Member Registration

Phase 1 Initiate & Diagnose	Phase 2 Discover & Study	Phase 3 Ideate & Solve	Phase 4 Recommend & Translate
Nov 11 to Dec 2	Dec 9 to Feb 10	Feb 17 to Apr 21	Apr 28 to May 12
Stakeholder Interviews, Lit Review, Heuristic Evaluation, Current State CRM Evaluation Systems Map Stakeholder Findings	Parent/Guardian & Volunteer Interviews Personas Current State Service Blueprint CRM Findings	Co-creation Sessions with Parent/Guardians, Volunteers, & Staff, Prototyping Session with Parent/Guardians Future State CRM Requirements Future State Service Blueprint Interactive Prototype	Align Member & Volunteer Registration, Package & Visualize Deliverables Final Report User Stories Training & Coaching



Volunteer Registration

Mar 3 to Mar 24	Mar 31 to Apr 21	Apr 28 to May 12
Group Volunteer Interviews Personas Current State Service Blueprint CRM Findings	Co-creation Sessions with Volunteers Future State CRM Requirements Future State Service Blueprint Interactive Prototype	Align Member & Volunteer Registration, Package & Visualize Deliverables Final Report User Stories

Co-creation Was At The Heart Of Our Approach

Rather than designing in isolation, we worked alongside parents/guardians, volunteers, and staff to shape every stage of the future registration experience. This ensured any future experience reflected lived realities and invited broad ownership.

- **Collaborative Design Sessions**

We hosted sessions with parents/guardians, volunteers, and Scouts staff, where participants reacted to early ideas, shared feedback, and helped build new prototypes and service concepts in real time.

- **Prototyping with the R.I.T.E. Method**

Using Rapid Iterative Testing and Evaluation, we tested key touchpoints with users and made live refinements based on their feedback. This helped to ensure solutions were grounded in real needs and not assumptions.

- **Parallel Design Streams**

Member and volunteer experiences were designed in tandem. We tested how they support each other, ensuring alignment across all front-stage and back-stage interactions.

- **Designing Across Roles**

We co-designed with people in very different roles (from parents/guardians and first-time volunteers to Group Commissioners and Scouts Canada staff) surfacing tensions and opportunities that would have been missed with a single-perspective approach.

- **From Input to Ownership**

Co-creation helped shift participants from contributors to co-owners of the solution, building confidence and buy-in for the changes ahead.

5. The Current State

Our analysis of the current registration system reveals pain points, operational gaps, and systemic challenges that stand in the way of a seamless experience.

Phase 1: Initiate & Diagnose

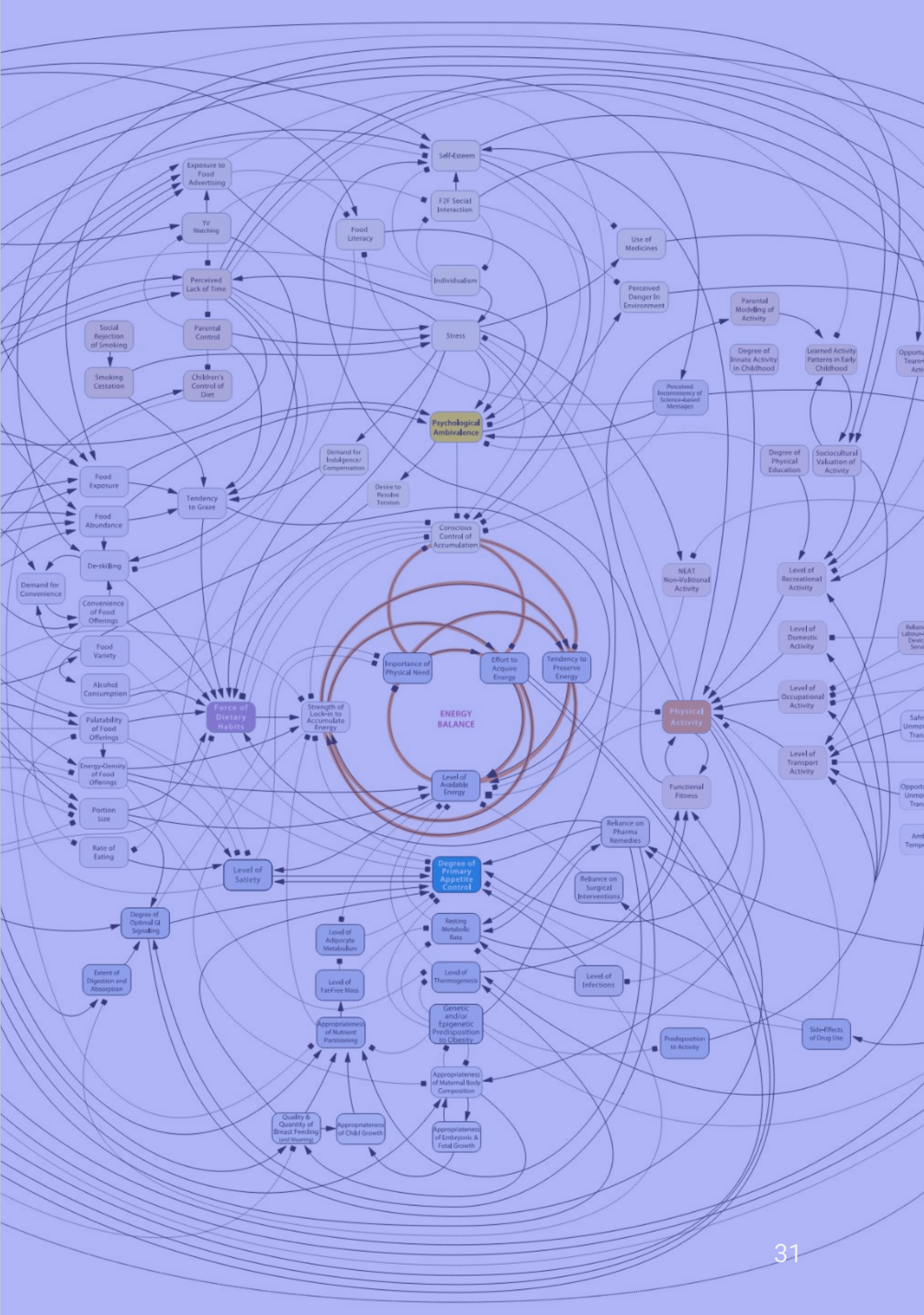
5.1 System Map

Understanding system dynamics helps us anticipate the ripple effects of change.

The Registration Journey Lives Within A Larger System

Elements of the larger system may impact the registration process and vice-versa.

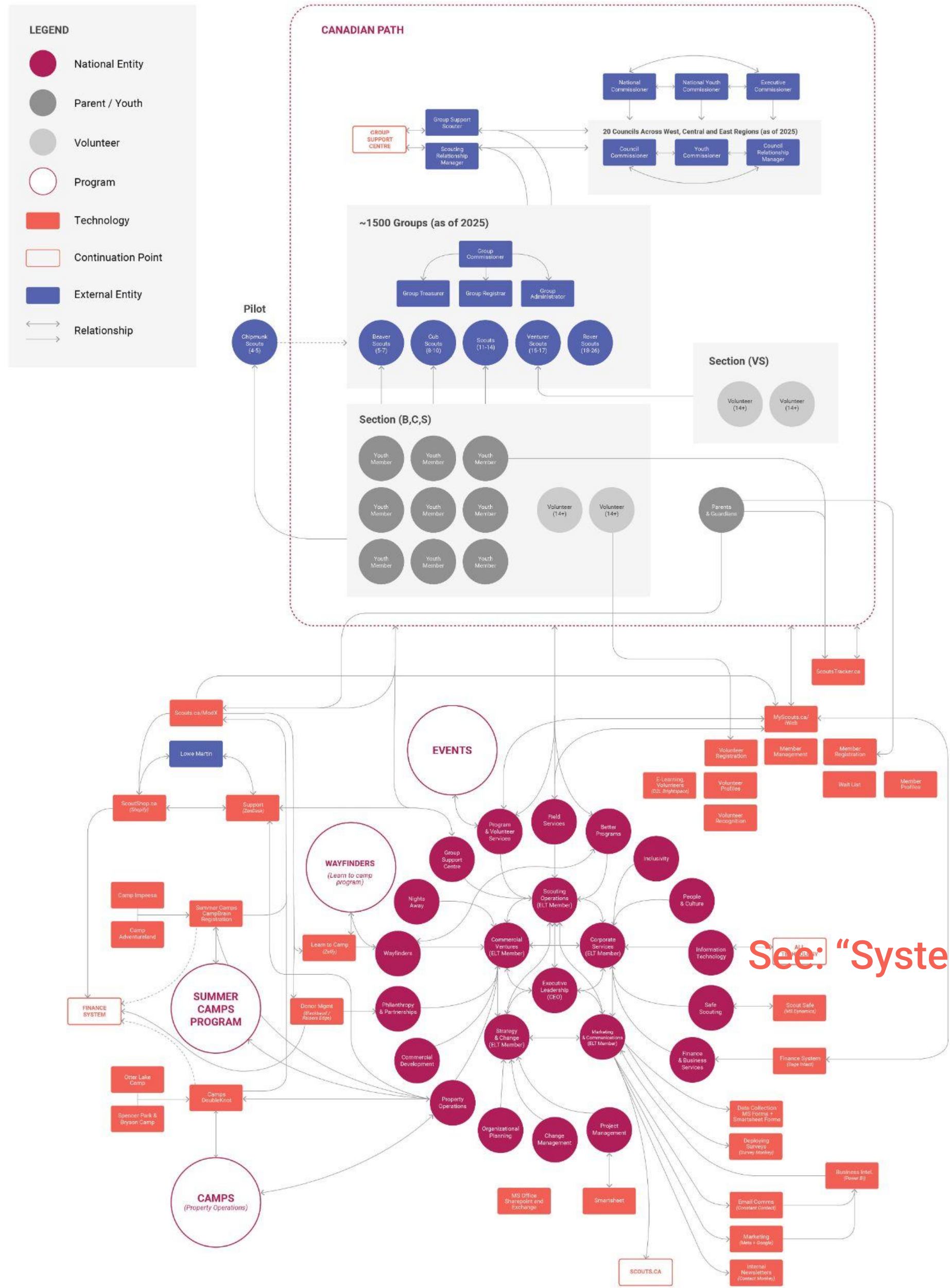
- “A system is more than the sum of its parts; it exhibits properties and behaviors that are the result of how its components interact, not just how they act on their own.” - Donella Meadows
- In order to get the best outcomes of the registration journey redesign, we need to understand the larger system. This will help us predict what an intervention (change) will have on the entire system, avoiding unexpected ripple-effects.
- Being able to use systems thinking and system dynamics, we can create a map of how the registration process is interconnected with the larger system. This ensures that any changes we propose are anticipated and are not likely to negatively impact other parts of the system.



Critical Pressure Points In The Registration Ecosystem

System-level leverage points where change can deliver the greatest impact.

- Volunteers are the linchpin of the whole system**
They connect almost every part of Scouts programming, but the current model is over-reliant on their capacity, coordination and goodwill. This causes the whole system to be fragile and less resilient.
- Fragmented tech creates compounding friction**
Tools for programs, registration and volunteer management don't talk to each other. This can lead parents/guardians and staff to duplicate efforts and miss important connections.
- No single source of truth for communication**
Information flows are multi-directional but inconsistent. Families and volunteers get mixed messages (or no messages at all), which can lead to frustration and dropoff.
- The system is designed around one journey - but there are many**
While the Canadian Path is the flagship, other initiatives operate in parallel. Creating a modular system that reinforces the success of the entire system will be important to long-term success.



Registration Is Only The Tip Of The Iceberg

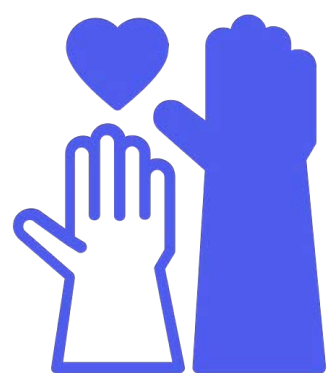
What appears to be a single traction actually triggers a chain of experiences.

- **Registration sets expectations for everything that follows**
If it's confusing or frustrating, families begin their Scouts experience on the wrong foot. This makes it harder to build trust and retention later.
- **Data gathered during registration drives key decisions**
Incomplete, inconsistent or delayed information creates challenges for volunteer placement, section planning and communication.
- **Post-registration experiences depend on system handoffs**
From payments to program placement to receiving the right information at the right time, downstream steps are only as strong as the registration input and established foundational relationship.
- **Fixing registration without fixing what comes after won't solve the problem.**
Even the best-designed form or flow will fail if what happens after registration is broken, unclear, undesired, or unsupported.
- **The journey is non-linear and should be sculpted as such**
Registration isn't always the beginning; re-engagement, transfers, and program hopping makes it a recurring touchpoint, not a one-time event.



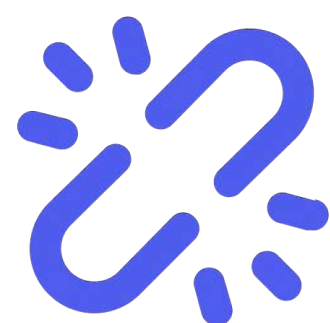
The Pressure Points That Currently Exist Within The Registration Ecosystem

A number of pressure points, or themes, emerged as a result of systems mapping. These will be explored further in our findings section (5.6)



1. Volunteers are very important to success

A shortage of volunteers is limiting youth participation and placing unsustainable pressure on current supporters.



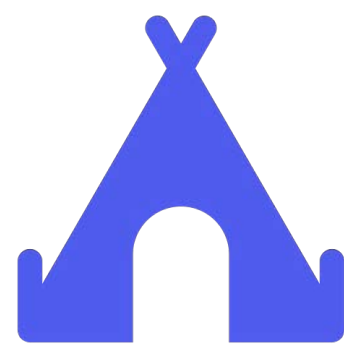
2. Tech fragmentation is creating barriers

Disconnected systems create frustrating user experiences, requiring multiple logins and repeated registrations.



3. Communication is confusing and unclear

Lack of information visibility hinders targeted outreach and makes it difficult to track or respond to registration outcomes.



4. We need to future-proof for shifting market needs

Changing youth interests requires more flexible, modular programming beyond the traditional one-size-fits-all model.

The Bridge Between What Is And What Could Be.

The system map was used as we moved into the next phase, exploring the solution space by allowing us to test what parts of the system could be impacted by changes we made to the registration journey. This showed us how the parts of the system were interconnected and where the greatest opportunities for improvement might be found. We wanted to improve the ENTIRE system, not just the registration journey.

None of our recommendations should unexpectedly cause a negative impact.

Phase 1: Initiate & Diagnose

5.2 Heuristic Evaluation

We evaluated the existing MyScouts platform to uncover usability challenges and opportunities.

A Usability Review Of The MyScouts.ca Registration Platform

We assessed the MyScouts.ca experience based on proven usability criteria

We conducted a heuristic evaluation of MyScouts.ca to identify user experience challenges across key usability principles, such as system feedback, consistency, accessibility, and error prevention.

This methodical review allowed us to pinpoint the barriers users encounter during registration, and helped prioritize areas for design improvement, even before speaking directly with users.



As part of our Heuristic Evaluation, we assessed the MyScouts.ca experience based on the following key criteria:

- Visibility of System Status
- Use of Natural Language, Clear Visuals & CTAs
- User Control and Freedom
- Design Consistency and Standards
- Error Prevention & Recovery
- Efficiency for All Users
- Minimalist Design
- Help and Documentation
- Inclusiveness and Accessibility
- Responsive Design

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Visibility of System Status

The Visibility of System Status emphasizes the importance of keeping users informed about what's happening within a system or interface

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Use of Natural Language, Clear Visuals & CTAs

The use of natural language, clear visuals, and effective calls-to-action (CTAs) is crucial for creating a seamless and engaging user experience.

Error Prevention & Recovery

Error prevention and recovery are essential components of user-centered design, ensuring that users can interact with a system effectively, efficiently, and without unnecessary frustration.

User Control and Freedom

User Control and Freedom empower users to interact with digital interfaces confidently and efficiently, reducing frustration and enhancing satisfaction.

Efficiency for all users

Efficiency for all users ensures that a digital product or service meets diverse needs, providing value across different skill levels, abilities, and use cases.

As part of our Heuristic Evaluation, we assessed the MyScouts.ca experience based on the following key criteria: (cntd).

Minimalistic Design

Minimalistic design focuses on simplicity and clarity by eliminating unnecessary elements, ensuring that only the most essential components remain.

Responsive Design

Responsive design ensures that digital products and websites provide optimal user experiences across a variety of devices, screen sizes, and orientations.

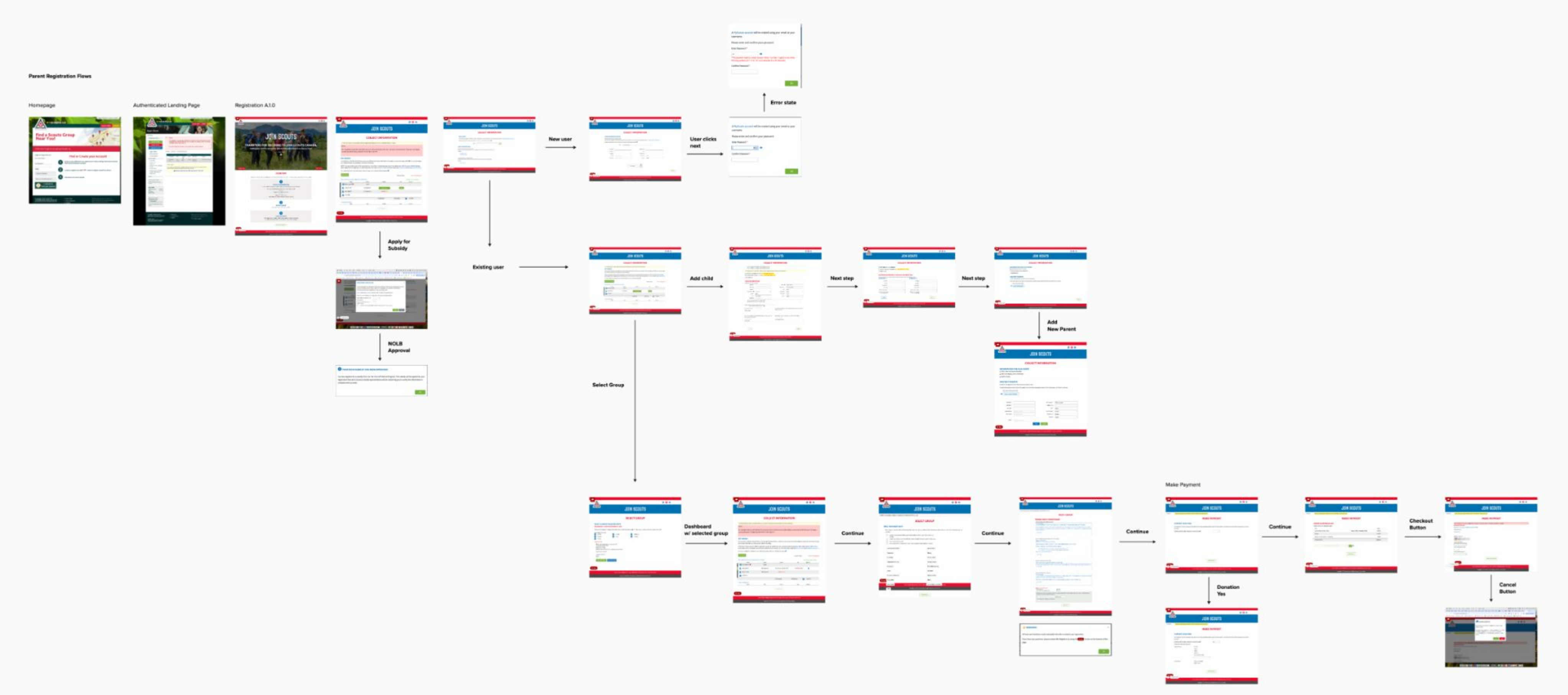
Help & Documentation

Help and documentation play a crucial role in enhancing user experience, particularly for complex or feature-rich systems. They provide the guidance and support users need to successfully interact with a product.

Inclusiveness & Accessibility

Inclusiveness and accessibility are vital components of user-centered design, ensuring that digital products are usable by all individuals, regardless of their abilities, disabilities, or other factors.

The below is a representation of the user flow that was analyzed during the heuristic evaluation.

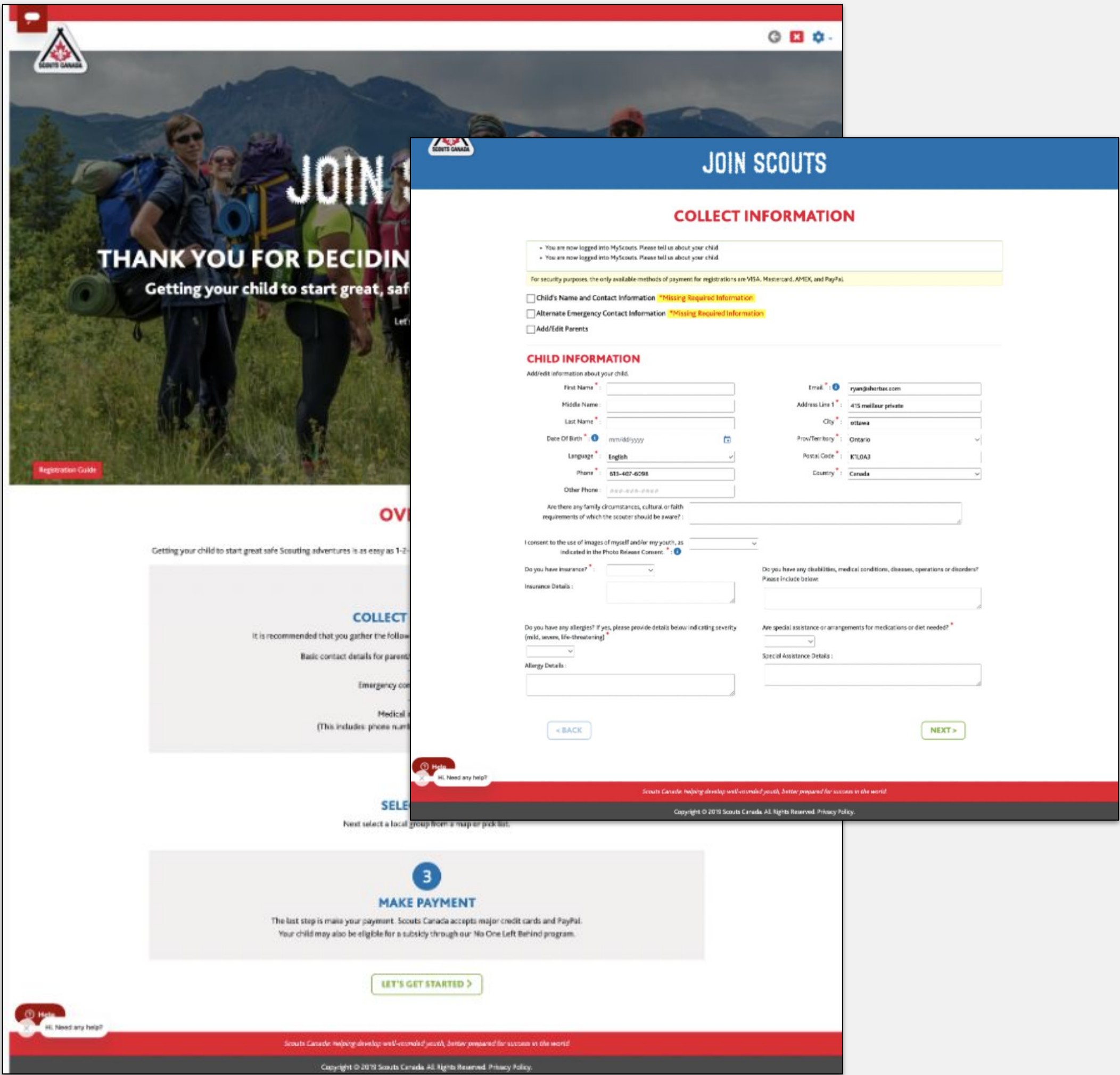




Visibility of System Status (1/3)

The homepage lacks clear feedback during information loading, such as indicating when the page is loading or when a form submission is in progress.

Throughout the registration process, navigational buttons don't provide hover or click-state feedback, which can make interactions feel unclear and potentially confusing for users.





Visibility of System Status (2/3)

During the registration process, it is unclear that the top section labeled “Child’s name and contact information”, “Alternate Information”, and “Add/edit parents/guardians” is intended to function as a progress bar.

Additionally, the H1 page titles are written in the wrong tense, using phrases like "Collect Information" instead of prompting the user with actionable instructions such as "Enter Information".

Overall, there is no clear indication of how long each section will take to complete, leaving users without an expectation of the time required to finish each part.

SCOUTS CANADA

JOIN SCOUTS

COLLECT INFORMATION

You are now logged into MyScouts. Please tell us about your child.

You are now logged into MyScouts. Please tell us about your child.

For security purposes, the only available methods of payment for registrations are VISA, Mastercard, AMEX, and PayPal.

☐ Child's Name and Contact Information

Missing Required Information

☐ Alternate Emergency Contact Information

Missing Required Information

☐ Add/Edit Parents

CHILD INFORMATION

Add/edit information about your child.

First Name *

Middle Name *

Last Name *

Date Of Birth *

mm/dd/yyyy

Language *

English

Phone *

613-407-6298

Other Phone:

000-000-0000

Email *

ryan@hortus.com

Address Line 1 *

415 melliss private

City *

ottawa

Prov/Territory *

Ontario

Postal Code *

K1L0A3

Country *

Canada

Are there any family circumstances, cultural or faith requirements of which the scouter should be aware? *

I consent to the use of images of myself and/or my youth, as indicated in the Photo Release Consent. *

Do you have insurance? *

Insurance Details:

Do you have any disabilities, medical conditions, diseases, operations or disorders? Please include below:

Do you have any allergies? If yes, please provide details below indicating severity (mild, severe, life-threatening) *

Are special assistance or arrangements for medications or diet needed? *

Allergy Details:

Special Assistance Details:

< BACK

NEXT >

Hi, Need any help?

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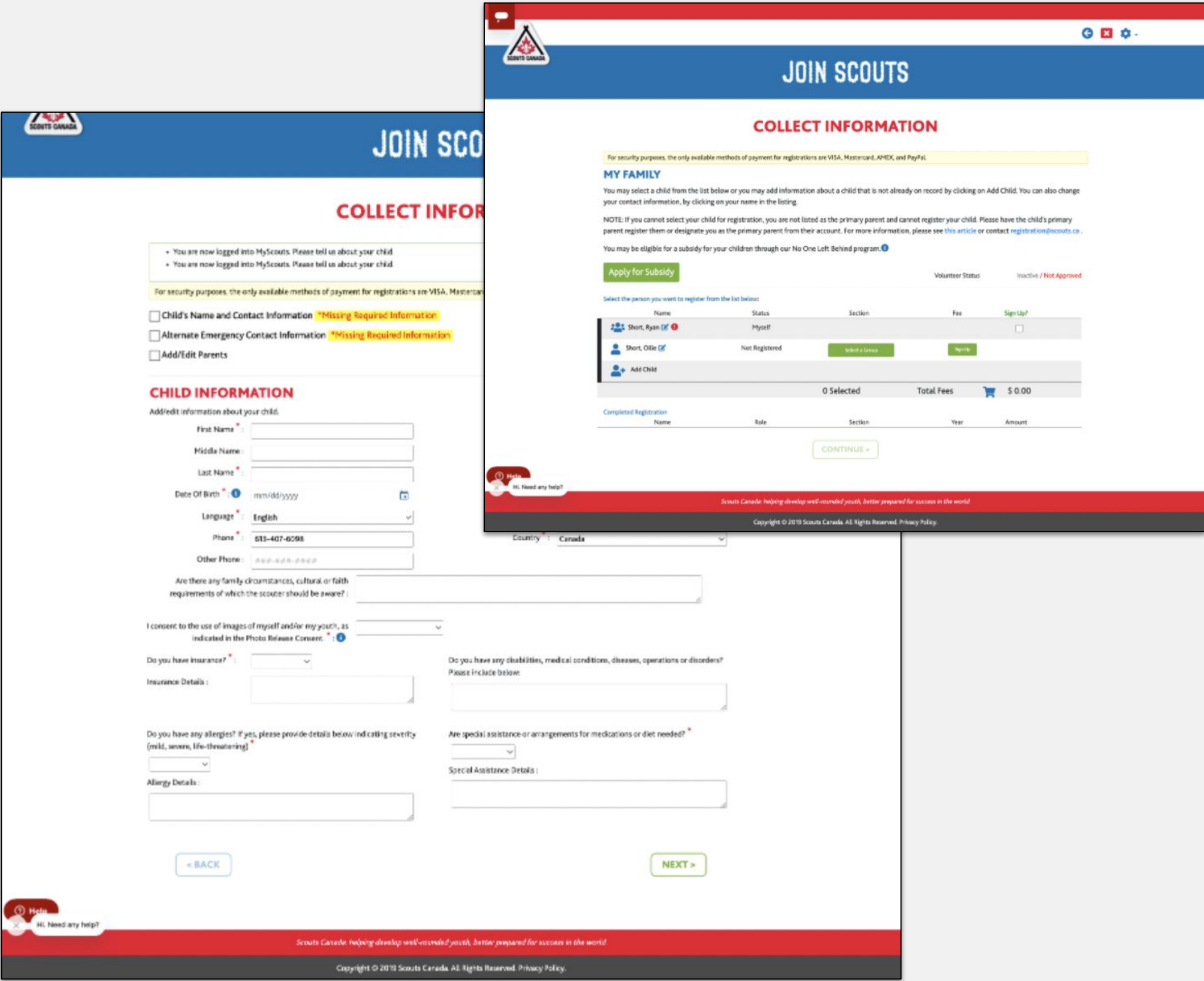
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Visibility of System Status (3/3)

There is minimal indication of success when progressing to the next step or upon completing the process and returning to the Parent/Guardian Dashboard.

This absence of confirmation messages can leave users uncertain about whether their actions were successful, potentially causing confusion or frustration.

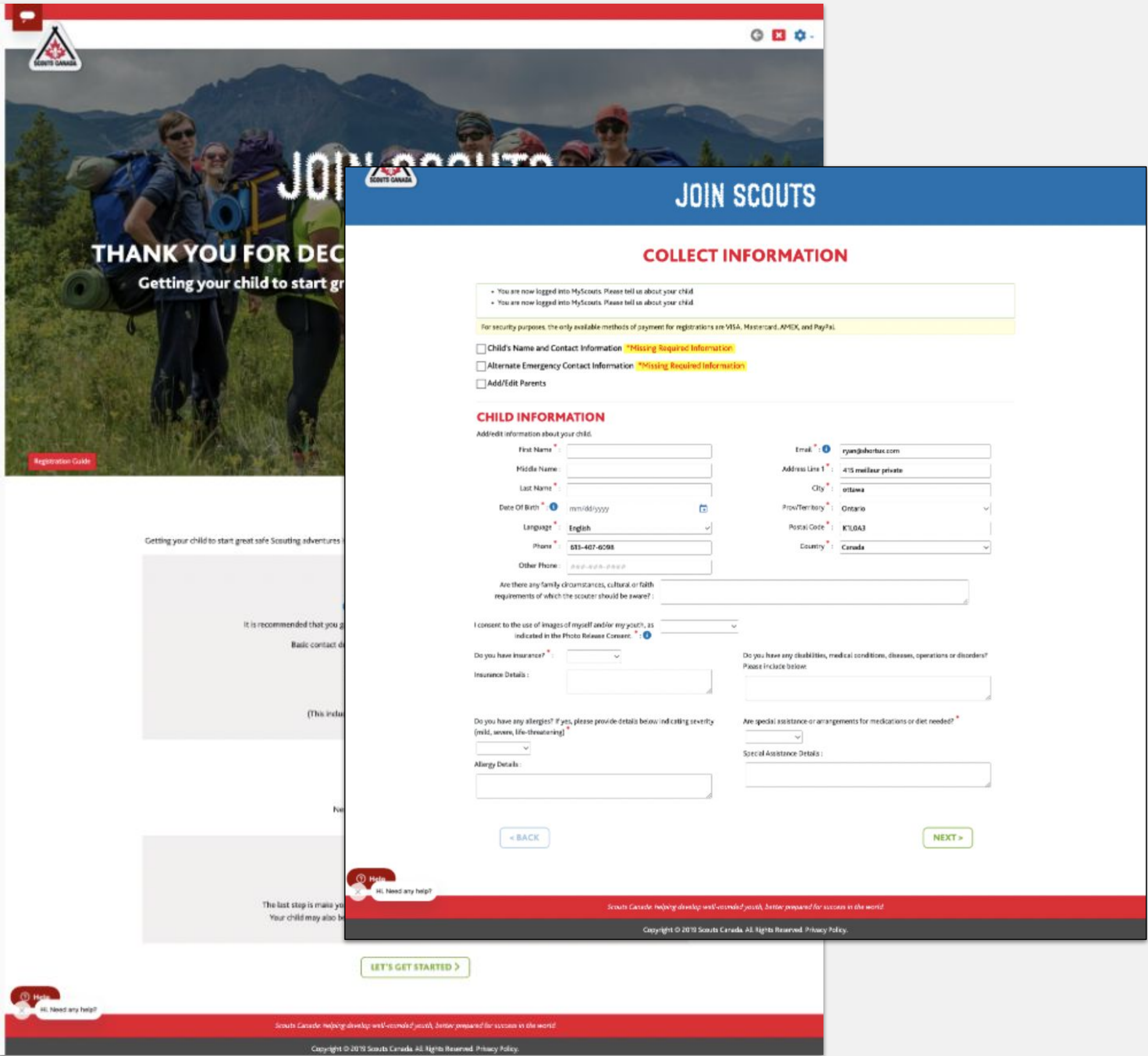




Use of Natural Language, Clear Visuals & CTAs (1/3)

On the instructional page, there isn't a clear hierarchy of information showing the steps outlined to register. Although the information is grouped together, there could be a high cognitive load for the information presented to most users as it's not contextual to each section.

The button copy to move between the sections is very generic, stating "next" and "back", instead of indicating where the user is moving next.



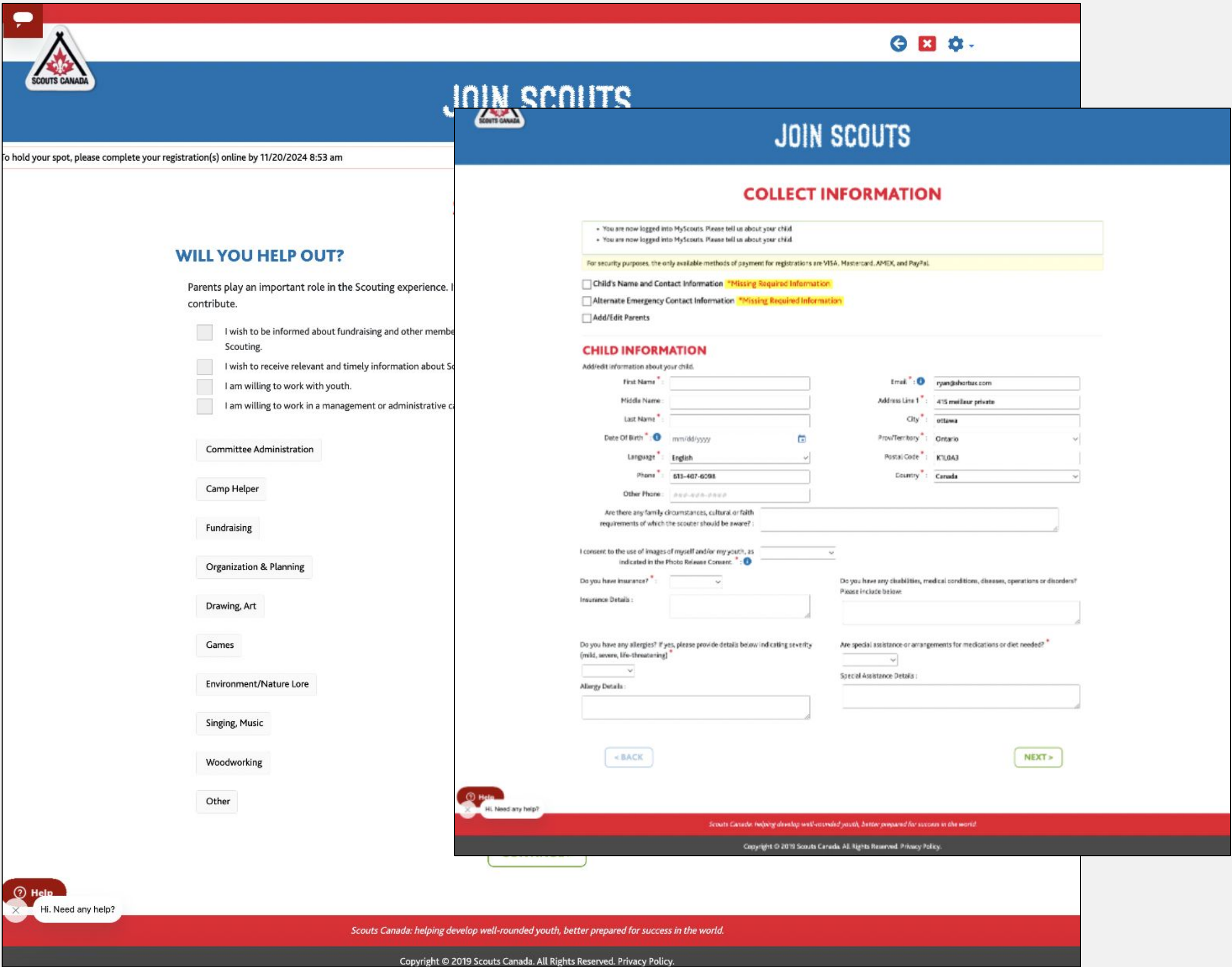


Use of Natural Language, Clear Visuals & CTAs (2/3)

Imagery and icons used around the progress bar are not industry standard, potentially creating some confusion for the end-user.

It may not be clear in the Select a Group area that the user can select the areas of interest.

Visually there are differing ways of collecting multi-select data across the page, creating confusion for the end-user.





User Control and Freedom

(1/2)

At the top of the "Collect Information" screen, the alert area references payment information, which is not relevant to the current context. This lack of alignment may lead to user confusion.

Although inline validation is triggered upon submission, the error messages are overly generic, merely stating, "This field is required", without offering context or guidance on how to address the issue.

Additionally, section headers indicate that "required information" is missing. However, users cannot determine which specific fields are incomplete without navigating into the corresponding screen.

JOIN SCOUTS

COLLECT INFORMATION

• You are now logged into MyScouts. Please tell us about your child.
• You are now logged into MyScouts. Please tell us about your child.

For security purposes, the only available methods of payment for registrations are VISA, Mastercard, AMEX, and PayPal.

☐ Child's Name and Contact Information *Missing Required Information
☐ Alternate Emergency Contact Information *Missing Required Information
☐ Add/Edit Parents

CHILD INFORMATION

Add/edit information about your child.

First Name * :
Middle Name * :
Last Name * :
Date Of Birth * :
Language * :
Phone * :
Other Phone :
Email * :
Address Line 1 * :
City * :
Prov/Territory * :
Postal Code * :
Country * :
Are there any family circumstances, cultural or faith requirements of which the scouters should be aware? :
I consent to the use of images of myself and/or my youth, as indicated in the Photo Release Consent. * :
Do you have insurance? * :
Insurance Details :
Do you have any allergies? If yes, please provide details below indicating severity (mild, severe, life-threatening) * :
Allergy Details :
Do you have any disabilities, medical conditions, diseases, operations or disorders? Please include below:
Are special assistance or arrangements for medications or diet needed? * :
Special Assistance Details :

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User Control and Freedom

(2/2)

In the multi-step process for collecting information, users can navigate between individual sections while entering data.

However, there is no prompt warning that information will be lost if the "Next" button is not selected.

This could lead to data loss if users navigate between sections using the top progress bar.

By providing an alert or modal prompt, an indication could be given to the end-user explaining how this input could affect the data they have already entered, reducing user frustration.







JOIN SCOUTS

COLLECT INFORMATION

- You are now logged into MyScouts. Please tell us about your child.
- You are now logged into MyScouts. Please tell us about your child.

For security purposes, the only available methods of payment for registrations are VISA, Mastercard, AMEX, and PayPal.

☐ Child's Name and Contact Information *Missing Required Information
 ☐ Alternate Emergency Contact Information *Missing Required Information
 ☐ Add/Edit Parents

CHILD INFORMATION

Add/edit information about your child.

First Name * :
 Middle Name :
 Last Name * :
 Date Of Birth * :
 Language * :
 Phone * :
 Other Phone :

Email * :
 Address Line 1 * :
 City * :
 Prov/Territory * :
 Postal Code * :
 Country * :

Are there any family circumstances, cultural or faith requirements of which the scouter should be aware? :

I consent to the use of images of myself and/or my youth, as indicated in the Photo Release Consent. * :

Do you have insurance? * :
 Insurance Details :

Do you have any allergies? If yes, please provide details below indicating severity (mild, severe, life-threatening) * :
 Allergy Details :

Do you have any disabilities, medical conditions, diseases, operations or disorders? Please include below:

Are special assistance or arrangements for medications or diet needed? * :
 Special Assistance Details :

< BACK

NEXT >

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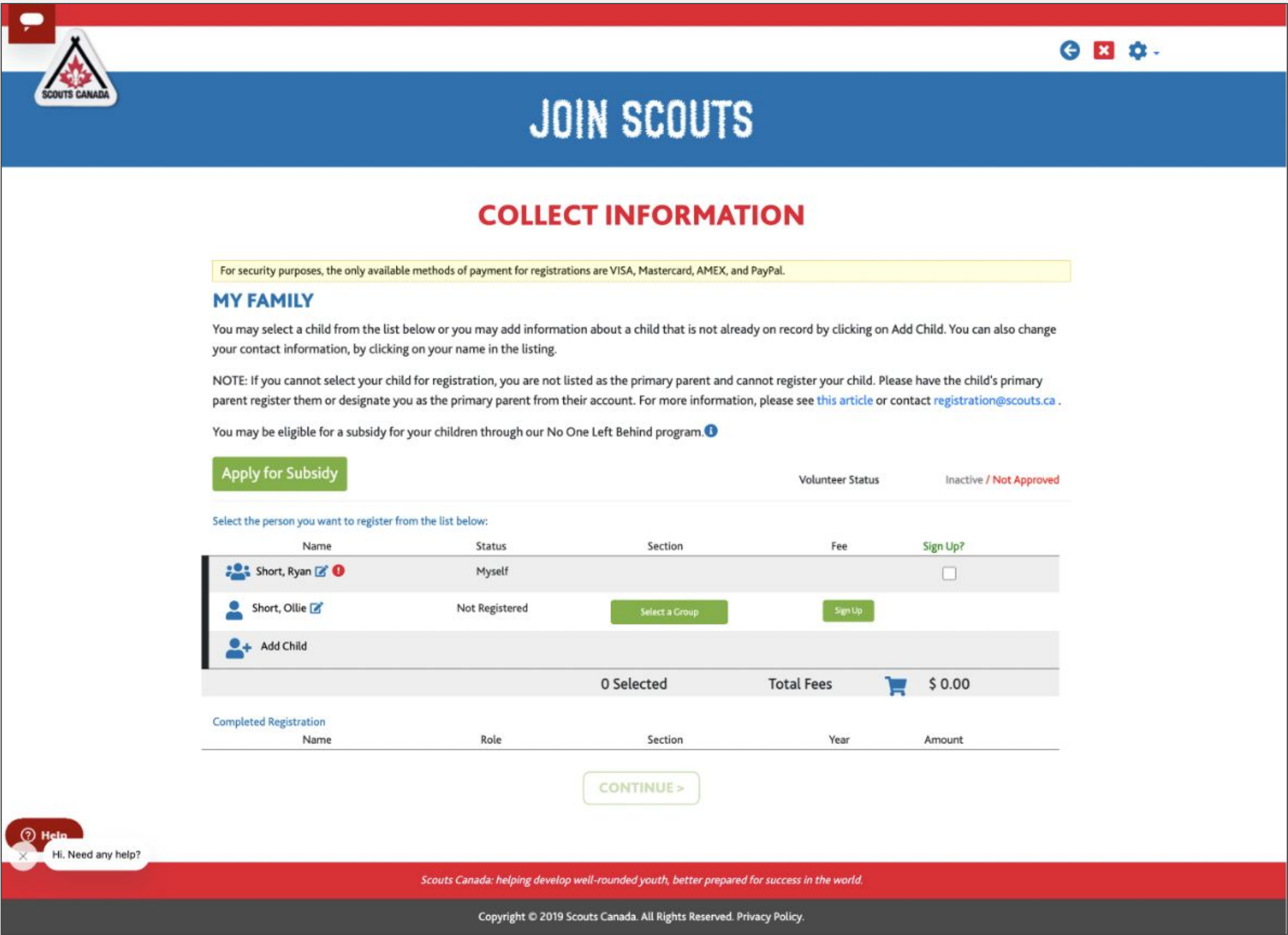
Design Consistency (1/2)

There are a number of inconsistencies across MyScouts.ca from both a functional and a visual perspective.

In the Collect Information Dashboard table, a disabled “Continue” button is shown below the Completed Registration, however, there is little understanding how this relates to the table data shown above.

There is very little use of primary, secondary and tertiary buttons on the dashboard, potentially creating some confusion for the end-user by not prioritizing specific actions over others.

There are duplicate actions in the table (i.e. Sign-up) with multiple ways of interaction, creating confusion as to which input to interact with.





Design Consistency (2/2)

The top toolbar in the registration process includes a back button, an exit button, and a settings dropdown.

While these elements support navigation, they may interfere with or compete with other navigation elements on the page, potentially causing confusion for users trying to move between sections.

This overlap can lead to uncertainty about which navigation option to use, especially if their functions are not clearly distinguished or if visual hierarchy is unclear.



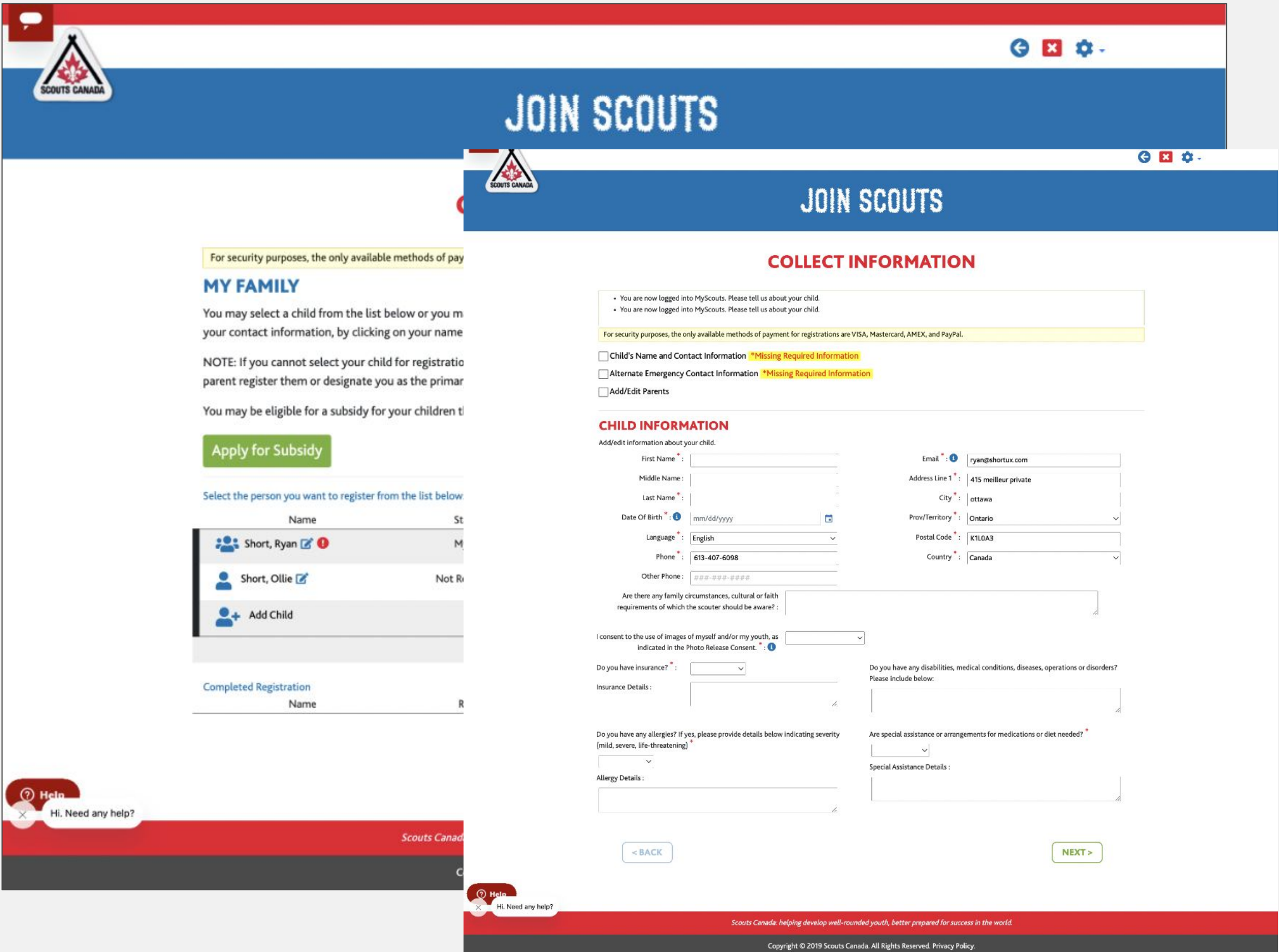
Error Prevention and Recovery

(1/3)

At the top of the "Collect Information" screen, the alert area references payment information, which is not relevant to the current context. This lack of alignment may lead to user confusion.

Although inline validation is triggered upon submission, the error messages are overly generic, merely stating, "This field is required", without offering context or guidance on how to address the issue.

Additionally, section headers indicate that "required information" is missing. However, users cannot determine which specific fields are incomplete without navigating into the corresponding screen.



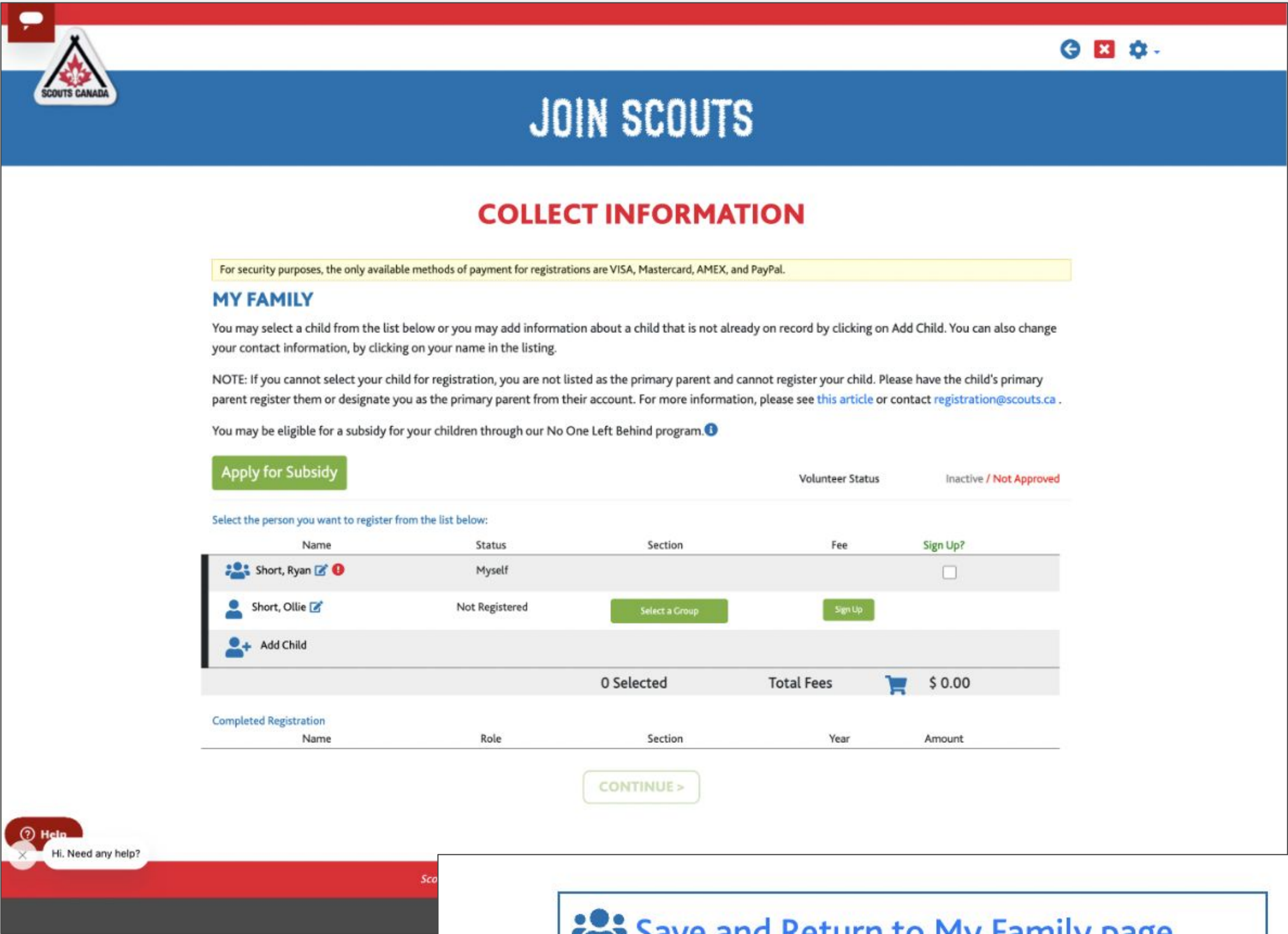


Error Prevention and Recovery

(2/3)

If a user clicks the "Save and Return to My Family page" button as shown on the left, there is no prompt or warning to alert them that pre-entered information might be lost. This can frustrate users who have invested time in partially completing the registration form.

Furthermore, the "My Family" screen lacks an option to delete or remove an individual, potentially leading to duplicate records. Similarly, parent/guardian information can be added on this screen, triggering a "warning" icon (as displayed on the left) without clear guidance on how to remove the incorrect information.



 Save and Return to My Family page

CHILD INFORMATION



Error Prevention and Recovery

(3/3)

As noted in the previous slide, there may be confusion for a parent/guardian who is both starting the volunteer process and registering their child for the first time.

If the user selects the "Sign up" checkbox and clicks "Continue", they encounter a contextual error. This issue could be prevented by clearly separating parent/guardian and child information on the screen.



JOIN SCOUTS

COLLECT INFORMATION

For security purposes, the only available methods of payment for registrations are VISA, Mastercard, AMEX, and PayPal.

MY FAMILY

You may select a child from the list below or you may add information about a child that is not already on record by clicking on Add Child. You can also change your contact information, by clicking on your name in the listing.

NOTE: If you cannot select your child for registration, you are not listed as the primary parent and cannot register your child. Please have the child's primary parent register them or designate you as the primary parent from their account. For more information, please see [this article](#) or contact registration@scouts.ca.

You may be eligible for a subsidy for your children through our No One Left Behind program.

Apply for Subsidy

Volunteer Status

Inactive / Not Approved

Select the person you want to register from the list below:

Name	Status	Section	Fee	Sign Up?
 Short, Ryan  	Myself			☐
 Short, Ollie 	Not Registered	Select a Group	Sign Up	
 Add Child				

0 Selected

Total Fees

 \$ 0.00

Completed Registration				
Name	Role	Section	Year	Amount

CONTINUE >

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Efficiency For All Users (1/2)

The parent/guardian/Child registration screens lack advanced functionality, which hinders usability and efficiency.

For instance, when a child is waitlisted:

There is no information about the child’s position on the waitlist, leaving users uncertain about their registration status.

There is also no quick or intuitive way to switch the child to a different group, forcing users to navigate cumbersome alternatives. This can lead to duplicate registrations, compromising data integrity and creating unnecessary frustration.

MY FAMILY

You may select a child from the list below or you may add information about a child that is not already on record by clicking on Add Child. You can also change your contact information, by clicking on your name in the listing.

NOTE: If you cannot select your child for registration, you are not listed as the primary parent and cannot register your child. Please have the child's primary parent register them or designate you as the primary parent from their account. For more information, please see [this article](#) or contact registration@scouts.ca.

You may be eligible for a subsidy for your children through our No One Left Behind program. [i](#)

Edit Subsidy

Volunteer Status

Inactive / Not Approved

Select the person you want to register from the list below:

Subsidy pricing in effect!

Name	Status	Section	Fee	Sign Up?
Short, Ryan edit info	Myself			☐
smith, john edit	Not Registered	Sts. Peter and Paul Troop edit	\$345.00 \$130.00	☐
Smith, Joe edit	Not Registered	Sts. Peter and Paul Pack edit	\$345.00 \$130.00	☐
Short, Ollie edit	Not Registered	Waitlisted info	Sign Up	
Add Child				

0 Selected

Total Fees

\$ 0.00

Completed Registration

Name	Role	Section	Year	Amount
------	------	---------	------	--------

CONTINUE >

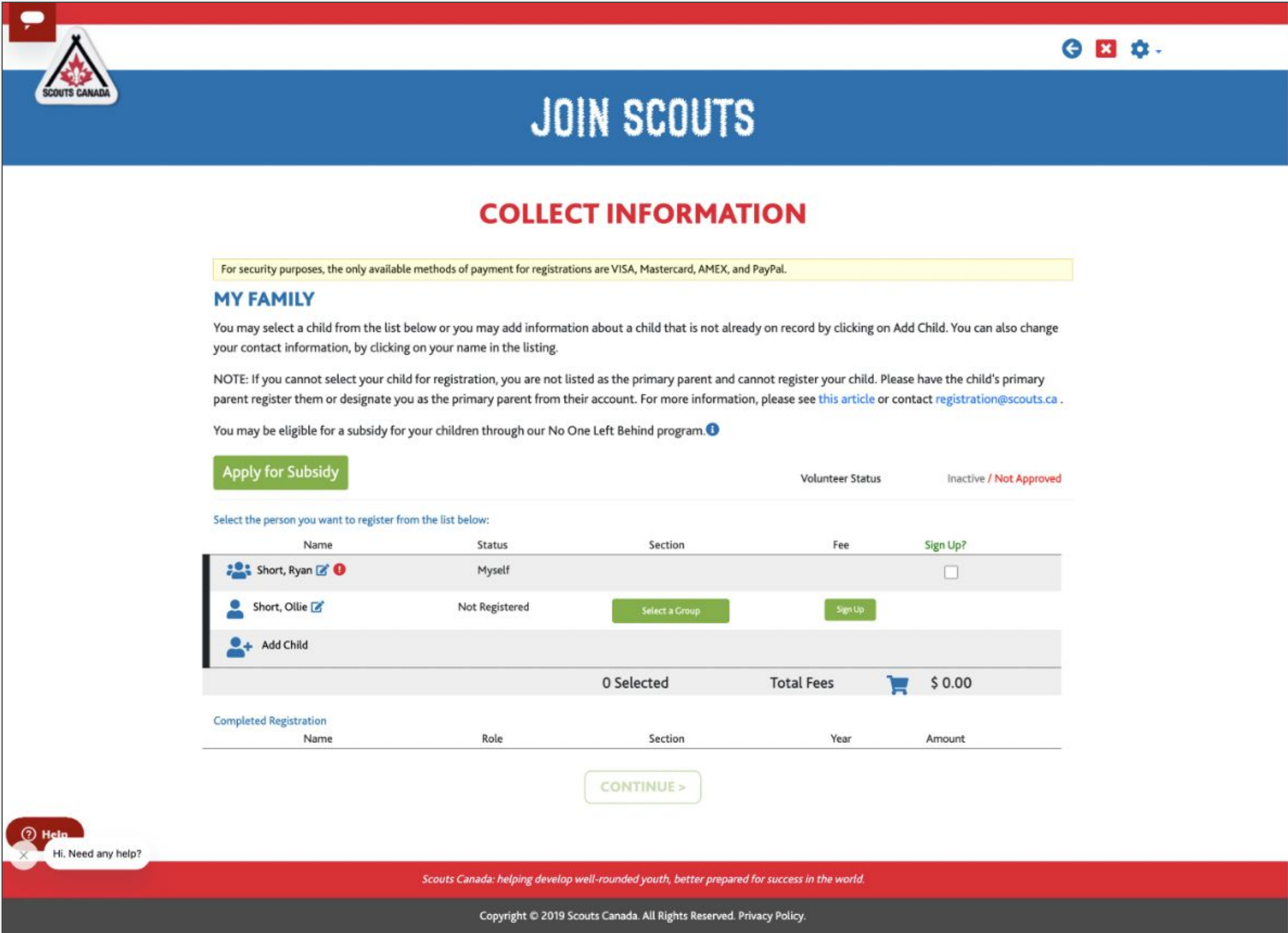


Efficiency For All Users (2/2)

The dashboard view lacks essential quick actions, limiting efficiency for advanced users.

Key functionalities, such as requesting refunds, accessing membership cards, or updating medical information, are notably absent.

This omission forces parent/guardians to repeatedly navigate into their child’s profile for these tasks, creating unnecessary friction in the workflow.





Minimalistic Design

The registration screen includes only required items, but the cluttered layout, inconsistent spacing, and typography detract from its usability, violating the principle of minimalist design.

In the step-by-step registration process, poor alignment and uneven spacing between form fields make it difficult for users to navigate and track visually, impacting efficiency and ease of use, which conflicts with the heuristic of a clear and consistent interface.



JOIN SCOUTS

COLLECT INFORMATION

- You are now logged into MyScouts. Please tell us about your child.
- You are now logged into MyScouts. Please tell us about your child.

For security purposes, the only available methods of payment for registrations are VISA, Mastercard, AMEX, and PayPal.

CHILD INFORMATION

Add/edit information about your child.

First Name *

Middle Name *

Last Name *

Date Of Birth *  mm/dd/yyyy

Language * English

Phone * 613-407-6098

Other Phone * ###-###-####

Email *  ryan@shortux.com

Address Line 1 * 415 meilleur private

City * ottawa

Prov/Territory * Ontario

Postal Code * K1L0A3

Country * Canada

Are there any family circumstances, cultural or faith requirements of which the scouter should be aware? :

I consent to the use of images of myself and/or my youth, as indicated in the Photo Release Consent. *  

Do you have insurance? * 

Insurance Details : 

Do you have any allergies? If yes, please provide details below indicating severity (mild, severe, life-threatening) *



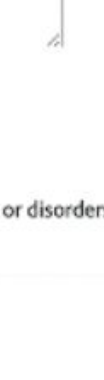
Allergy Details : 

Do you have any disabilities, medical conditions, diseases, operations or disorders? Please include below:



Are special assistance or arrangements for medications or diet needed? *



Special Assistance Details : 

Help

Hi. Need any help?

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Help and Documentation

(1/3)

The authenticated experience is tailored for returning users who are familiar with the process, such as renewing a membership, rather than for new users signing up or joining a waitlist.

However, the design lacks help text or documentation to guide users through the process. There is no explanation of the steps involved or an indication of how long the process may take, which could leave users uncertain and hinder their overall experience.









JOIN SCOUTS

COLLECT INFORMATION

- You are now logged into MyScouts. Please tell us about your child.
- You are now logged into MyScouts. Please tell us about your child.

For security purposes, the only available methods of payment for registrations are VISA, Mastercard, AMEX, and PayPal.

☐ Child's Name and Contact Information *Missing Required Information
 ☐ Alternate Emergency Contact Information *Missing Required Information
 ☐ Add/Edit Parents

CHILD INFORMATION

Add/edit information about your child.

First Name *		Email *	ryan@shortux.com
Middle Name *		Address Line 1 *	415 meilleur private
Last Name *		City *	ottawa
Date Of Birth *	mm/dd/yyyy	Prov/Territory *	Ontario
Language *	English	Postal Code *	K1L0A3
Phone *	613-407-6098	Country *	Canada
Other Phone *	###-###-####		

Are there any family circumstances, cultural or faith requirements of which the scouter should be aware? *

I consent to the use of images of myself and/or my youth, as indicated in the Photo Release Consent. *

Do you have insurance? *

Insurance Details :

Do you have any allergies? If yes, please provide details below indicating severity (mild, severe, life-threatening) *

Allergy Details :

Do you have any disabilities, medical conditions, diseases, operations or disorders? Please include below: *

Are special assistance or arrangements for medications or diet needed? *

Special Assistance Details :

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Help and Documentation

(2/3)

The registration process lacks contextual help to guide users through each step and explain the necessity of the information being requested.

Although there are two help options available - a new chatbot feature and a help icon - the help icon is currently non-functional, leaving users without support when they need it.

JOIN SCOUTS

COLLECT INFORMATION

You are now logged into MyScouts. Please tell us about your child.

You are now logged into MyScouts. Please tell us about your child.

For security purposes, the only available methods of payment for registrations are VISA, Mastercard, AMEX, and PayPal.

☐ Child's Name and Contact Information *Missing Required Information

☐ Alternate Emergency Contact Information *Missing Required Information

☐ Add/Edit Parents

CHILD INFORMATION

Add/edit information about your child.

First Name :

Middle Name :

Last Name :

Date Of Birth :

Language :

Phone :

Other Phone :

Email :

Address Line 1 :

City :

Prov/Territory :

Postal Code :

Country :

Are there any family circumstances, cultural or faith requirements of which the scouter should be aware? :

I consent to the use of images of myself and/or my youth, as indicated in the Photo Release Consent. :

Do you have insurance? :

Insurance Details :

Do you have any disabilities, medical conditions, diseases, operations or disorders? Please include below:

Do you have any allergies? If yes, please provide details below indicating severity (mild, severe, life-threatening) :

Are special assistance or arrangements for medications or diet needed? :

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Help

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?

Help

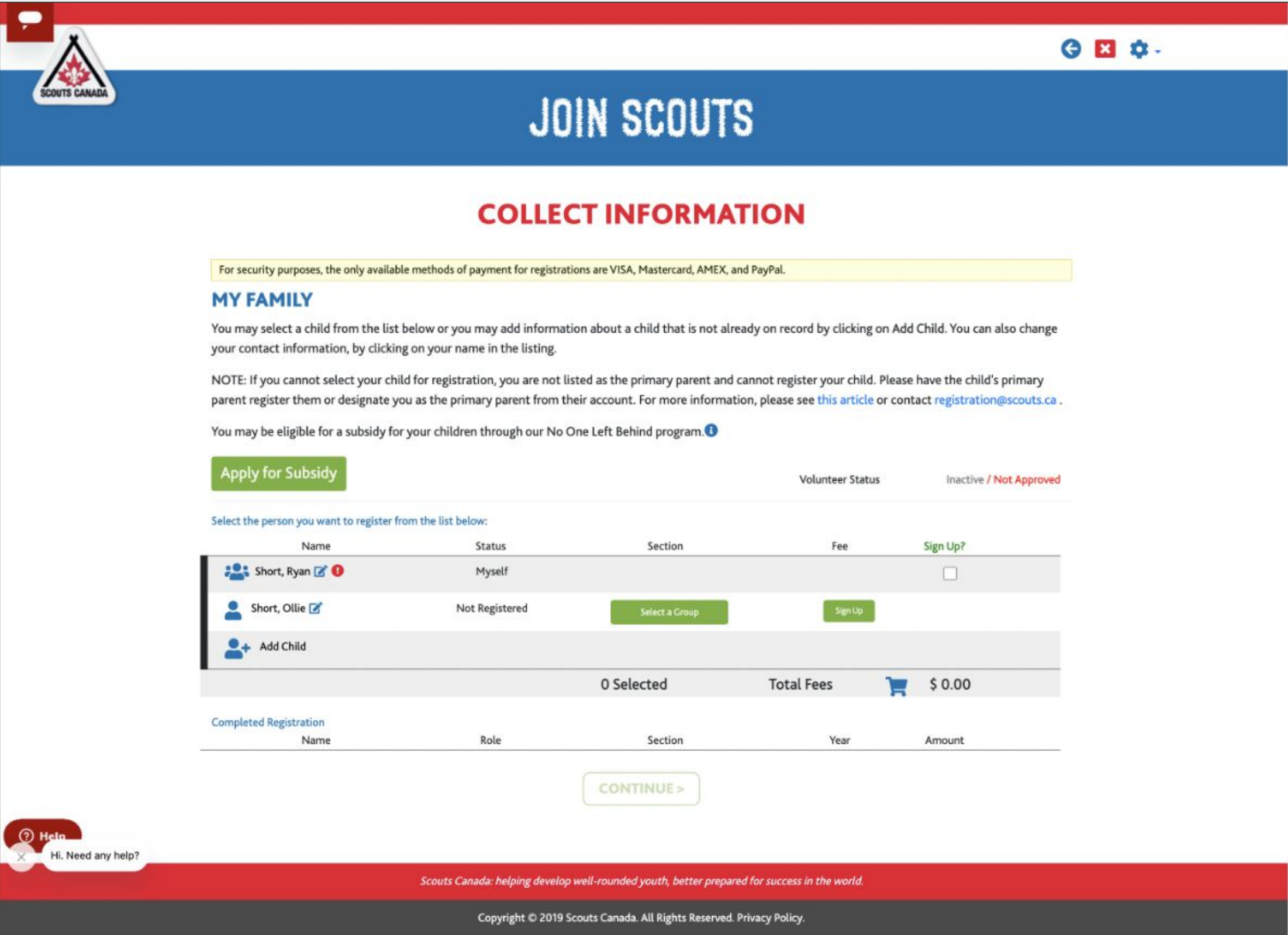


Help and Documentation

(3/3)

Although the "Apply for Subsidy" option is available on the main registration page, there is limited information provided about the subsidy, its workings, and the required details.

Presenting this information in a clear, user-friendly manner could be helpful, as it may guide users through the process. Additionally, considering that applying for this funding model could be an emotional experience for parents/guardians, such guidance could be especially valuable.



Furthermore, the absence of ARIA roles and attributes exacerbates the accessibility barriers, limiting the usability of interactive elements.



[←](#)
[×](#)
[⚙](#)

JOIN SCOUTS

COLLECT INFORMATION

- You are now logged into MyScouts. Please tell us about your child.
- You are now logged into MyScouts. Please tell us about your child.

For security purposes, the only available methods of payment for registrations are VISA, Mastercard, AMEX, and PayPal.

☐ Child's Name and Contact Information *Missing Required Information
☐ Alternate Emergency Contact Information *Missing Required Information
☐ Add/Edit Parents

CHILD INFORMATION

Add/edit information about your child.

First Name * :

Middle Name :

Last Name * :

Date Of Birth * : 

Language * :

Phone * :

Other Phone :

Email * :

Address Line 1 * :

City * :

Prov/Territory * :

Postal Code * :

Country * :

Are there any family circumstances, cultural or faith requirements of which the scouter should be aware? :

I consent to the use of images of myself and/or my youth, as indicated in the Photo Release Consent. *

Do you have insurance? * :

Insurance Details :

Do you have any disabilities, medical conditions, diseases, operations or disorders? Please include below:

Do you have any allergies? If yes, please provide details below indicating severity (mild, severe, life-threatening) *

Allergy Details :

Are special assistance or arrangements for medications or diet needed? *

Special Assistance Details :

< BACK

NEXT >


Hi. Need any help?

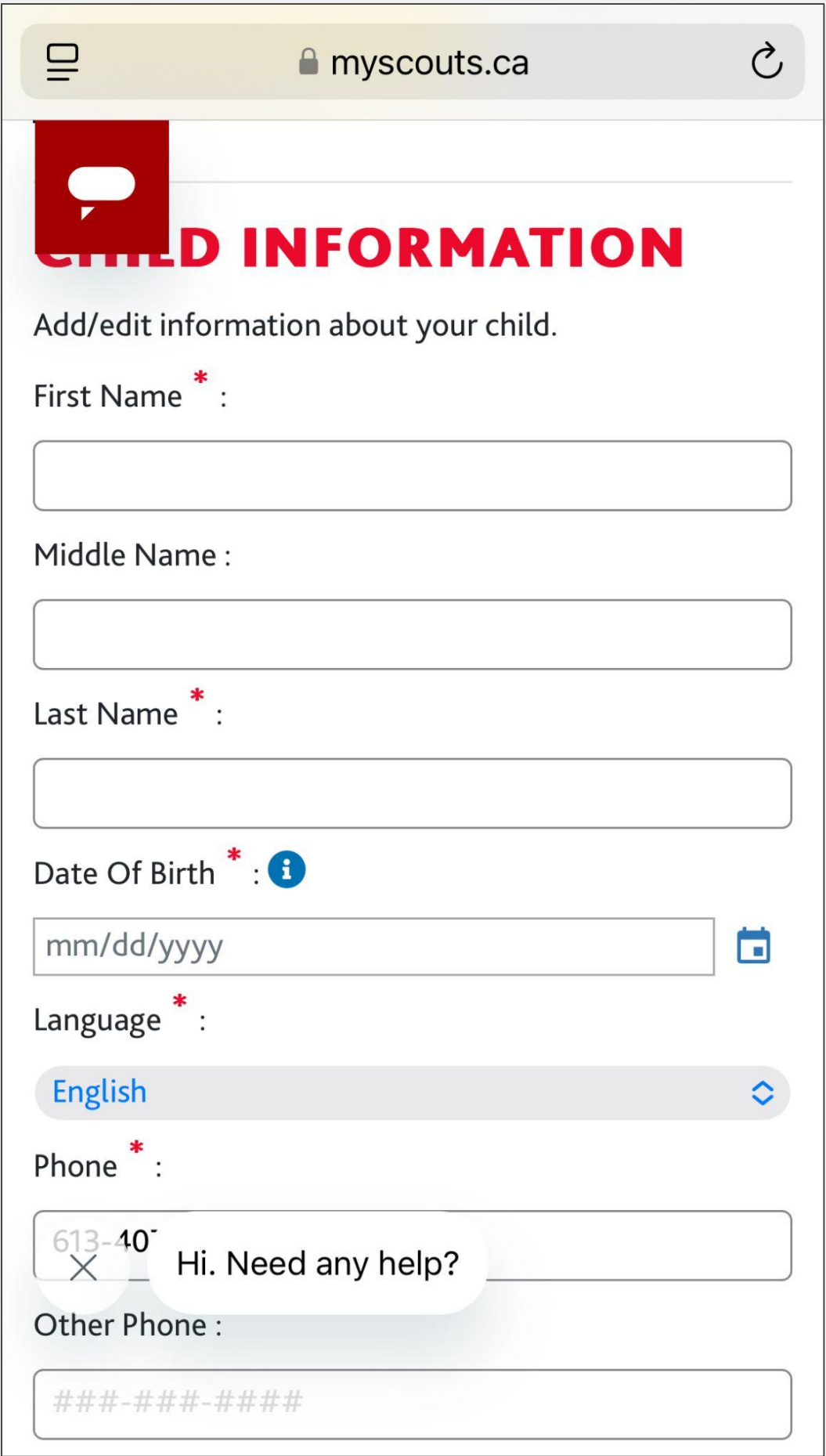
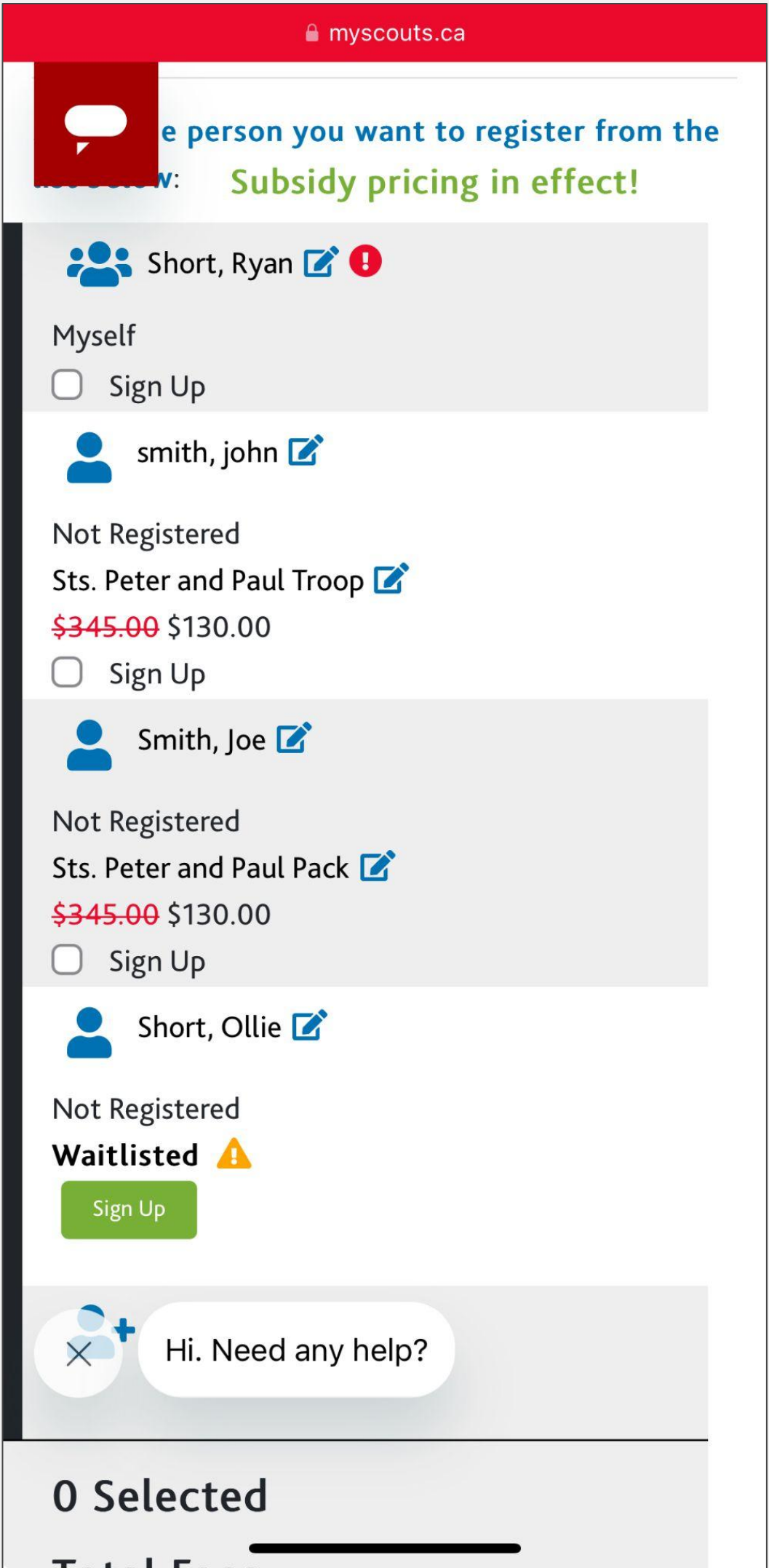
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Responsive Design

Generally, the MyScouts.ca experience is viewable on a mobile device, however, areas could be improved to be further responsive.

Efficiencies could generally be made to the mobile version to be further accessible and easier to complete tasks.



Through this research, there are clear design opportunities on the MyScouts.ca digital experience

We have outlined these key themes:

- Throughout the experience, there are opportunities to streamline the overall look and feel, creating more consistent action-oriented buttons, headers and industry-standard components.
- Progress bars and section titles should clearly indicate where the user is in the registration process and provide clear direction on section content.
- Sub-sections and form fields should be aligned to ensure all areas are clearly visible and easily navigable.
- There are clear opportunities in the waitlist and registration process to highlight open spots in alternative groups rather than creating a potential "roadblock" for registrants.
- There are opportunities throughout the Parent/Guardian & Youth Registration process to highlight abilities to begin the volunteer process, creating a connection between parent/guardians registering their children and registering themselves as a volunteer.
- Error text and help text should be more contextual to the specific sections of the registration process, clearly indicating not only the area to be fixed, but precisely what needs to be fixed.
- There are a number of roadblocks in the experience without the ability for users to create alternatives, potentially leading to duplicated records of information.

Through this research, there are clear design opportunities on the MyScouts.ca digital experience *(cntd.)*

We have outlined these key themes:

- The dashboard contains irrelevant information, which diminishes focus on the most important items and impacts the overall user experience.
- Certain features, such as "Requesting a Refund" and other membership options, are available exclusively on the User Dashboard and not within the "My Family" experience. This creates a disconnect, as some users may naturally expect to find this information in a more contextually relevant location.
- Accessibility updates should be considered across the whole website to ensure keyboard functionality, screen reader support, and further image (ARIA) support to be inclusive for all users.

Recommendations Presented From The Heuristic Evaluation

Recommendation	Heuristic	Level of Impact
Navigational elements should have clear labels and be descriptive	Visibility of System Status	Medium-High
Progress bar should be redesigned to be more industry standard	Visibility of System Status	Medium-High
H1 tags should be more action oriented	Visibility of System Status	Medium-High
Confirmation messages should appear on each confirmation screen	User Control and Freedom	Medium
Clear hierarchy of form content	User Control and Freedom	Medium

Recommendations Presented From The Heuristic Evaluation

Recommendation	Heuristic	Level of Impact
Action oriented calls-to-action	Use of Natural Language and Clear Visuals	Medium-High
Descriptive content around error messaging	Use of Natural Language and Clear Visuals	Medium-High
Consistent use of button styles and design styles across registration experience	Design consistency	Medium-High
Contextual error messages and prompts throughout the experience	Efficiency for all users	Medium
Alignment of form fields across both desktop and mobile	Efficiency for all users	Medium

Recommendations Presented From The Heuristic Evaluation

Recommendation	Heuristic	Level of Impact
Contextual help along the registration process	Help and Documentation	High
Optimization around mobile experience	Responsive Design	High
Optimization around accessibility elements	Accessibility	High

Phase 1: Initiate & Diagnose

5.3 Stakeholder Interviews

Insights from Scouts Canada staff - those who support, manage, and deliver the registration experience - shaped every phase of our work.

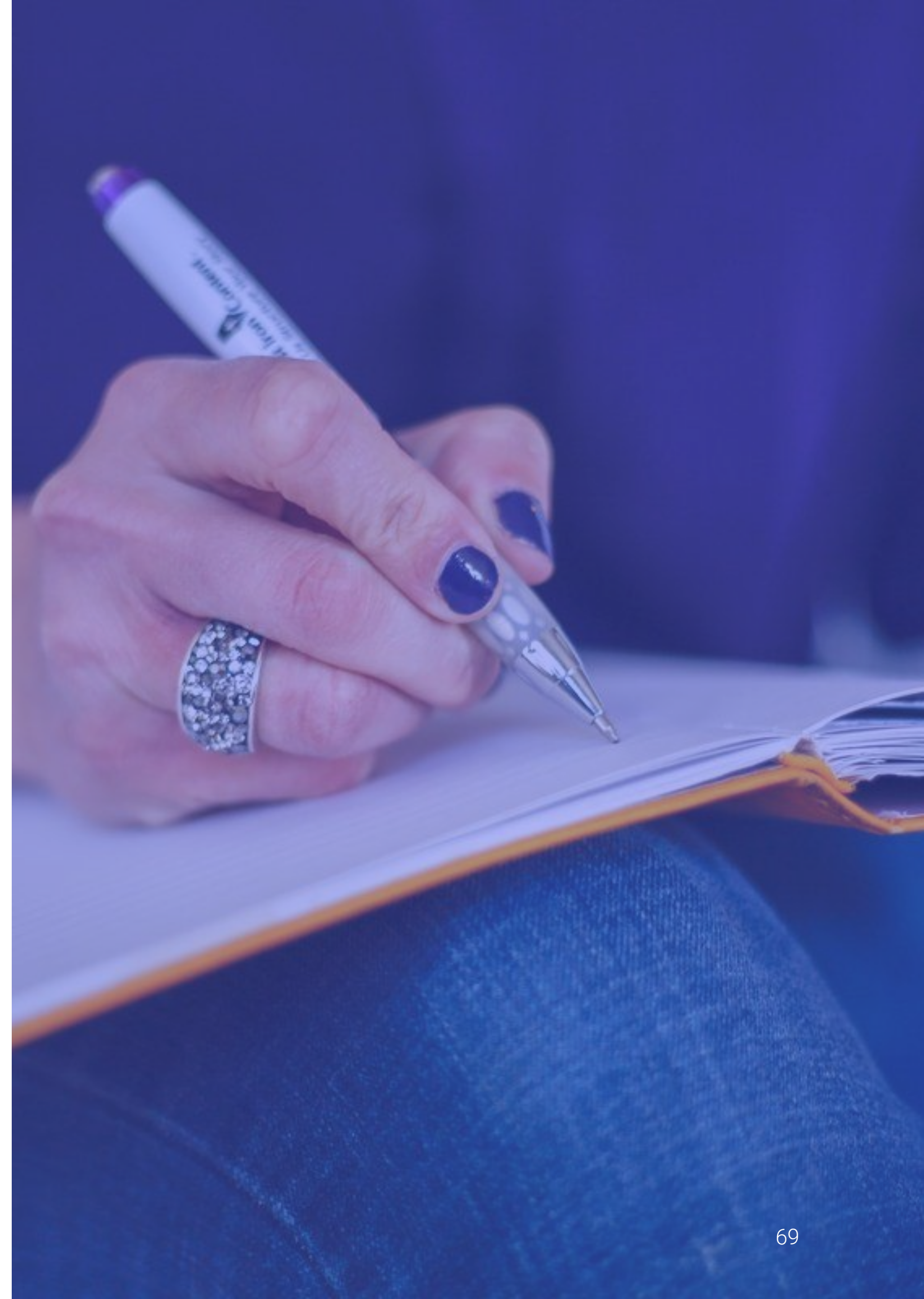
Stakeholder Interviews From Across The Scouts Organization

We started by gathering the perspective of Scouts Staff as a foundation for our research

To fully understand the registration experience, we spoke with those who navigate, manage, and support it every day - Finance, Business Services, Member Services, MARCOM, DEI, Group Support Centre, IT, Field Services and more.

These conversations surfaced pain points, workarounds, and bright spots across the journey. Their stories deeply informed our approach to the Discover and Study phase, and the recommendations that followed.

These insights were later incorporated into the Member & Volunteer Registration Findings in Section 5.6 and 5.7



When Technology Leads Instead of Supports

Technology is critical to registration - but issues like outages, delays, and workaround-based solutions often shape the process more than enable it.

Technology challenges: Technical issues, such as wait times and outages, significantly impact registration and sometimes lead the process rather than supporting it.

Trade-offs in solutions: Addressing tech issues unintentionally creates new non-tech issues (e.g. staggering registration to manage web traffic makes communicating registration time more difficult).

Tech Issues are the focus: Though technology is a key focus for diagnosing issues, there are also non-tech related issues.

Misaligned Timelines and Seasonal Realities

The registration model doesn't reflect how Scouts actually runs - creating confusion, bottlenecks, and stress for families and staff alike.

Seasonality:

Scouts is primarily seasonal, starting in the fall and ending before summer (it's not really year-round), but registration doesn't always reflect this. The shift to calendar year versus 'school year has mixed reviews.

- Late "Off season" registration and staggered registration creates confusion and issues (e.g. need for extension, reduced refund time for some)
- Returning: Parents/guardians who are busy/away in summer forget to renew and might lose their spot
- New: Paying to register in fall, might get free time or might not start until January
- Returning: Smooths age-up process (time before January to transition)
- New: Registering late might not start until mid January with only weeks before the 31st to refund

- Extensions: Late season registration gets free Scouts time, taking advantage of renewal
- Registration is technically all year round (except July), while memberships renew on a fixed date
- Staff/Volunteers: Everything hits all at once in the fall creating bottlenecks and delays
- Parent/guardian: Timelines are tight, and any delay can cost a child a spot (many ways to get delayed)

Rigid Processes That Delay and Deter

All-or-nothing choices and inflexible steps - like group selection and volunteering - create preventable bottlenecks, delay registrations, and put spots at risk.

Process Bottlenecks:

Group Selection and Volunteer opt-in are both bottlenecks because they take 'all or nothing' choices (e.g. having to pick one group to register a child, having to commit to volunteering in order to express interest). Securing a spot is based on payment (cause delay and lose spot) but some financial supports happen after group selection. All delays mean youth can lose their spots. There is opportunity for more matchmaking and flexibility in order to keep registration moving and reduce wait lists (e.g. choose group preferences or priorities versus selecting one group).

Waitlist challenges:

The waitlist is a black box (indefinite, limbo, false promise). Most youth don't get off the waitlist unless their parents/guardians volunteer, making this a strong driver for recruiting volunteers. Managing these lists is challenging.

Cost Clarity and Support Need Work

Group fees vary and aren't always visible upfront. Support exists - but awareness is low, and the process is opaque and uncomfortable for families.

Fees Transparency:

Group fees are not always included at registration for some groups, while others do include it. Participation fees are variable between groups.

Financial Support:

Parents/Guardians have to pay before meeting their group to get group billing codes. They have to ask their group for group fee support or participation help (not anonymous). There is low awareness of subsidies.

Volunteer Capacity Limits Participation

Volunteer availability determines how many youth can join - but readiness is uneven, and current registration doesn't help recruit or prepare them effectively.

Volunteer limitations:

The number of volunteers limits how many youth can participate in Scouts (groups). Increasing volunteers would alleviate many issues, but it's obviously difficult. Volunteer readiness directly affects member registration. There may be more opportunities to recruit volunteers during member registration.

"Sales":

Starting registration is a key part of the "sales funnel", not the end of the funnel. Most "top of funnel" activity happens in-person at the group level (setting expectations, gathering data) but the transition to and through registration isn't easily tracked/managed.

Phase 2: Discover & Study

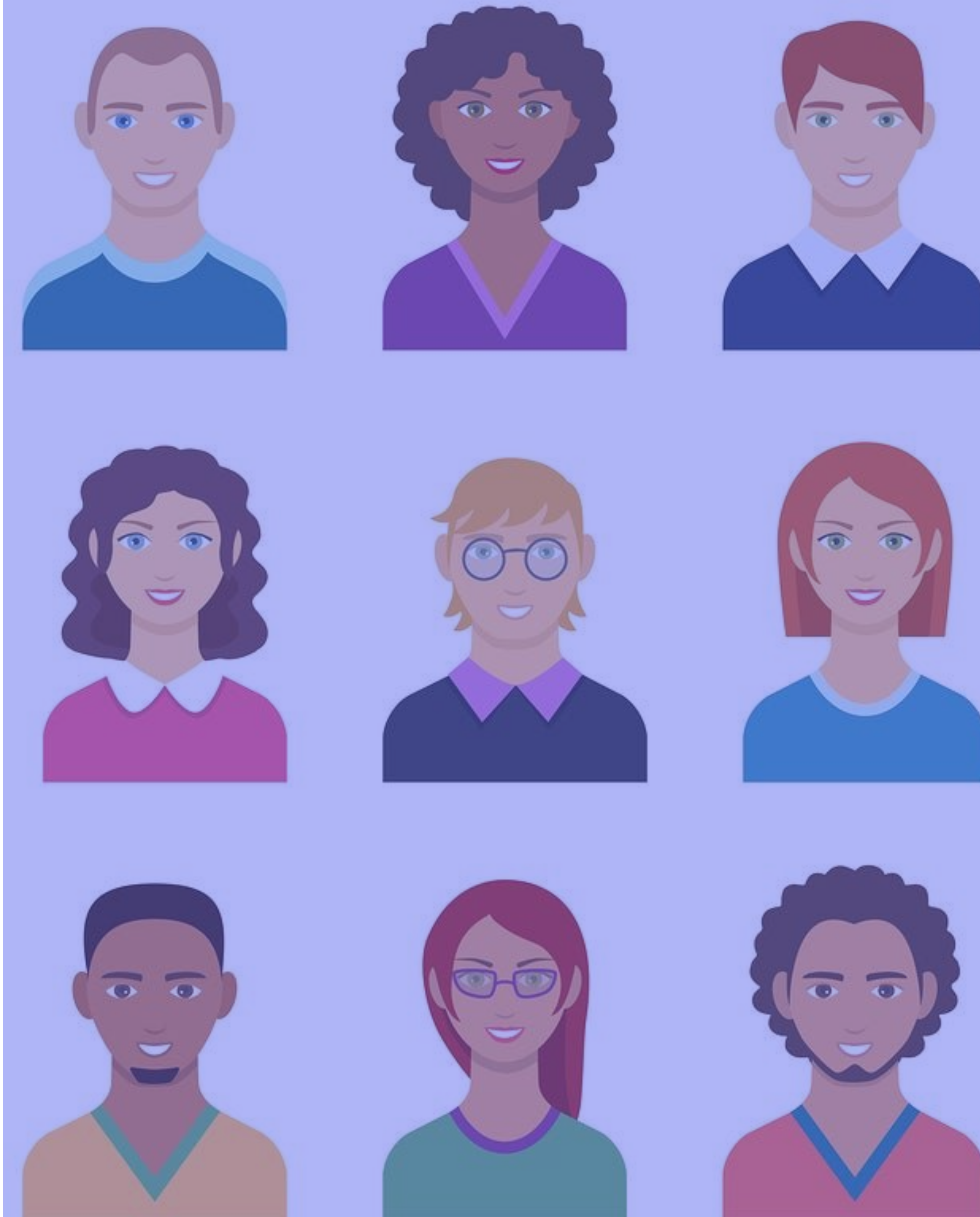
5.4 Personas

A set of personas helped ground our design in lived experiences.

Personas To Capture Users Underlying Needs & Motivations

Understanding what matters most to
different users

- We've integrated Jobs to be Done with Persona Development to go beyond creating fictional user profiles, aiming instead to develop profiles that incorporate a deeper understanding of the specific tasks, goals, and problems that drive users to seek solutions.
- Generally, personas provide details about the users' background, demographics, behaviours and goals.
- Jobs to be Done focuses on the functional, emotional and social job a user is trying to accomplish.
- This approach allows us to create more accurate and actionable representations of users, aligning design efforts with going beyond who they are, and defining what truly matters to them.



Elements of a Persona

Key characteristics

The essential traits that define the parent/guardian, including their personality, behaviors, and preferences. These characteristics influence how they approach decisions within the Scouts environment.

Challenges

The obstacles or pain points the parent/guardian encounters in their journey or decision-making process to register their child in Scouts.

Motivations

Motivations are the driving factors that inspire the parent/guardian to take action or make decisions with respect to Scouts registration. Motivations generally reflect what the parent/guardian wants to achieve or avoid emotionally, socially, or practically.

Communication

The parent/guardian’s preferred methods and styles of receiving and sharing information. This can include channels (email, phone, face-to-face) and the tone or format they prefer.

Thought Process

The mental steps the parent/guardian takes when evaluating options or registering for Scouting online. It highlights how they weigh choices, prioritize needs, and ultimately arrive at a decision to register.

Scenario

A real-life example or situation where the parent/guardian applies their motivations, thought process, and challenges. It illustrates how the persona interacts with MyScouts.

 See “MemberRegistration-Personas.pdf” for details

Member Personas



First Time Enroller

Parents/guardians want to ensure before enrolling that Scouts is not only safe but also a good fit for their child’s developmental stage and personal interests.

These parents/guardians prioritize finding programs with qualified volunteers, clear safety protocols, and activities that foster physical, emotional, and social growth.

Additionally, parents/guardians seek enrichment that goes beyond just fun, ensuring that their child gains valuable skills, experiences, and confidence. This job requires a careful balance of safety, engagement, and developmental value.



Waitlisted Registrant

Parents/guardians want a guaranteed spot in the Scouts group they’ve chosen for their child, but when faced with a waitlist, they seek clear guidance about what comes next.

They want to understand the timeline, including how long they might wait, what steps are involved, and how they will be notified when a spot opens.

This job is about providing transparency and communication, reducing the frustration of uncertainty, and ensuring parents/guardians are well-informed throughout the waitlist process. A clear process with proactive updates on status and waitlist movement helps eliminate stress and keeps parents/guardians engaged in the process of registration.



A simple re-enroller

Parents/guardians of returning participants in Scouts want to simplify the re-enrollment process, avoiding the need to resubmit the same personal information or registration details each year.

This job focuses on reducing friction by offering pre-filled forms or streamlined processes that save time and effort.

Parents/guardians value efficiency and convenience, especially when managing multiple activities and busy schedules. By ensuring that they can re-enroll quickly and securely, this job makes it easier to maintain continuity for their child’s participation in Scouts while avoiding the hassle of repetitive data entry.



Coordinated Renewal

Parents/guardians in coordinating situations often face the challenge of managing their Scouts registration or renewal across separate accounts, leading to miscommunication or duplicated efforts.

This job involves streamlining the renewal process for parents/guardians who need to collaborate on decisions and payments but have no shared access to each other's accounts.

The goal is to create a system where both parents/guardians can access necessary information, complete renewals, and make decisions together. This includes ensuring that payment and scheduling details are transparent and that both parents/guardians are informed and involved in the process.

First Time Enroller

Ensure my child is enrolled in a safe, suitable, and enriching activity like Scouts.

KEY CHARACTERISTICS

- ✓ Chooses activities known for safety (e.g., background checks, supervision)
- ✓ Prefers structured programs
- ✓ Registers early to avoid waitlists or deadlines
- ✓ Wants a balance of fun and learning
- ✓ Picks activities that fit age milestones

MOTIVATIONS

- For her kids to gain independence & leadership skills
- They want to get registration done early to avoid waitlists and missed opportunities
- Help parents understand financial options for Scouts
- Want their child to be happy and motivated
- Poor value perception: Paid early but got little in return.

CHALLENGES

- Frustrating website: Slow, crashed, and unclear.
- Unexpected payment: Paid for a year with little warning.
- No automation: Wondered why Scouts couldn't do it automatically.
- Complicated instructions: Hard to understand the steps.
- Poor value perception: Paid early but got little in return.

COMMUNICATION PREFERENCES

- Clear and detailed information about registration
- Personalized content about their child's group
- Timely updates as it relates to information
- Clear information about who is spending time with my child



- What is my child's need at the moment?
- What activities are available at the moment for my child?
- Is the program safe and available for my child?
- What value will Scouts bring for my child in the long-term?
- Am I confident in my choice?
- Am I completing registration correctly?
- Is my child enjoying Scouts?

Waitlisted Registrant

Secure a Scouts spot for my child without the frustration of waitlists or uncertainty.

KEY CHARACTERISTICS

- ✓ Timing pressure: Well-meaning, but finances delay action
- ✓ Stressed & uncertain: Cares deeply but feels overwhelmed
- ✓ Anxious wait: Unclear next steps create tension
- ✓ Juggling costs: Delays non-essentials due to tight budget

MOTIVATIONS

- Equal access: Wants their child to have the same chances
- Fair process: Hopes for clarity and transparency
- Reassurance: Needs to know if a spot is coming
- Open-minded: Will consider other options but prefers Scouts

CHALLENGES

- No status: Doesn't know their waitlist position
- Child's letdown: Worried about disappointing their kid

COMMUNICATION PREFERENCES

- Real-time info: Wants to see availability or timelines
- Text/email: Prefers quick updates, not phone calls
- Uncertain timeline: Doesn't know how long they'll wait
- Decision fatigue: Struggling to decide whether to hold out



- Initially planned to enroll but had to delay due to financial constraints
- Assumed there would still be availability but now feels caught off guard
- Worried about how long they will have to wait and whether they should look elsewhere
- Frustrated with unclear or non-communicative
- Weighs whether to hold out for a spot or pivot

A Simple Re-Enroller

Easily re-enroll my child in Scouts on time without the hassle.

KEY CHARACTERISTICS

- ✓ Loyal: Long-time connection to Scouts
- ✓ Efficiency-minded: Dislikes repeated admin tasks
- ✓ Busy: Has limited time and wants simple processes
- ✓ Wants ease: Prefers fast, hassle-free renewals

MOTIVATIONS

- Continuity: Wants their child to stay in Scouts
- Simplified renewal: Prefers auto-renew or quick confirm
- Avoiding stress: Wants to skip the waitlist risk

CHALLENGES

- No status: Doesn't know their waitlist position
- Child's letdown: Worried about disappointing their kid
- Concerned: They are concerned about missing renewal deadlines due to a busy schedule

COMMUNICATION PREFERENCES

- Likes priority: Values early access before new families
- Prefers digital: Wants email/text, not phone calls
- Annoyed by repeats: Hates redoing steps every time
- Dreads switching: New systems feel like a hassle



- Assumes renewal should be easy since their child is already in the program
- Wonders why basic details (child's name, emergency contacts, medical info) can't just be easily confirmed
- Weighs whether to hold out for a spot or pivot to a different activity
- Frustrated by the idea of repeating the same steps from the years past
- Wants a one-click or minimal-step process to confirm their child's spot in Scouts

Coordinated Renewal

Coordinating renewal
with my partner.

KEY CHARACTERISTICS

- ✓ Involved but limited: Active parent, no system access
- ✓ Co-parenting: Other parent usually handles registration
- ✓ Frustrated by inflexibility: Systems don't allow shared access

MOTIVATIONS

- Smooth transition: Wants activities to continue easily
- Independent action: Needs to register without partner's account
- Avoid waitlists: Wants to secure a spot early
- Quick process: Prefers fast, easy registration

CHALLENGES

- Hard to switch: Moving groups isn't easy
- Waitlist risk: Delays could cost a spot

COMMUNICATION PREFERENCES

- Clear steps: Needs simple move instructions
- Stuck: Can't register without the original account
- Under pressure: Deadlines are tight due to moving



- Knows their child enrolled in Scouts is important for consistency
- Expects that switching Scout groups should be as simple as updating location preferences
- Frustrated by being locked out of the registration system when they need to act quickly
- Worried about missing deadlines or losing their child's spot due to technical limitations
- Debating whether to contact customer support or find a workaround (but shouldn't have to)

 See “VolunteerRegistration-Personas” for details

Volunteer Personas



Supported Group Commissioner

Volunteers in leadership roles want to ensure their Scout groups are well-supported by capable, committed adults who create safe and enriching experiences for youth.

These volunteers prioritize having a reliable onboarding process, clearly defined roles, and tools that allow them to mentor and manage effectively.

Additionally, they seek systems that reduce friction and support long-term volunteer engagement. This job requires balancing administrative oversight, people leadership, and a deep commitment to youth development.



Supported Volunteer Applicant

New Section Scouters want to contribute meaningfully to their child’s Scouting journey while feeling confident, prepared, and part of the team.

They prioritize clear guidance, bite-sized training, and early encouragement that makes them feel useful from day one.

These Scouters are more likely to thrive when they’re shown where they fit, offered mentorship, and gradually brought into the culture.

This job is about learning by doing, supported by trust and community.



Frustrated Volunteer Applicant

First-time Section Scouters, especially those new to the Scouts organization want to help but need clarity, support, and connection from the very beginning.

They prioritize transparent expectations, easy-to-follow steps, and feeling like their time and energy are valued.

When overwhelmed or unsupported, they can quickly disengage. This job requires sensitive onboarding that meets diverse needs, accommodates different learning styles, and builds belonging before bureaucracy.



Frustrated Group Commissioner

Group Committee Members who feel unsupported by Scouts Canada want systems and guidance that match the complexity of their role — not more workarounds or gaps to fill.

They prioritize reliable tools, consistent communication, and the ability to effectively onboard, track, and mentor volunteers without friction or guesswork.

Without adequate support, these leaders can burn out or disengage — taking activity knowledge with them.

This job requires empowering leaders with clarity, access, and trust in the national framework.

Supported Group Commissioner

When I lead our Scout group, I want to build and support a strong team of capable volunteers, so every youth has access to a safe, well-run, and enriching Scouting experience.

KEY CHARACTERISTICS

- ✓ 5+ years experience in multiple volunteer roles
- ✓ Highly knowledgeable but frustrated by inefficiencies
- ✓ Oversees interviews, onboarding, and group operations

TRIGGER

Notices volunteer shortages ahead of new season and trying to stay ahead.

MOTIVATIONS

- Wants to build a strong, sustainable volunteer team
- Wants to make the process as smooth as possible for volunteers
- Wants to ensure youth have enough Scouters to run quality programs

CHALLENGES

- Frustrated by inconsistent tools and process knowledge across volunteers
- Onboarding varies greatly between volunteers
- Clunky systems (MyScouts, ScoutTracker) require workarounds
- System errors or mismatched fields (interview data) force manual intervention
- Information entered during registration can be "gamed"

COMMUNICATION PREFERENCES

- Email for formal items, WhatsApp or text for urgent group coordination
- Prefers consolidated, clear, action-oriented messaging
- Wants access to MyScouts or Scouts Tracker for oversight

NEEDS

- A clear dashboard of volunteer progress and pending items
- Standardized updated onboarding kit and talking points
- Tools to adjust volunteer roles and guide them through the process
- Mentorship structures to pair experienced Scouters with new ones
- Templates for onboarding, interview guides and milestone check-ins
- Resources to support leadership development and resolve conflict

SCENARIO

Dana receives a volunteer inquiry and begins the onboarding process. She's juggling interviews, role assignments, and tracking incomplete registrations — all while preparing for the upcoming camp.



- I know what works in my group, but I have to fill in too many gaps myself.
- If I don't step in, volunteers might drop off before they start.
- I want to delegate, but I need the right tools and clarity.
- I'm constantly plugging gaps with my own workarounds.

Supported Volunteer Applicant

When I volunteer with Scouts, I want to feel prepared, included, and confident in my role, so I can contribute to a positive, well-run experience for my child and their peers

KEY CHARACTERISTICS

- ✓ Parent volunteer with a child in program
- ✓ New to scouting, but open and enthusiastic
- ✓ Completed the onboarding process quickly with minimal help
- ✓ Early positive experience builds commitment
- ✓ Trusts the existing Scouters and follows their lead
- ✓ Learns best by doing and asking questions

TRIGGER

Invited by the GC or attended an open house



MOTIVATIONS

- Support their child and help out in the community
- Get involved in a meaningful, low-barrier way
- Feel part of the team and contribute to a great program

CHALLENGES

- Initial training can still be overwhelming
- Didn't know the systems or terminology
- Needed reassurance and support early on
- Might have stalled w/o guidance

COMMUNICATION PREFERENCES

- Prefers a mix of formats: email for official stuff, texts for reminders
- Likes quick check-ins and encouragement from team
- Visuals (progress bars, step trackers) for onboarding are helpful
- Wants encouragement and feedback from team members to build confidence

NEEDS

- Clear expectations up front about what is involved in being a volunteer
- A checklist style guide that easily shows where they are in the process
- Training that is build into small manageable pieces that can be taken over time
- A personal welcome and check-in
- Mentorship or buddy support
- A known flexible volunteer path
- Early opportunity to contribute more in low pressure ways

SCENARIO

John was encouraged by another parent to volunteer and received clear next steps from the GC. With a mentor by his side and flexible training, he's quickly gaining confidence at weekly meetings.



- I wasn't sure at first but they made it easy
- Having someone walk me through it from my group helped
- It feels good to be useful and appreciated

Frustrated Volunteer Applicant

When I volunteer with Scouts, I want clear guidance, accessible tools, and a sense of belonging from the start, so I can meaningfully support my child and contribute to the community.

KEY CHARACTERISTICS

- ✓ First-time volunteer
- ✓ Started process but keeps getting delayed or stopped in process
- ✓ Tech-limited and unfamiliar with Scouts culture
- ✓ Motivated but disengaged due to confusion

TRIGGER

Learns about Scouts through a neighbour and wants to get child involved

MOTIVATIONS

- Support child's involvement
- Connect with the community
- Try something new and give back
- Be able to take my child off the waitlist
- Be seen as a helpful contributor, not just a name in a system

CHALLENGES

- No pre-orientation or clear role expectation
- Training was dense, hard to follow and not intuitive
- Felt like a burden not a team member
- Reference process unclear. No mentorship programs in place
- Felt invisible in my group. Had to take a role w/o guidance from my GC
- May not continue as a volunteer unless something changes
- Unclear who to ask to have a better experience

COMMUNICATION PREFERENCES

- Prefers simple, clear instructions - step by step
- Would benefit from translated materials or video walkthroughs of key learnings
- Personal communication and a buddy system would be great

NEEDS

- A pre-application overview of what's required and how long it takes
- A simple status tracker
- Reassurance that my time matters and the group will support me
- Early human connection - something to check in with
- Modular training that feels manageable
- A fallback plan if something doesn't go to plan

SCENARIO

Priya signed up to help but got stuck during registration and never heard back. Unclear expectations and tech confusion left her feeling disconnected — she's unsure if she still wants to be involved.



- This sounds good but I don't really know what I'm getting into
- There's too much at once and no one is helping me
- How do I know where I am in the process?
- Once I start in my group - how do I learn what needs to be learned
- There must be something I missed - why do I feel alone?

Frustrated Group Commissioner

When I volunteer with Scouts, I want clear guidance, accessible tools, and a sense of belonging from the start, so I can meaningfully support my child and contribute to the community.

KEY CHARACTERISTICS

- ✓ 3–5+ years as Group Commissioner
- ✓ Inherited or stepped into the role during a leadership gap
- ✓ Experienced in multiple volunteer roles (Scouter, admin, events)
- ✓ High-performing but increasingly burnt out
- ✓ Uses personal systems and hacks to keep things running

TRIGGER

Repeated issues with onboarding new volunteers (e.g., dropped applications, reference problems)

Volunteers complaining or leaving due to confusing systems

Requests for help ignored or delayed by Scouts Canada or Council

Reaching a breaking point with unsustainable workloads and poor support

MOTIVATIONS

- Ensure the group survives and delivers quality programs for youth
- Support and retain committed volunteers
- Advocate for a better system, not just patch the broken one
- Build something sustainable that doesn't rely solely on their effort
- Reduce volunteer drop-off due to poor onboarding or tech issues

CHALLENGES

- Outdated tools (MyScouts, training portals, interview guides)
- No consistent onboarding pipeline or volunteer milestone tracking
- Can't resolve basic volunteer issues without going through convoluted support channels
- Burden of mentoring, managing, and recruiting with no national support
- At risk of burnout or resignation due to systemic barriers and lack of acknowledgment

COMMUNICATION PREFERENCES

- Wants concise, consolidated communications (no more duplicate or contradictory emails)
- Prefers tools like Slack, WhatsApp, or group chat for internal comms
- Needs direct, timely escalation paths (not endless Zendesk tickets)
- Appreciates clear documentation, templates, and admin-level dashboards

NEEDS

- Real-time visibility into volunteer progress (e.g., onboarding tracker)
- Clear delegation tools (e.g., reassign roles, approve changes directly)
- Updated onboarding materials and authority to tailor them
- Reliable, unified communication from Scouts Canada and Council
- Support structures for training and mentoring new GCs
- Faster support escalation for time-sensitive issues

SCENARIO

Chris is onboarding three new volunteers, but two get stuck in the system due to unclear reference requirements and training confusion. He's fielding questions, chasing paperwork, and submitting help tickets — all while prepping for a group camp. Despite his efforts, one volunteer drops off, and Chris wonders how much longer he can keep filling in the gaps alone.

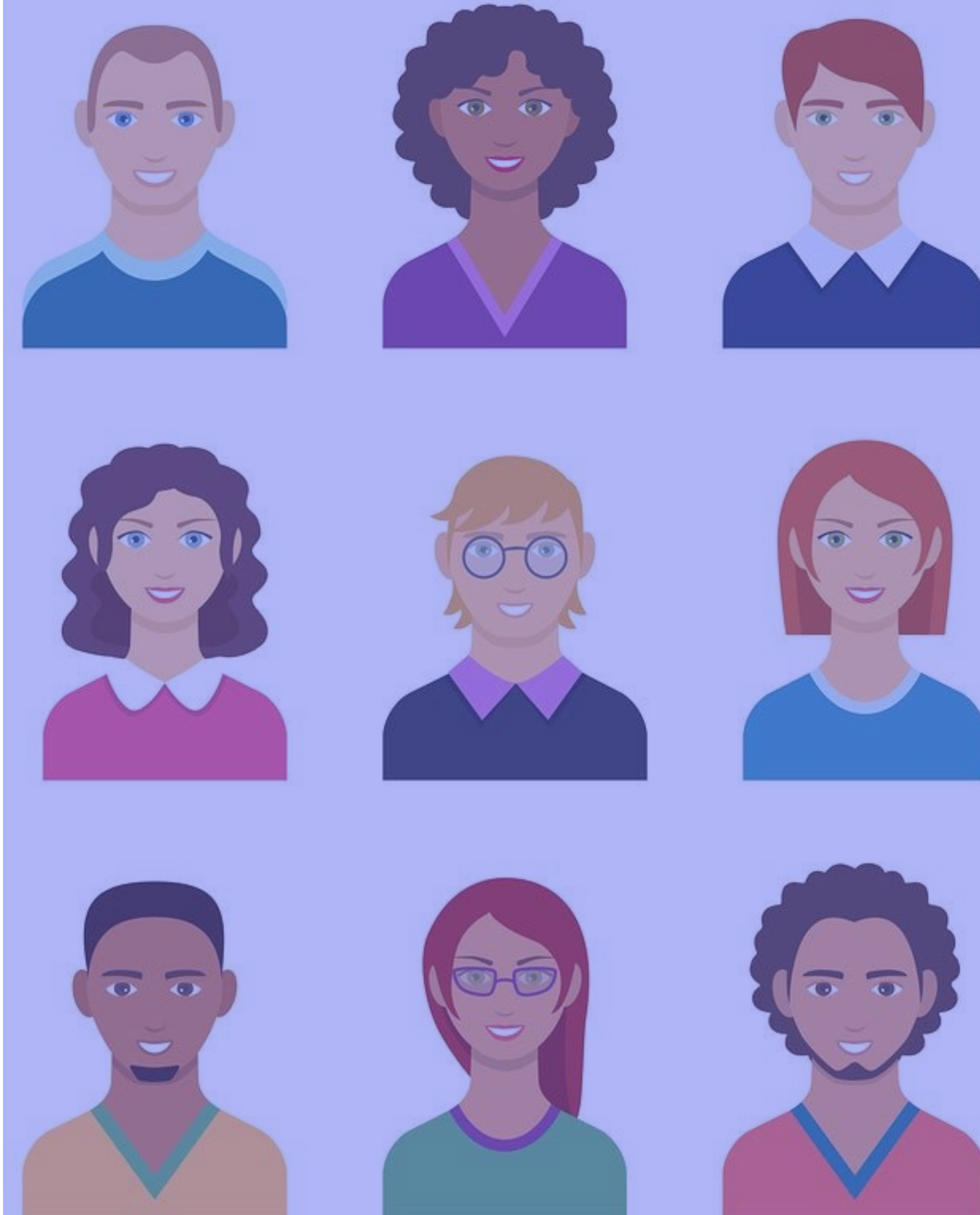


- “I’m stuck between national processes and local problems — and no one’s backing me up.”
- “I want to do this well, but I’m tired of fixing things Scouts Canada should have solved years ago.”
- “Why does onboarding take so long — and why can’t I see where people are in the process?”
- “If I burn out or leave, who picks up the pieces?”
- Support structures for training and mentoring new GCs
- Faster support escalation for time-sensitive issues

Personas Accurately & Actionably Represent Users

Helping aligning design efforts with what truly matters to them

- Personas help reflect a broad range of experiences, including cultural backgrounds, family dynamics, financial situations, and varying levels of engagement with extracurricular activities.
- Personas can be used in ideation and co-creation sessions to help further validate needs and motivations with users.
- Personas can help internal stakeholders empathize and generate solutions aligned with users.
- Personas can ultimately evaluate how potential solutions might be experience.



Phase 2: Discover & Study

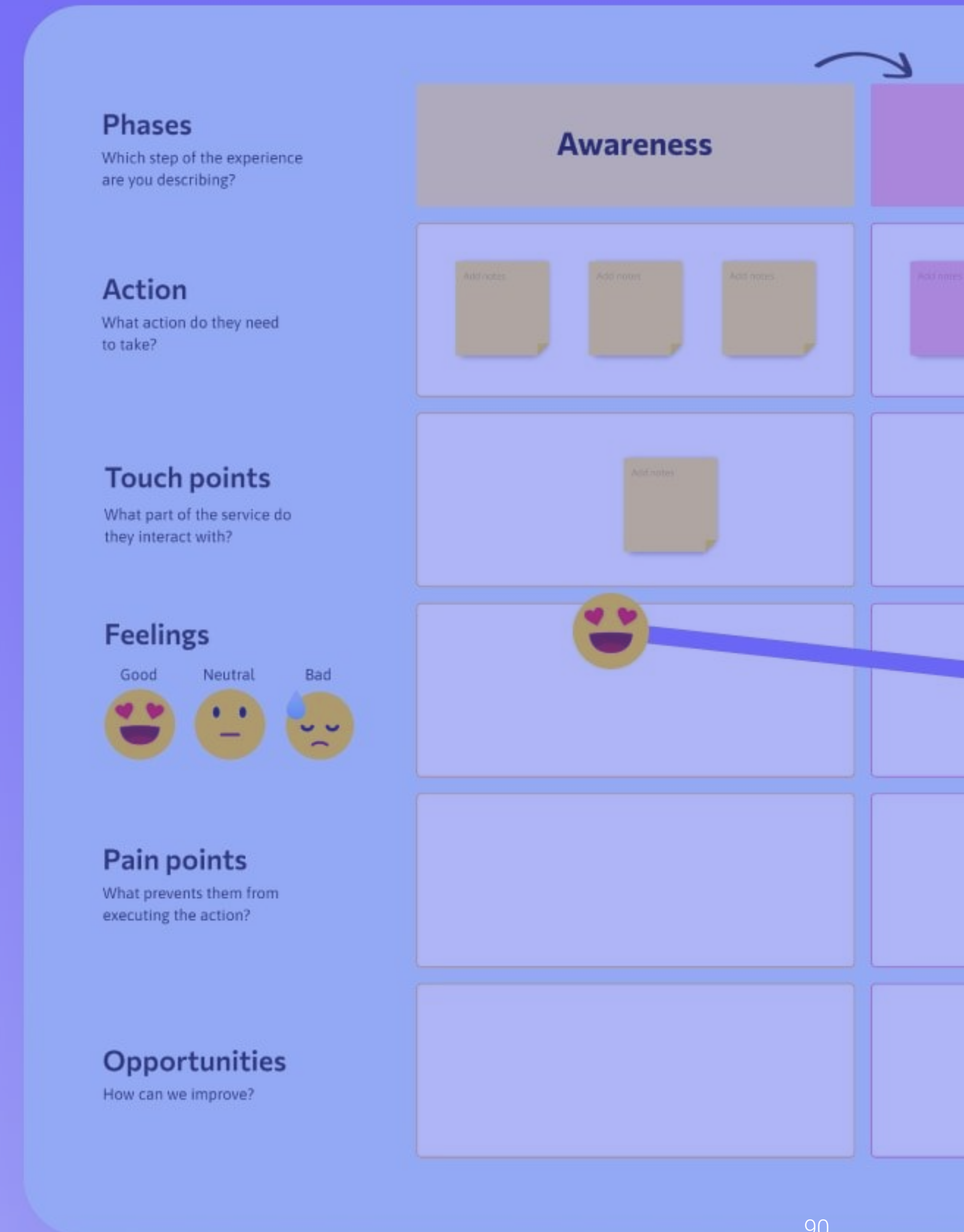
5.5 Current State Service Blueprints

Visualizing the current experience highlighted pain points and opportunities for improvement.

Mapping The Current State Of Member & Volunteer Registration

These maps give us a baseline we can use to propose optimizations

- We created current state service blueprints for both Member and Volunteer Registration.
- These maps capture the experiences of parents/guardians and volunteer applicants across key touchpoints of registration.
- They highlight pain points, moments of delight, and opportunities for improvement in each registration experience.
- They visualize the entire registration process - from front-stage interactions to back-stage operations - including staff actions, support systems, and enabling technologies to reveal operational complexity and system dependencies.
- They were used to identify inefficiencies and surface opportunities to enhance the overall experience for all users.



The Current State of Member Registration

How families navigate the current member registration journey

Key Elements Of The Member Current State Service Blueprint

Journey Phases (Columns)

How does the experience unfold over time?

STAGE
STEP

Actors & Systems (Rows)

What are users doing and why?

GOAL

What is the users experience of registration?

FEELING PAIN POINT BRIGHT SPOT

How is the user interacting with the experience?

TOUCHPOINT

Who and what is delivering the experience?

SYSTEM VOLUNTEER STAFF

Stages of the Member Current State Service Blueprint

New Member Registration



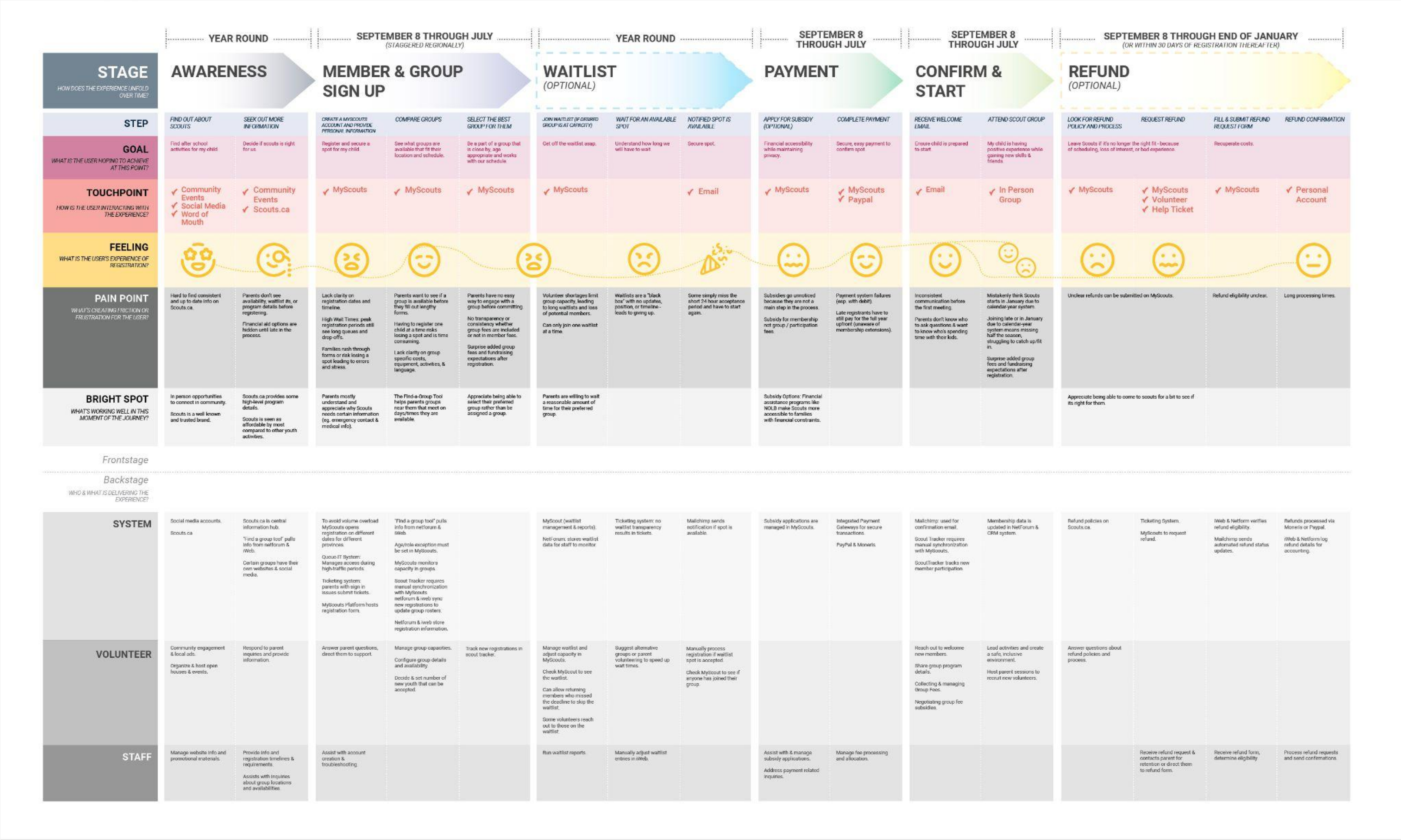
Existing Member Registration



THE CURRENT STATE OF MEMBER REGISTRATION

See “MemberRegistration-NewMember-CurrentStateServiceBlueprint.pdf” for details

New Member Registration Current State Service Blueprint



📁 See “MemberRegistration-ExistingMember-CurrentStateServiceBlueprint.pdf” for details

	AUGUST 15 - OCTOBER 31		LATE JULY		AUGUST 1 - SEPTEMBER 7				YEAR ROUND			SEPTEMBER - JANUARY 31					
STAGE HOW DOES THE EXPERIENCE UNFOLD OVER TIME?	MEMBERSHIP EXTENSION (OPTIONAL)		MEMBERSHIP RENEWAL & GROUP REGISTRATION				PAYMENT		CONFIRM & START		TRANSFER (OPTIONAL)		REFUND (OPTIONAL)				
STEP	CONTACTED BY SCOUTS TO EXTEND MEMBERSHIP	ACCEPT MEMBERSHIP EXTENSION	RECEIVE RENEWAL NOTIFICATION	LOGIN TO MYSCOUTS	CONFIRM GROUP (PRE-SELECTED)	CONFIRM OR UPDATE PERSONAL & MEDICAL INFO	APPLY FOR SUBSIDY (OPTIONAL)	COMPLETE PAYMENT	RECEIVE CONFIRMATION EMAIL	ATTEND SCOUT GROUP	CONTACT SCOUTS TO REQUEST A TRANSFER	NOTIFIED ABOUT CAPACITY (NOT LISTED IF OVER CAPACITY)	NOTIFIED OF TRANSFER APPROVAL	CHECK REFUND ELIGIBILITY	REQUEST REFUND	Fill & Submit Refund Request Form	Refund Confirmation
GOAL WHAT IS THE USER HOPING TO ACHIEVE AT THIS POINT?	Extend membership to avoid unfair additional costs.			Ensure my child continues on in Scouts.	Continue in the same group for school year.		Financial accessibility & privacy.	Secure, easy payment to confirm spot.		My child is having positive experience while gaining new skills & friends.	Find a better aligned group for my child.	Experience a seamless and easy transfer.	Ensure child settles into new group.	Leave Scouts if it's no longer the right fit - because of scheduling, loss of interest, or bad experience.		Reassess costs.	
TOUCHPOINT HOW IS THE USER INTERACTING WITH THE EXPERIENCE?	✓ Member Services ✓ Email	✓ MyScouts	✓ Email	✓ MyScouts	✓ MyScouts	✓ MyScouts	✓ MyScouts	✓ MyScouts ✓ PayPal	✓ Email	✓ In Person	✓ Member Services ✓ Group Commissioner ✓ MyScouts	✓ Member Services	✓ Member Services	✓ MyScouts	✓ MyScouts ✓ Volunteer ✓ Help Ticket	✓ MyScouts	✓ Personal Account
FEELING WHAT IS THE USER'S EXPERIENCE OF NEEDS/FRUSTRATION?																	
PAIN POINT WHAT'S CAUSING FRUSTRATION OR ANNOYANCE FOR THE USER?	Some parents who register late are not offered an extension soon enough or at all. Unclear extension eligibility or fees.	Overriding standard registration periods creates further timeline confusion. Manual approval process causes delays.	Miss renewal reminders & window while on summer/winter vacation (can't register outside of Canada). Missing renewal can mean being waitlisted or even having to leave in January.	Parents juggle multiple accounts & forget credentials. Primary parent login needed for renewals. Older youths had issues beginning to manage/ take over their own accounts (eg Power Scouts).	Hard to register one child at a time while losing a spot and it's time consuming. System crashes during peak periods. Inequitable access for families w/out reliable internet or tech-savviness.	Security issues: data theft transfer MyScouts to Scout Tracker. System crashes during peak periods.	Subsidies go unnoticed because they are not a main step in the process. Renewing & paying in August for January.	Payment system failures (esp. with debit). Renewing & paying in August for January.			MyScouts transfer request option unclear. Transfers require extensive manual intervention.	Capacity constraints. Lack of communication about transfer status.	Overlap in payments.	Unclear refunds can be submitted on MyScouts.	Unclear refunds can be submitted on MyScouts.	Refund eligibility unclear.	Long processing times.
BRIGHT SPOT WHAT'S WORKING WELL IN THIS MOMENT OF THE JOURNEY?	Are surprised but relieved they don't have to pay again so soon.		Having priority to secure their group spot before new members join.		Appreciate their group is already selected and just need to confirm.	Appreciate only having to confirm any changes to personal info.	Financial assistance programs like NOI.B make Scouts more accessible. Access to additional support from Groups.	Scouts is seen as affordable by most compared to other youth activities.	Continuity with their group year after year.		Continuity with their group year after year.			Appreciate being able to come to scouts for a bit to see if it's right for them.			

WHO & WHAT IS DELIVERING THE EXPERIENCE?

SYSTEM	WEB & NetForum: data to verify eligibility Manual data entry in WEB WEB & MyScouts are not integrated	NetForum & WEB generate renewal lists Quisque IT System: Manages access during high-traffic periods Find a group tool Membership data is updated in NetForum & CRM system Subsidy applications are managed in MyScouts Payment gateways process membership fees Manually transferring data from MyScouts to Scouts tracker MyScouts allows parents to initiate transfer request WEB & NetForum: group capacity data Matching: transfer confirmation emails Refund policies on Scouts.ca Ticketing System: MyScouts to request refund WEB & NetForum verifies refund eligibility Refunds processed via Moneris or PayPal	MyScouts parent logins & renewal form submissions NetForum synchronizes payments across systems Ticketing System: login/verifies issues MyScouts: tracks & escalates complex transfer requests MyScouts: updates registration status to reflect new group WEB & NetForum: Same membership changes	Remind families about renewal deadline & consequences Answer parent questions Track registrations and ensure capacity for renewing members Set age exceptions when agreed on by the group Negotiating group fee subsidies Reconciling with scouts Communicate first meeting details Lead activities and create safe, inclusive environment Help parents navigate transfer options Answer questions about refund policies	Volunteers must manually confirm renewal drop offs to open spots for new members Can adjust capacity for returning youth to be able to join Host parent sessions to recruit new volunteers	Assist with & manage subsidy applications Manage fee processing and allocation Send confirmation email and provide additional info Process transfer requests in MyScouts Send transfer approval notifications Receive refund request & contacts parent for retention or direct them to refund form Receive refund form, determine eligibility Process refund requests and send confirmations
VOLUNTEER	Guide parents to contact staff or extensions if they weren't contacted	Remind families about renewal deadline & consequences Answer parent questions Track registrations and ensure capacity for renewing members Set age exceptions when agreed on by the group Negotiating group fee subsidies Reconciling with scouts Communicate first meeting details Lead activities and create safe, inclusive environment Help parents navigate transfer options Answer questions about refund policies	Volunteers must manually confirm renewal drop offs to open spots for new members Can adjust capacity for returning youth to be able to join Host parent sessions to recruit new volunteers	Assist with & manage subsidy applications Manage fee processing and allocation Send confirmation email and provide additional info Process transfer requests in MyScouts Send transfer approval notifications Receive refund request & contacts parent for retention or direct them to refund form Receive refund form, determine eligibility Process refund requests and send confirmations		
STAFF	Reach out to members who joined late with extension offers Review extension requests	Coordinate w/ volunteers to approve extensions Notify parents & update records	Send renewal notifications Coordinate w/ volunteers to approve extensions Notify parents & update records	Update records Assist with & manage subsidy applications Manage fee processing and allocation Send confirmation email and provide additional info Process transfer requests in MyScouts Send transfer approval notifications Receive refund request & contacts parent for retention or direct them to refund form Receive refund form, determine eligibility Process refund requests and send confirmations		

The Current State of Volunteer Registration

Understanding the volunteer registration journey is key to increasing Scouting capacity.

Key Elements Of The Volunteer Current State Service Blueprint

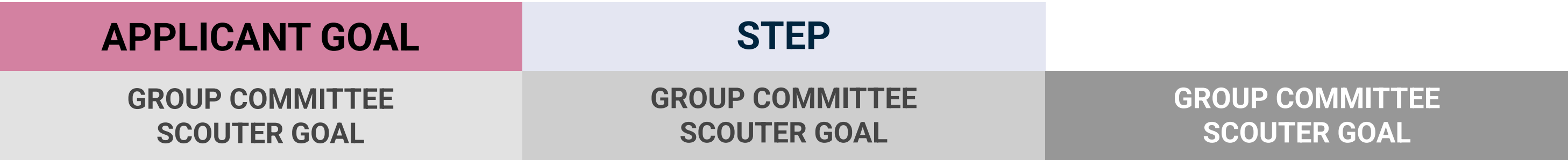
Journey Phases (Columns)

How does the experience unfold?



Actors & Systems (Rows)

Who are users? What are they doing and why?



What is the user's experience through the journey?

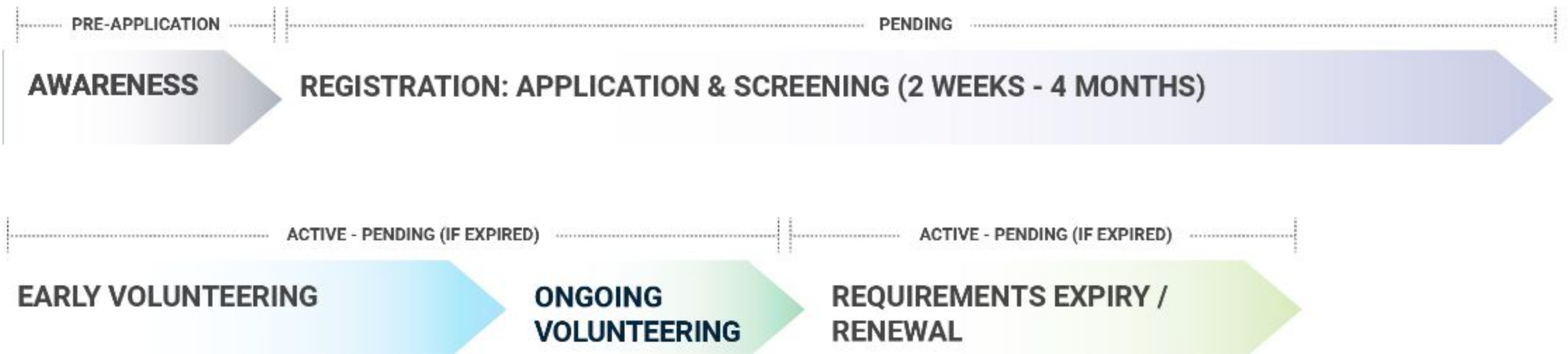


How is the user interacting with the experience?



Stages Of The Volunteer Current State Registration Blueprint

Volunteer Member Registration



See “VolunteerRegistration-CurrentStateServiceBlueprint.pdf” for details

New Volunteers Current State Service Blueprint

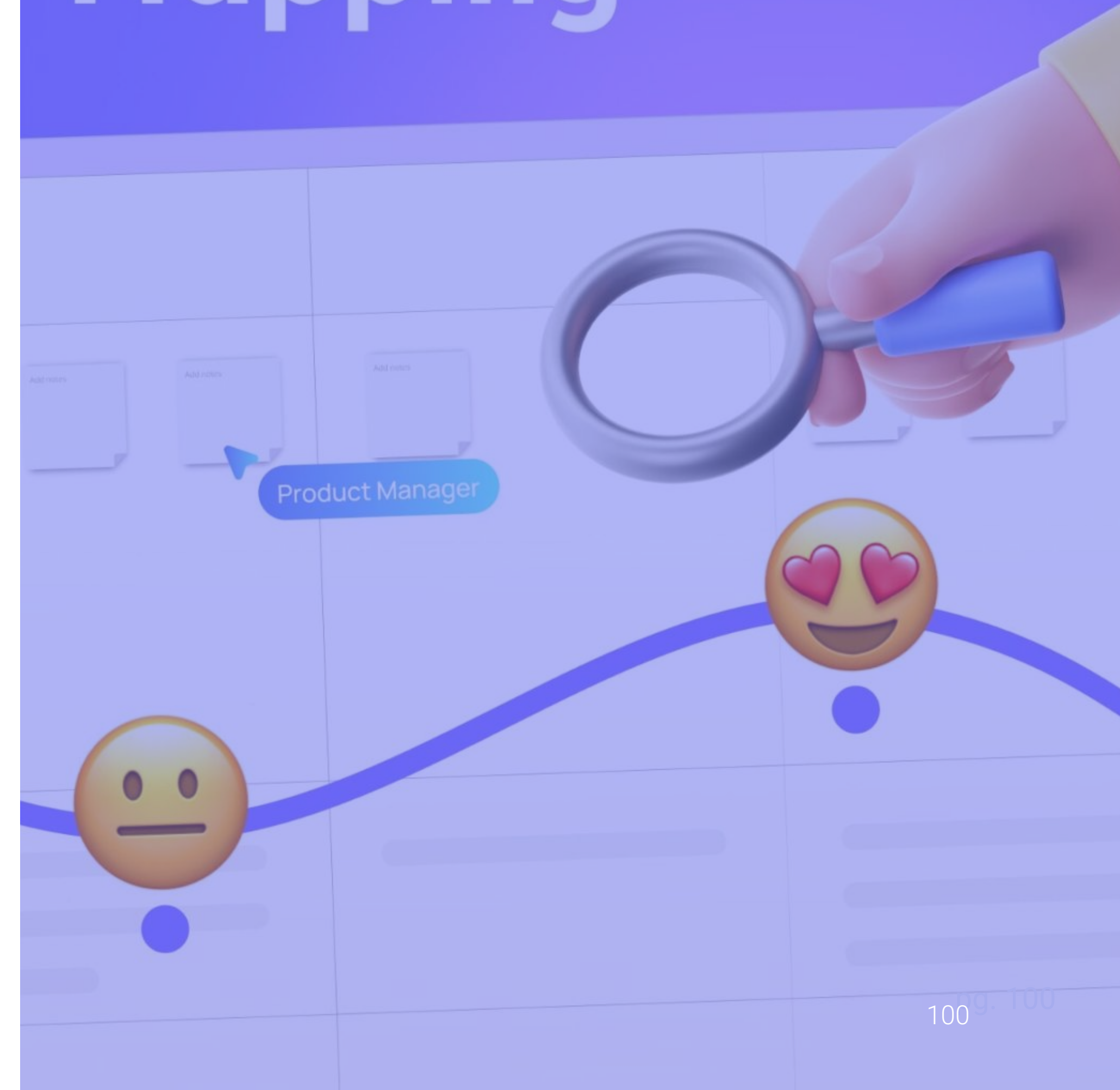


The Future State Of Member & Volunteer Registration

The current-state blueprints give a baseline from which to propose optimizations

- The current-state service blueprints helped us visualize what is and isn't working across both the member and volunteer registration experiences. They highlighted key breakdowns and surfaced areas where change is needed in order to design an improved, future-state journey.
- Using insights from these blueprints, we facilitated co-creation sessions with parents, guardians, volunteers, and Scouts Canada staff. These sessions informed the development of future-state service blueprints that reflect the ideal experience across key touchpoints.
- The future-state blueprints align front-stage and backstage activities - connecting user needs with the technology, people, and processes that support them. Together, the current and future states offer a clear picture of what needs to change and how the registration experience can be optimized to better serve the Scouts community.

Mapping



Phase 2: Discover & Study

5.6 Member Registration Findings

The Member Experience: What's Working And What's Not

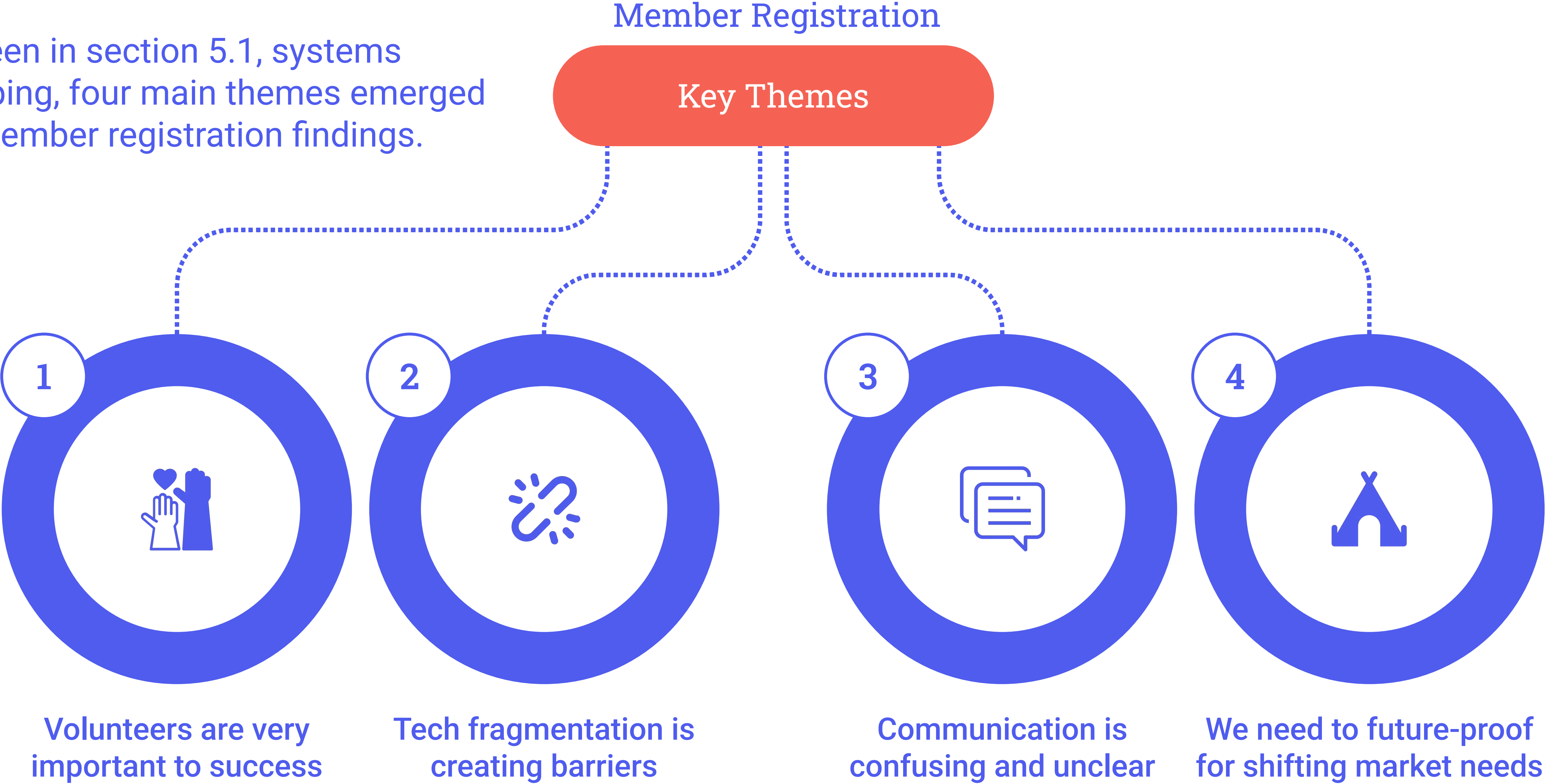
Exploring how families currently experience joining Scouts

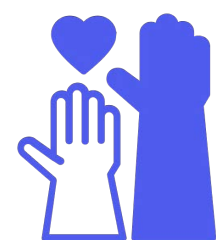
Our research findings reflect the collective insights gathered during the first two phases of this project - including stakeholder interviews, member and volunteer conversations, a CRM review, systems mapping, and a heuristic evaluation.

Together, these methods offered a 360° view of the current experience. This section distills that research into four key themes that highlight the most critical challenges families face as they try to join Scouts - from discovering the right group to completing the registration process.



As seen in section 5.1, systems mapping, four main themes emerged for member registration findings.



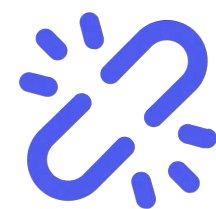


1. Volunteers are very important to success

The wait list exists, primarily, because there are not enough volunteers to maintain the ratio of volunteers to youth members within certain groups. This prevents ~ 3,200 youth from participating in Scouts every year.

This means thousands of youth are missing out on becoming more “well-rounded” and being “better prepared for success in the world.”

Apart from this critical tension, the volunteers Scouts has today are being spread thin. They aren’t feeling valued and are being pushed to a breaking point. They need support. Volunteers are absolutely critical to the success of Scouts Canada.



2. Tech fragmentation is creating barriers

There are dozens of systems with overlapping capabilities. This may seem like a tension related to waste and redundant systems; however, this fragmentation results in real experiential issues. parents/guardians and youth members expect to have a seamless experience with the systems Scouts use. They don’t want to register multiple times in multiple platforms and have to remember multiple passwords.

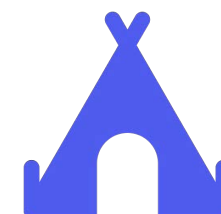
They expect that systems talk to each other, alleviating headaches and ensuring their journey is sculpted specifically for them - with bespoke content that is relevant to their unique circumstances.



3. Communication is confusing and unclear

Marketing has a tough time to target its budget in the right places to achieve the goals that would benefit Scouts the most. Conversion is not measured accurately because the entire process of registration is not tracked. Marketing only knows who clicks through and does not know who ends up on a waitlist and never gets accepted to a group.

Additionally, marketing is unable to determine where volunteers are needed. While targeting is effective, marketing would need the intelligence from groups and waitlists to ‘turn on’ targeted programs geared towards acquiring new volunteers in specific regions that need them.



4. We need to future-proof for shifting market needs

The newest generation of youth members are beginning to get bored with the Canadian Path programming. Some parents/guardians are also suggesting that the typical year-long program isn’t meeting their needs anymore. This is reflected in pilot programs (such as Learn to Camp) which has a shorter time-commitment and offers a different experience. Early success indicates that this type of program has hit on a real opportunity for Scouts.

If this may be the future of Scouts, it’s important that the registration process be built in a modular way to help future-proof against the possibility that registration may involve more than just the one (Canadian Path) program.

Four Main Themes Each Have Subthemes

Within each theme, we identified 2-3 subthemes, which will be further expanded upon next.



1. Volunteers are very important to success

- Volunteer Burden & Burnout
- Volunteer Registration is a Limiting Factor



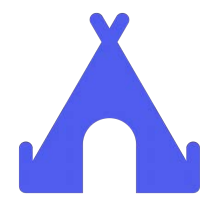
2. Tech fragmentation is creating barriers

- Registration System Outages & Wait Times
- Manual Work & IT Limitations
- Inflexible Registration & Limited Self-Service Options



3. Communication is confusing and unclear

- Confusion Around Calendar Year
- Waitlist Transparency & Management
- Transparency in Extensions and Subsidies



4. We need to future-proof for shifting market needs

- Barriers to Inclusivity & Equity
- Payment & Billing Complexities
- Programming Issues

Volunteers Are Very Important To Success



Volunteer Burden & Burnout

- Volunteers don't want to participate in Scouts all year round, as they appreciate a break in the summer.
- Volunteers must dedicate time in August (vacation period) to support renewals in addition to getting ready for programming in September.
- They struggle to manage last-minute registrations and waitlist movements, contacting those who don't renew to ensure they get a spot, or don't hold one unnecessarily.
- Capacity constraints force them to limit participation even when interest is high. Most operate with fewer youths than the intended ratio.

Volunteer Registration is a Limiting Factor

- Insufficient volunteers prevent most groups from accepting more youth, leading to waitlists - though some are limited by the capacity of their space
- Parents/guardians are a key source of volunteers, but take time to get familiar with Scouts to know what they are committing to.
- Volunteering can be an initial 'carrot' to get off the waitlist, but that's not always the case, and their child cannot join until they finish a lengthy process.
- New volunteers receive an immediate flood of information, making the process feel overwhelming and discouraging.
- The absence of a structured, step-by-step process means prospective volunteers must piece things together themselves, leading to frustration and high drop-off rates.

What we heard...

“

The shortage of volunteers is another significant challenge, leading to burnout and limiting the group's ability to deliver a solid program.

Volunteer, Tenured, Nova Scotia Group Registrar, Group Commissioner, Support Scouter

“

Information overload is definitely a problem. New volunteers often feel overwhelmed by all the paperwork, training requirements, and policies they need to learn. It can be really intimidating and some people just give up because it seems like too much.

Volunteer, Tenured, Alberta Group Registrar

“

I now have to dedicate at least six days in August to chasing parents who have no interest in hearing from me, to reach out to staff that are also on holidays, because they're allowed to take holidays in August.

Volunteer, Tenured, Ontario Group Commissioner, Group Registrar

“

Last year, I ran the colony by myself. I did everything... from planning to coordination to communication to everything.

Volunteer, Newer Volunteer, Manitoba Section Scouter, Contact Section Scouter

Tech Fragmentation Is Creating Barriers



Registration System Outages & Wait Times

- High traffic during registration causes MyScouts crashes, slow performance, & long wait times.
- Volunteers & staff can't access important, time-sensitive info and functions during peak registration (e.g. emergency contact & medical info).
- Navigation is unclear, with redundant or missing confirmation messages, but most parents/guardians persevere through.

Manual Work & IT Limitations

- Staff and volunteers must manually process registrations, capacity updates, and refunds, leading to delays and errors (e.g. merging duplicate accounts, password resets, payment tracking).
- MyScouts and iWeb do not sync in real time, causing data discrepancies and requiring duplicate entries. MyScouts and Scout tracker must be manually integrated.
- IT staff must manually adjust systems during peak periods, creating bottlenecks and requiring them to be 'always on'.

Inflexible Registration & Limited Self-Service Options

- Parents/guardians cannot easily update profiles, transfer groups, or make changes without contacting support.
- Struggles managing access to accounts between parents/guardians (especially multi households).
- Rovers registering independently for the first time face barriers moving from their parent/guardian's accounts to their own
- Parents/guardians cannot register while out of the country.

What we heard...

“

It took me three hours from start to finish in order to register him, because the Scouts Canada site had this weird waiting room thing where I couldn't even get in to register.

Parent/Guardian,
New Member, Ontario

“

I'm at the point with MyScouts where I'm asking, have you tried setting it on fire? It was never intended to do what it's doing, and it shows...

Volunteer, Tenured, Nova Scotia,
Group Registrar, Group Commissioner,
Support Scouter

“

[Referring to Waitlists]
It is not automated in any way, shape or form. This is 100% manual.

Staff,
Digital Advisory

What we heard...

“

It can take up to 10 minutes to process one refund, because of all these manual steps that are involved, you have to have six different tabs open. Our payment processing system is like, it's not connected to our CRM.

Staff,
Member Services

“

I want to say something like 20% of our tickets were like, 'I can't reset my password' this past fall and it was infuriating.

Staff,
Group Support Centre

Communication Is Confusing And Unclear



Confusion & Difficulty Around Calendar Year

- Parents/guardians expect & think registration follows the school year like other youth activities. Renewing in August is an unexpected and busy time for parents/guardians.
- Volunteers struggle to understand the calendar-year system themselves and explain or justify why it's this way to parents/guardians.
- Most parents/guardians only notice that registration follows the calendar year when it becomes a problem.
- Joining late after September is tough for new youths and volunteers to catch them up.
- Some volunteers bend the rules to make renewal start in September or even December to prioritize returning youths.

Waitlist Transparency & Management

- Parents/guardians can't see group availability before registering (e.g. waiting, filling in forms).
- Parents/guardians can't check waitlist position or estimated wait time.
- Urgency of claiming a spot within 48 hours can be stressful for parents/guardians.
- Some youth hold spots without plans to return, while others sign up for multiple waitlists.
- Volunteers must manually confirm dropouts before opening up spots, creating inefficiencies.

Transparency in Extensions and Subsidies

- Parents/guardians don't know if they qualify for extensions until after they register (so they might not register), and after they register they are surprised that they must pay again so soon to renew.
- Subsidies can be missed because they are not a part of the core registration flow.
- Limited information is provided for subsidy decisions (why or why not, how much).
- Group-specific subsidies require prior group contact, increasing barriers for new youth & reducing anonymity for families in need.

What we heard...

“

I know I have a friend who has been trying for two years to get her kid in, because she would get an email being like, 'Oh, you're off the waitlist. You have 24 hours to respond,' and two times now she's gone to respond, and it's kicked her out, and her kid's still never even been able to register.

Parent/Guardian, Previously Waitlisted, British Columbia

“

I don't get notifications when someone joins the wait list. So... they could be stranded there for months because I don't pull that report, because I've got other things to do.

Volunteer, Tenured, Ontario Group Commissioner, Group Registrar

“

You're registering in the summer to start in January. I don't know why. It's, it's weird, and it's confusing.

Parent/Guardian, Previously Waitlisted, British Columbia

“

It's been, it's been five years now, and they, people are still surprised when I tell them, like, yeah, when you register in September, you're actually paying for January to December, 2025.

Volunteer, Newer Volunteer, Manitoba Section Scouter, Contact Section Scouter,

What we heard...

“

From a safety perspective, if I'm at 24 or 30 youth, I cannot open spots if they decide in October to start showing up.

Volunteer, Tenured,
Ontario Group Commissioner, Group Registrar

“

We had some families that we they registered in September. We emailed them, right? That's two of them reply back, and they started a program September. Two of them said they never got the email, and so they missed September all the way till December.

Volunteer & Parent/Guardian, Newer Volunteer,
Saskatchewan Group Commissioner

“

We just had a kid withdraw...because they had tried to register for September start, but the troop was full already, and so they got on the waitlist. And then when the January period came....But by then they felt, Oh, we went halfway through the year.

Volunteer & Parent/Guardian,
Renewing Member, Tenure Volunteer

What we heard...

“

Where is this kid at? As far as skills, listening behavior, like, I don't know, in so many question marks, or, on top of it, language barriers.

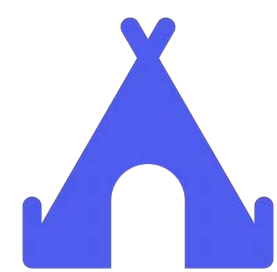
Volunteer & Parent/Guardian, Newer Volunteer,
Saskatchewan Group Commissioner

“

"We actually reduce down the number of applicants into our program that can actually apply down to like three or zero, so that no new youth can register September 8 to 14th, to give the parent the time to register their kids between September and December who are already in the program"

Volunteer, Group Registrar, British Columbia Group
Commissioner, Group Treasurer

We Need To Future-proof For Shifting Market Needs



Barriers to Inclusivity & Equity

- New parents/guardians have less access to group subsidy & programing info, and may start later so they struggle more than those renewing.
- Registration is designed around returning youths more so than new youths.
- Waitlists are a first-come, first-served basis, with no priority for underserved communities.
- Poor mobile experience and accessibility issues (screen readers, navigation).
- Not feasible for some parents/guardians to be “on hold” in the queue for hours trying to register.
- Parents/guardians who need financial support aren’t always available to help with fundraising.
- Volunteers don't always have the tools to support diverse needs.

Cost Transparency & Payment Issues

- Parents/guardians notice how Scouts is less expensive than other activities and most expect some costs after registration.
- New parents/guardians are surprised by additional group fees and the amount of participation costs after registering.
- Parents/guardians wish they knew more about programming to get a sense of costs before selecting a group.
- Even those who can afford additional costs haven’t budgeted for them.
- Failed payments are not flagged immediately, causing delays and lost spots (debit cards don’t always work).

Programming Issues

- Youth, especially older ones, are disengaging due to rigid and repetitive programming.
- Some parents/guardians suggest modular programming or shorter-term options to better fit modern family schedules.
- Parents/guardians express frustration with the rigid structure and lack of clear information about activities.
- There is a disconnect between the engaging activities promoted in marketing and the reality in some groups.

What we heard...

“

I see them out in the community, doing fundraisers, raising awareness about Scouts to other families... that's the complete separate group than what she got put into because of where we live... ours just seem to sit in a church.

Parent/Guardian,
Renewing Member, Ontario

“

I had to use a laptop to complete the registration due to the difficulty on a mobile device.

Parent/Guardian, Renewing Member,
Identifies as having a disability,
Ontario

“

“It doesn't say the price before. So anything else you do, like camps and stuff like that.... How much is this activity going to cost me here? You don't find out until you actually get here”

Parent/Guardian, Renewing Member,
Waitlisted, Ontario

“

Where is this kid at? As far as skills, listening behavior, like, I don't know, in so many question marks, or, on top of it, language barriers.

Volunteer & Parent/Guardian, Newer Volunteer, Saskatchewan Group
Commissioner

What we heard...

“

"A lower income family might... have wanted to know [camp cost] up front.... You can say, well, those things are optional... But on the flip side, you know, if you have a little cub being like, 'oh, but mommy, there's an overnight it's \$50' you're going to have a hard time saying no, right?"

Parent/Guardian, New Member, Ontario

“

"There's really not much there knowing information, like, what supports does this kid get at school? If that is really important information for a leader, because there's kids who come in, who have, who have whatever diagnosis is right? And we had three kids with ASD one year, and they all have different kinds of supports at school."

Volunteer & Parent/Guardian, Renewing,
Multiple Children in Scouts

Phase 2: Discover & Study

5.7 Volunteer Registration Findings

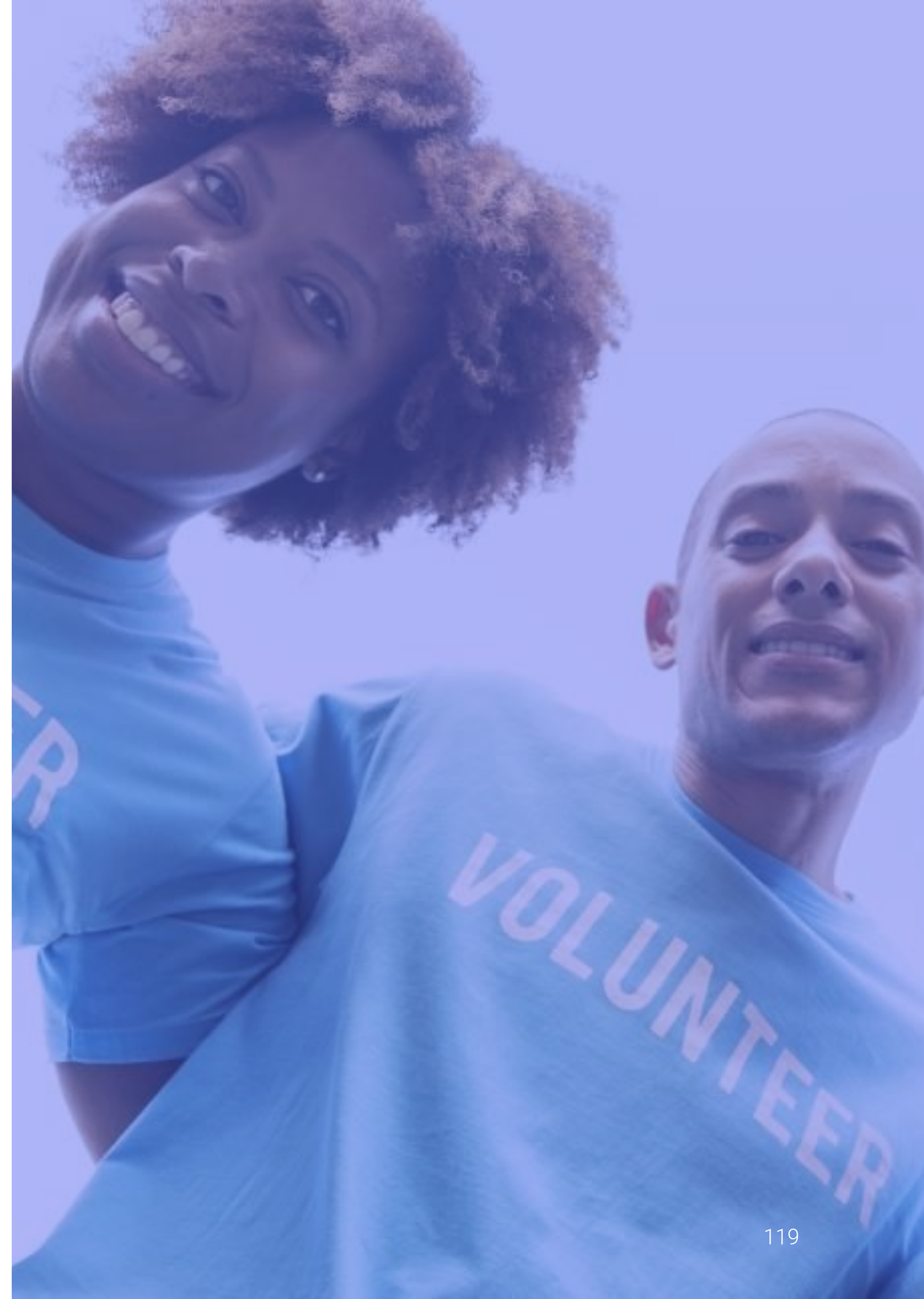
The Volunteer Experience: Complex, Critical, And Cumbersome

Unpacking the systems and steps behind becoming a Scouter

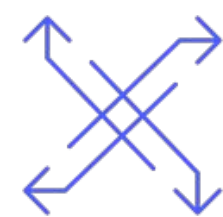
These findings represent the culmination of research from the first two phases of the project - including stakeholder interviews, volunteer conversations, systems mapping, and CRM evaluation.

Volunteers are essential to Scouting - yet the process of applying, screening, training, and activating volunteers is time-consuming and confusing.

We've synthesized what we heard into four overarching themes that highlight where volunteers fall off or get stuck, and opportunities to better support the people who make Scouting possible.



Volunteer Themes And Subthemes



1. The volunteer process is too involved and front-loaded

- Screening Step Issues
- Participation Before Paperwork
- Unclear Information & Guidance



2. Better volunteer onboarding and development is needed

- Orientation & Onboarding
- Mentorship & Growth



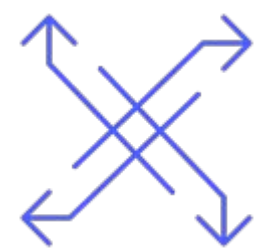
3. Current resources and systems are outdated and not fit for purpose

- Volunteer Information
- Website & MyScouts
- Communication & Notifications



4. Group leaders need better support and system access

- Mentoring & Resources for Group Roles
- Group Admin Capabilities



1. The volunteer process is too involved and front-loaded

Volunteer applicants find the whole process too complicated, long and hard to decipher. Having to complete every single screening and training step before being able to get on the ground is overwhelming and tedious. Many volunteer applicants are dropping off mid-journey, losing engagement, and the potential is not being realized.

Additionally, it is a challenge for prospective volunteers to understand the key roles and what is expected, limiting progression towards applying and completing the process.

Volunteer applicants expect a simple, engaging, and quick process that clarifies expectations and gets them started soon, while also ensuring solid risk management and preparation.



2. Better volunteer onboarding and development is needed

Current training and onboarding practices are missing the mark. A focus on digital, non-engaging, and copious training at the start is not meeting new volunteer needs. Onboarding is inconsistent or non-existent, while initial training can seem irrelevant or overwhelming, leaving volunteers feeling unprepared for their roles, and less interested in completing the training.

Volunteers want dynamic, practical, bite-sized learning, paired with hands-on application, in order to enhance understanding and set them up for success. They want ways to grow, with mentorship and useful resources, and not just a focus on risk reduction.



3. Current resources and systems are outdated and not fit for purpose

A lack of useful information and resources, along with inadequate systems is resulting in frustration, disengagement and workarounds for volunteers. Volunteers struggle to piece together progress in the process, key information and guidance. [Scouts.ca](https://www.scouts.ca) and MyScouts are lacking in providing support for the registration journey in a simple and informative way.

Without the right information and systems for each step, volunteers are getting stalled or turning back. Volunteer applicants and Group Committee Scouters alike are looking for clear, integrated systems, communications and information to build confidence, interest and momentum.

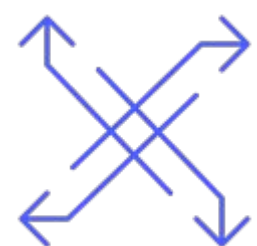


4. Group leaders need better support and system access

Group Committee Scouters, Commissioners, Registrars, and others are being stretched thin, without the tools they need to support new volunteers. At the front-line of stewarding volunteer registration, they are feeling stymied by insufficient access and capabilities in MyScouts, with lack of information about volunteers. Effective support from Scouts Canada (SRM, help desk) is patchy and consistent onboarding and training for these roles is hit and miss.

Group Committee Scouters have a critical role in the volunteer journey, and are looking for user-friendly support and resources, along with efficient systems and access to perform their tasks. Without this, burnout, frustration and drop-off is likely to occur.

The Volunteer Process Is Too Involved And Front-loaded



Screening Step Issues

- It is often better to start the process offline through a conversation with a Group Commissioner or other Scouter, before starting the application online.
- The interview guide/approach is outdated and inconsistent (some use a different guide) and is misaligned to MyScouts.
- Various reference check challenges: “fake” emails to game the system, not verifying types of references, hard for youth & newer Canadians to meet requirements, getting locked out, etc.
- BackCheck issues in certain cases: move to new location, property side
- PRC/VSS delays vary widely and can take months
- Signing the Code of Conduct is not well integrated and is a multi-step completion process.
- Renewal timings are misaligned to each other.

Participation Before Paperwork

- Commitment and engagement improve with earlier involvement.
- Extensive online training up front can be discouraging and diminish motivation.
- Flexible participation is important to volunteers.

Unclear Information & Guidance

- Volunteer applicants don’t know what to expect in the process; some GC’s are proactively providing this but it is not consistent or standardized.
- Expected commitment, terminology and acronyms can be confusing for applicants.
- Lack of clear information in registration about each different role and expectations.

What we heard...

“

We used an expedited process... we put them in the meetings right away. It changed everything...They see the value of the program. We saw a one of seven [dropout rate, from 60-70%].

Group Commissioner Scouter

“

When I find somebody who wants to be a volunteer, I have a form letter that I have that outlines all the steps, and very boldly, I have a step that says you register, and it must be your own account, with your own email.

Group Commissioner Scouter

“

The current guide is 12 years out of date. This is probably the most important part of the onboarding process...[Using the updated, shortened New Brunswick Council] guide] totally changed how we do interviews.

Group Commissioner Scouter

What we heard...

“

I didn't know ahead of
time how long it was
going to be.

Active Scouter

“

The process, I think is
hard and long and
it's boring.

Volunteer Applicant

Better Volunteer Onboarding And Development Is Needed



Orientation & Onboarding

- Orientation and onboarding is hit and miss and often not happening - people are often being thrown right in as soon as they are "active".
- Initial training before being active feels very long to new volunteers.
- People would prefer a more modular, phased learning that is hands-on and on-the-ground, complemented by digital learning (e.g. Desire2Learn).
- New volunteers want more preparation and support "being a Scouter" (e.g. how to run programs) to better prepare them for success in their roles and build confidence.
- People value the chance to get "on the floor" earlier in "apprentice" type roles to build commitment and confidence. Going from a "parent/guardian helper" to a volunteer sets them back until the official process is complete, locking them out.
- Some current training sometimes feels less applicable (e.g. Coaching is very sport focused and more for older kids).

Mentorship & Growth

- Mentors and buddies for volunteers (new or in a new role) is valued (within a group, across groups).
- There doesn't seem to be a structured and clear ladder system for growing as a volunteer.
- Consistently celebrating volunteers in their learning, growth, accomplishments and milestones is deeply valued and fosters commitment but is not always happening.
- Building engagement and a team takes personal relationship and connection.

What we heard...

“

Having a more formalized an onboarding buddy or, you know, I think it's a big variance depending on what the size of and tenure of your group.

Group Commissioner Scouter

“

I did find it [initial training] very like, coaching centric, right? Like it's very much about team sports. And also, maybe, because I'm with younger kids, ...it would have been more interesting maybe, to have something that was geared towards, like, the five and six year olds.

New Volunteer

“

I would have loved to have seen, like, more gradual training steps that then you sort of like, get handed off, like, this is the [literal] steps ... written down... this is how to run a meeting. These are the things you need to consider...and then someone that would actually go through it with you...”

Active Scouter

What we heard...

“

I think it's better. Is, for me, is step by step, not all the information, because you need process the information, right.

Volunteer Applicant,
new to Canada in past 2 years

“

What about like a mentorship program with someone outside of your like, not in your immediate Scout group, but someone outside, again, that outside feedback and how other places are run?

New Volunteer

“

When I finished the Wood Badge... nobody said anything. Nobody noticed that I finished it. Nobody congratulated me. Nobody welcomed me.

New Volunteer

Current Resources And Systems Are Outdated And Not Fit For Purpose



Volunteer Information

- Information is focused more on screening and process with a lot of internal language and acronyms.
- The volunteer welcome package is out of date, incomplete and not used.
- There is insufficient information available about where volunteers are at in the process, roles they can have, how to be a good Scouter and how they can grow.
- Group Commissioners and other admins are creating their own work-arounds to manage screening steps and supporting volunteers, in order to fill gaps. These include independent websites, memos, form letters, entering references for volunteers.

Website & MyScouts

- The Scouts Canada website and MyScouts don't have enough useful info or explanations to inform and support new volunteers.
- It is convoluted to get from Scouts Canada to the joining page.
- Back-end interview tracking is mis-aligned to needs and to the interview guide, causing Group Commissioner work-arounds (e.g. manual interview record-keeping).

Communication & Notifications

- Automated notifications and reminders for renewals are valued and useful.
- Comms messaging to admins can be confusing, duplicated and unclear on purpose/action required and what to share with the group.
- There is mixed value of communications from Council, SRMs (some is helpful, some not).

What we heard...

“

**Volunteer welcome kit
hasn't existed for
about five years.**

Group Commissioner Scouter

“

**I would say communications are
a mess at all levels and in all
ways. Because I get I get lots of
emails from lots of different
sources. I don't know what I'm
required to trickle down to my
group.**

Group Commissioner Scouter

“

**I logged in and looked at the
website to see where, where it
was at - that's how I found out
my police reference check had
been completed. And so I figured
out on the website how to see
this is on which, website.**

New Volunteer

What we heard...

“

One thing that is always like irked me, and I still remember back to the first day when I started, is the acronyms that Scouts Canada uses, and they just give the acronym.

Active Volunteer

“

I was looking at it because I was trying to find out what makes scouting different from Girl Guides, and what kind of things I was supposed to be focusing on. So knowing how to be a Scouter, knowing what things were important, is where I needed more of.

Active Volunteer

Group Leaders Need Better Support And System Access



Mentoring & Resources for Group Roles

- Group leaders aren't necessarily getting onboarded and trained for their roles and just figure it out on their own. Standard onboarding/orientation for new volunteers isn't regularly happening.
- Group leaders find it difficult to reach the right support at Scouts Canada and when they do, the SRM's don't necessarily have access to critical data or the ability to solve issues. Some find SRM's difficult to work with.
- There are some issues with filing tickets that duplicate staff tickets.
- Training on the digital systems is valued by volunteers, especially through mentorship.
- There is a lack of centralized access to key information.
- Self-service systems are not obvious, but seen as a way to minimize use of the Scouts corporation staff (charges).
- Varying degrees of use of MyScouts, Scouts Tracker

Group Admin Capabilities

- There is a lack of transparency to see where applicants and renewing volunteers are at in the process (e.g. has something been submitted to BackCheck?).
- There is a lack of ability to assign or change multiple roles until volunteers become active, causing issues.
- A two-stage application process with a "waiting room" for applicants is suggested to minimize issues in the system (e.g. volunteers whose spouses register them, completing training under spouse's name).
- The waitlist system is unreliable and emails often fail to send.

What we heard...

“

Many users get to the point [with the Code of Conduct] where, like, great, I'm done. There's my certificate. But unless they click next, next, end, it doesn't register it as done.

Group Commissioner Scouter

“

I've lost dozens of hours, dozens of hours to fixing wait list problems.

Group Commissioner Scouter

“

I can't add a role and remove the other rule until they're active. So I have to wait until they go all the way through [the process] to become an active Scouter before I can move them to the place where I really need them.

Group Commissioner Scouter

What we heard...

“

We don't have a whole lot of back end support. So I am it.

Group Commissioner Scouter

“

There's, there's clunkiness between the two systems, and actually having to have two systems.

Group Commissioner Scouter

“

I've lost dozens of hours, dozens of hours fixing wait list problems.

Group Commissioner Scouter

Phase 2: Discover & Study

5.8 CRM Evaluation

Tech Discovery

Disconnected Systems Create Friction

Tech Challenge	What It Means
Multiple disconnected tools (MyScouts, iWeb, Tracker)	Families and volunteers juggle logins and duplicate data
No real-time sync between platforms	Errors, delays, and inconsistent records across teams
Manual processes dominate	Refunds, transfers, and updates require staff intervention
Systems weren't designed to scale or integrate	Staff are "always on" during peak times to hold it all together
Limited mobile experience	Families can't complete registration easily on-the-go

Key Discovery

An integrated, real-time CRM is essential to building trust and saving time.

Discovery Research

- Interviews
- Zendesk Data analysis - 2k+ support tickets analyzed
- Pain Points Analysis

Member Discovery

Our research revealed four critical CRM challenges blocking a better registration experience

CRM Challenge	What It Means
Disconnected Systems	Manual entry, duplicate records, no real-time updates
Limited Access & Visibility	Parents/guardians can't track progress; staff can't see status in real time
Rigid Flows	Gap in waitlists, subsidies, or phased onboarding
Lack of Automation	Everything depends on staff/volunteer workarounds

Key Discovery

Fixing CRM isn't just backend, it unlocks a smoother, smarter, and more human experience for everyone.

Discovery Research

- Interviews
- Current state tech system audits
- Zendesk data analysis
- Pain points analysis

Volunteer Discovery

Volunteers plan a key role to solving registration gaps

Volunteer Reality	What It Means
~3,200 youth miss out every year	Not enough volunteers to maintain safe youth-leader ratios
Existing volunteers are stretched thin	Burnout is rising, putting programming at risk
Registration is tied to volunteer availability	Fewer volunteers = fewer open spots for youth
Parents/guardians don't realize they can help	Missed opportunities to convert interest into action
A few carry the weight for many	The system is not sustainable without support and recruitment

Key Discovery

Solving the registration bottleneck starts with making volunteer recruitment easier, faster, and more visible during registration, not after.

Discovery Research

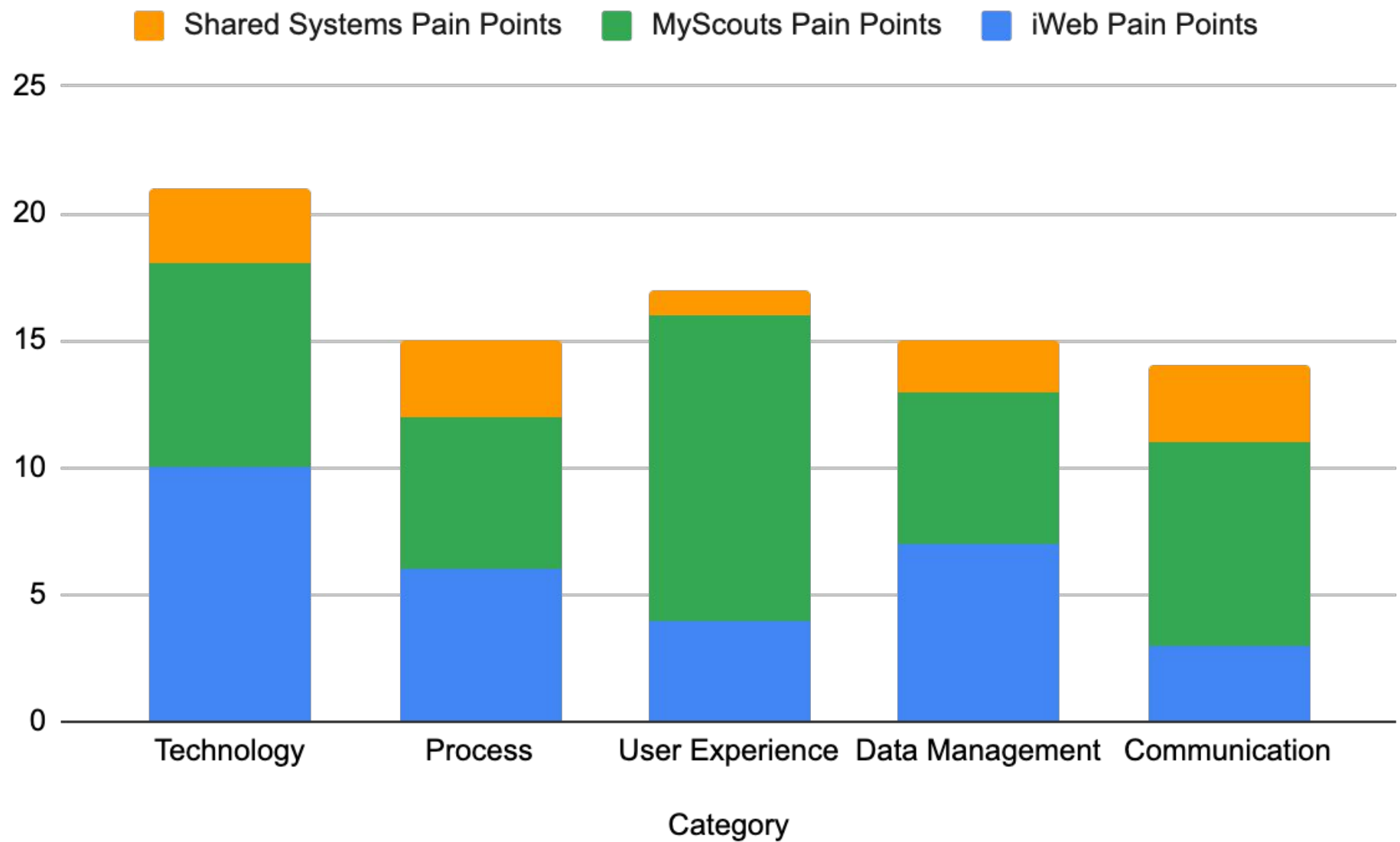
- Interviews
- Zendesk Data analysis
- Pain Points Analysis

Insights From Pain Points

CRM must address:

- Automated workflows (subsidies, waitlists, role changes, renewals)
- Real-time data sync across systems
- Role-specific access and status tracking
- Mobile-friendly, modern UX
- Dashboards and triggers to reduce staff burden

Insights are based on 36 documented CRM pain points drawn from stakeholder interviews, system audits, and journey mapping & service blueprinting conducted during Phases 1 and 2.

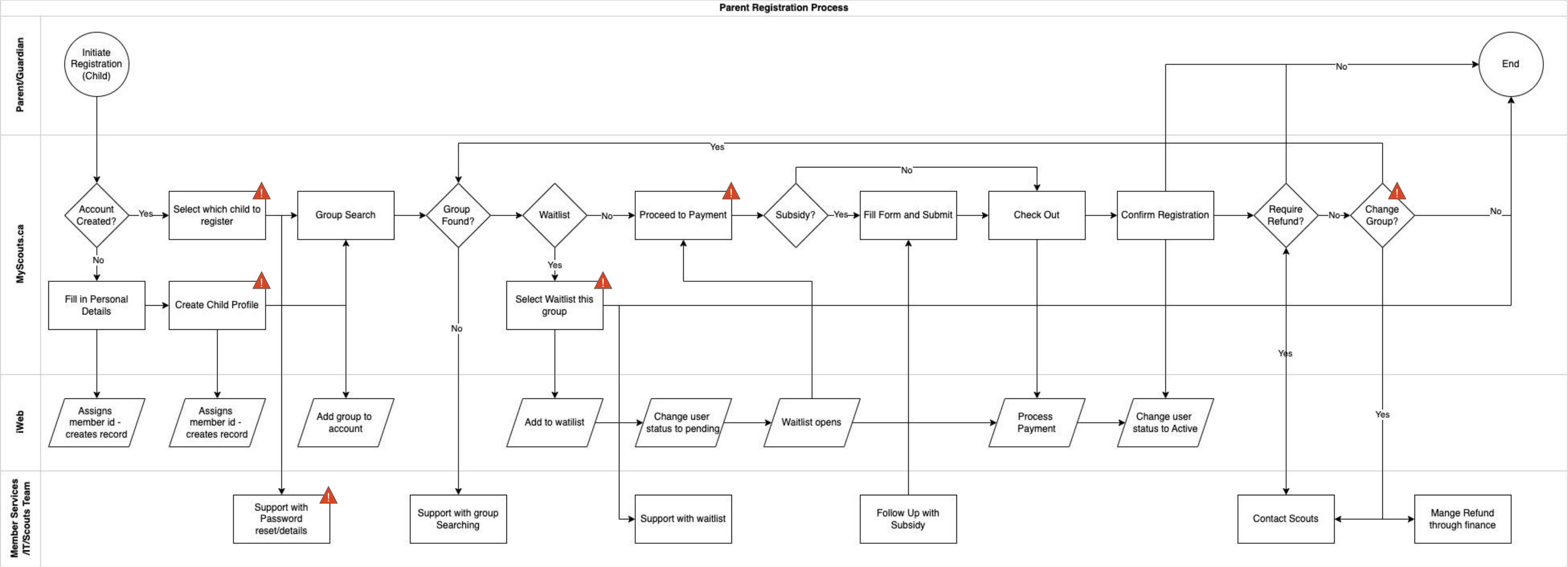


Category	iWeb	MyScouts	Shared Systems	Other
Technology	10	8	5	2
Process	7	6	4	3
User Experience	3	12	2	1
Data Management	8	6	3	1
Communication	2	8	1	4

Insights From System Discovery

Category	Strengths	Weaknesses
iWeb(Netforum)	Stores critical information - Parent/guardian/Youth Profiles - Group Capacity and Waitlists - Payment Records Enforces Role Based access controls - Validates roles to ensure each user is set up with proper permissions (parents/guardians / youths / volunteers)	- Older infrastructure - Lacks built-in tools for automating repetitive workflows or complex scenarios - No Pipeline / Lead Management - Member Services must manually adjust waitlists, including age-ups and capacity changes - Limited system flexibility
MyScouts (External Users)	Provides a portal for parents/guardians/volunteers to create accounts, manage youth profiles and register for activities	- Performance is slow causing abandon applications - Outdated data when selecting registration groups - Limited transparency regarding waitlists - Payment errors are not clear and require contact with Member Services
MyScouts (Internal Users)	- Allows ability to search parent/guardian and youth data and support Member Services Team with parent/guardian request - Allows access to quickly lookup information reducing IT related inquiries - Ability to extract data to perform further analytics	- High reliance on manual interventions from Member Services / IT teams - Significant time spent manually cleaning up duplicate profiles caused by parents/guardians forgetting credentials or creating multiple youth profiles - Some tasks can only be partially complete in the system and then have to flip between frontend and backend
Data Synchronization	Group data and waitlist availability are pushed between iWeb and MyScouts allowing parents/guardians to use the group locator tool to register	- Synchronization delays between iWeb and MyScouts cause mismatched group availability during registration - Data does not always sync in real time, which is especially problematic during peak registration periods when capacity changes rapidly
Automation	Some backend processes are partially automated.	Unable to automate critical tasks such as waitlist updates, group transfers, and payment adjustments

Current State System Registration Workflow With Key Pain Points



Pain points

Building Blocks To CRM Document

CRM requirements weren't created in isolation, they were built using what we heard, saw and mapped

- Stakeholder Interviews: surfaced system-wide pain points and workaround behaviors
- Parent/guardian & Volunteer Research: found functional needs to support a seamless journey
- Systems Mapping: clarified dependencies across roles, tools, and touchpoints
- Zendesk Ticket Analysis: provided hard evidence of where support is overburdened (e.g. password resets, waitlist confusion, failed payments)
- CRM Pain Points Matrix (36 total): categorized and prioritized technical blockers and future state requirements



6. Future State

We prototyped what the future could look like working hand-in-hand with those living with the challenges of today to design a system that is built to last.

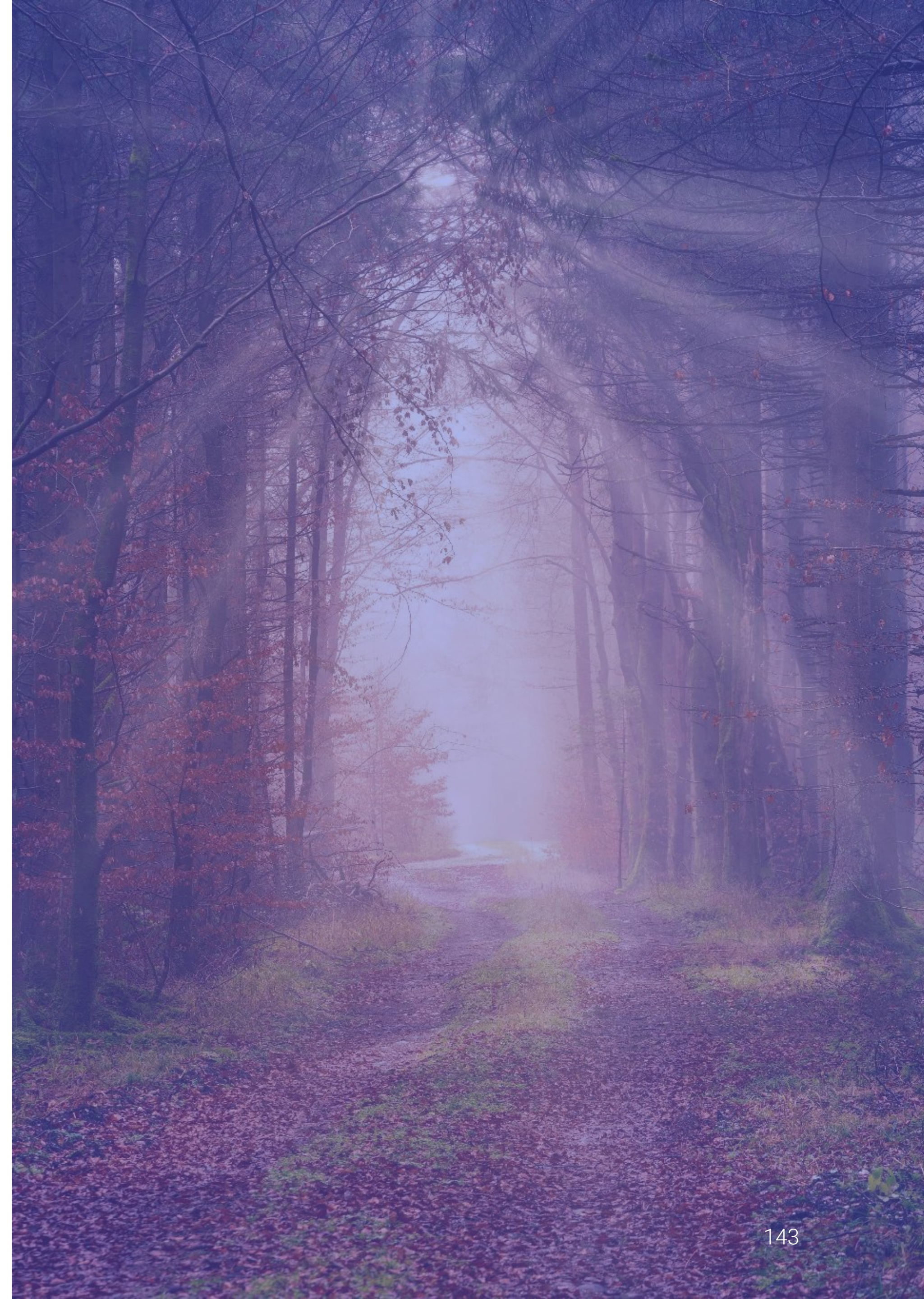
Envisioning A Better Way Forward

What the registration journey could look like - for all involved

We co-created a future registration experience that is simpler, more human, and more supportive.

This section includes future-state blueprints for member and volunteer registrations, interactive prototypes, and CRM recommendations - all grounded in user needs.

Together, these artifacts paint a clear picture of what's possible and provide a roadmap to help bring that vision to life.



Our Key Themes Provided Focused Areas Of Exploration For Co-creation



Volunteers are very important to success

How might we...

- Motivate people to volunteer at Scouts Canada?
- Ensure volunteers feel appreciated and valued?
- Reduce the barriers associated with volunteering?
- Make it easier for volunteers to manage groups?
- Equip volunteers with everything they need to deliver the highest quality programming?



Tech fragmentation is creating barriers

How might we...

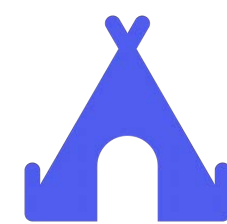
- Create a seamless experience for parents/guardians, youth members and volunteers?
- Ensure Scouts need to register one time and can access all of their information from one centralized system?
- Ensure volunteers can also register once and access everything they need in one convenient place?
- Provide a single sign-in, giving parents/guardians, youth members and volunteers access to everything Scouts offers - including things such as summer camps and the Scouts Shop?



Communication is confusing and unclear

How might we...

- Provide the marketing and communications team with one centralized source of intelligence?
- Ensure that parents/guardians, youth members, and volunteers have the ultimate control over their communications?
- Use marketing to drive realized results and not just driving traffic?
- Automate more marketing efforts and enable the use of experimentation and multivariate testing?

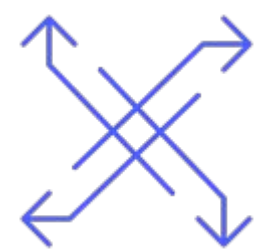


We need to future-proof for shifting market needs

How might we...

- Remain relevant to older Scouts as they gain experience, without becoming boring or disengaging?
- Fit into the evolving lifestyles of families in 2025 and beyond?
- Offer more inclusive programs that take into consideration cost and time-commitment barriers?
- Ensure youth members are part of peer-groups based on ability and passion; over merely age?
- Ensure youth members from all parts of the country feel represented in Scouts?

Our Key Themes Provided Focused Areas Of Exploration For Co-creation



The volunteer process is too involved and front-loaded

How might we...

- Make the volunteer registration process simpler and easier?
- Provide more clear information upfront for prospective volunteers?
- Shorten the time it takes for new volunteers to get “on-the-ground”?
- Reduce applicant drop-off through the process?
- Help people to track their progress?
- Reduce issues with screening steps?



Better volunteer onboarding and development is needed

How might we...

- Make the volunteer training more engaging and practical?
- Improve the onboarding and training experience for new volunteers?
- Better prepare volunteers for their work on the ground?
- Update training and onboarding to be more engaging and useful?
- Support mentorship and growth for new volunteers?
- Better recognize and celebrate volunteers and build connections?



Current resources and systems are outdated and not fit for purpose

How might we...

- Consistently provide clear and up to date information and communications to the right people at the right time?
- Improve the interview process to align to volunteer and Group Committee Volunteer needs?
- Improve volunteer information and guidelines for new volunteers?
- Guide people through the process?



Group leaders need better support and system access

How might we...

- Provide better system support for Group Committee Scouters?
- Improve system access for GCSs to support their process with volunteers?
- Improve resources, training and mentoring for Group Committee Scouters in their roles?
- Improve self-serve resources for GCSs?

Phase 3: Ideate & Solve

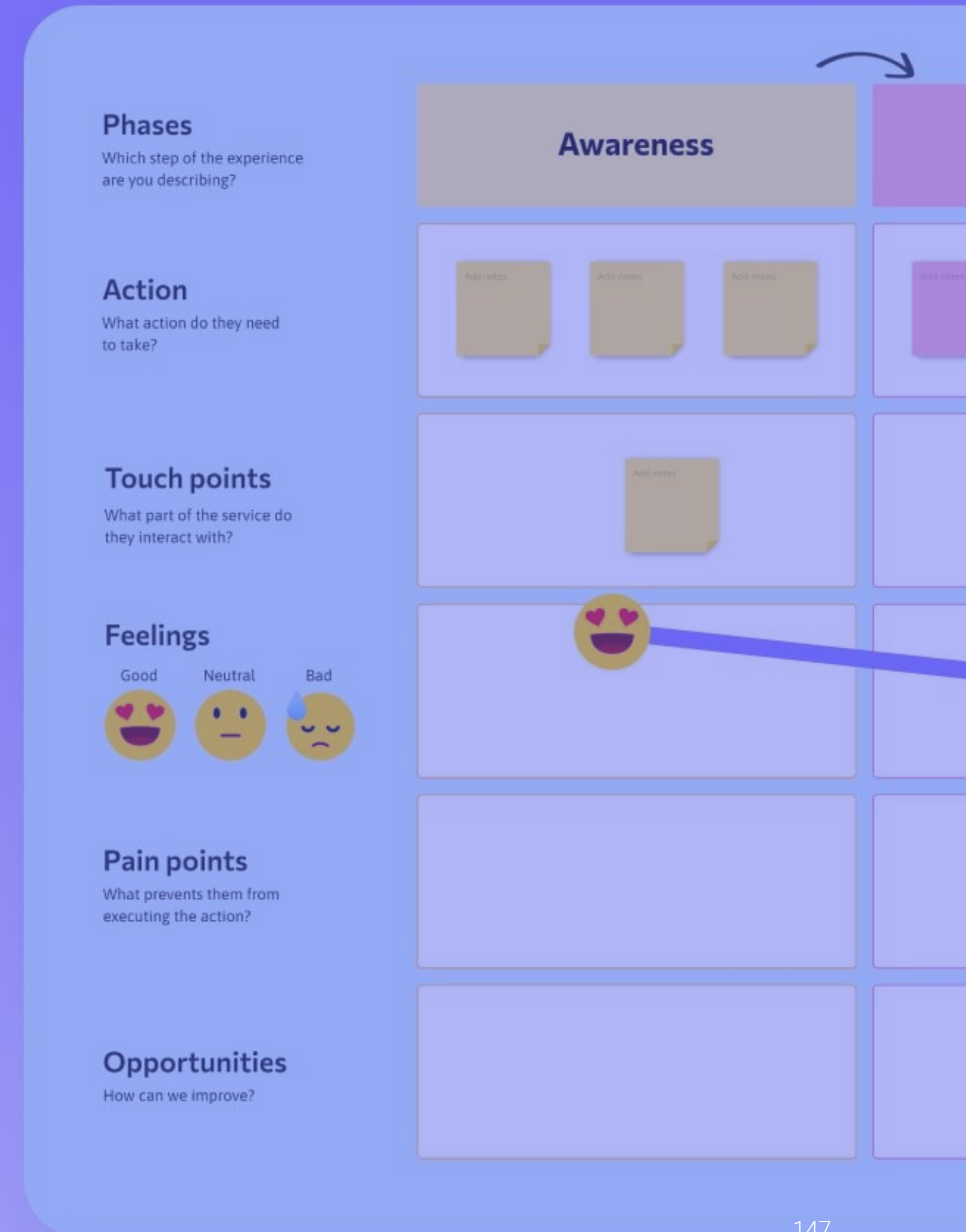
6.1 Future State Service Blueprints

Future State Service Blueprints outline how registration can work better - for everyone.

Mapping The Future State Service Blueprints

These maps give us a vision of a new & improved service delivery process

- A future-state blueprint outlines the desired user experience and the behind-the-scenes processes that support it.
- It includes both front-stage and back-stage activities, and aligns technology, people, and processes with the desired user experience.
- It reflects the ideal user experience across key touchpoints, incorporating the needs, goals, and feedback from users and stakeholders during our research.



The Future State of Member Registration

Key Elements Of The Member Future State Service Blueprint

Stage (Columns)

How does the experience unfold over time?

STAGE

Actors & Systems (Rows)

What are users doing?

PARENT / GUARDIAN

How is the user interacting with the experience?

TOUCHPOINT

What is the user's experience of registration?

FEELING

Who & what is delivering the experience?

VOLUNTEERS SCOUT STAFF SYSTEM

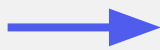
The Future State Member Registration Stages



See “MemberRegistration-FutureStateServiceBlueprint.pdf” for details

Member Future State Service Blueprint (1/3)

DISCOVERING SCOUTS & LEARNING MORE BEFORE DECIDING TO REGISTER													REGISTRATION OPENS																
YEAR ROUND													MAY / JUNE (RENEWAL) AND SEPTEMBER (NEW)																
PARENT / GUARDIAN	Parents learn about Scouts through community engagement, word of mouth, or online research.	Parents can find and learn about groups (eg contact info).	Parents can attend a virtual info session or join a group meeting live if the group has open spots available.	Parents and youth can join a group meeting live if the group has open spots available.	Parent can use a financial support calculator before registering to see eligibility & affordability.	Parents notice they can see group waitlist availability or waitlist numbers & estimated waittimes (can't filter groups before they register).	Parents can see each group's programming including potential activities, start/end dates, meeting frequency, and costs to help them find the right group for their budget and engagement before registering.	Parents can see what languages volunteers in a group speak.	Parents can pre register by creating an account and fill out basic forms in advance, making the final registration step faster and more seamless so they can quickly secure a spot.	Parents can sign up to be reminded when registering begins for the next season.	Parents know that Scouts is volunteer run and can see there is always a need for more volunteers so more youth can participate.	Parents learn that Scouts is seasonal and generally follows the school year, starting in Fall and taking a break over summer – though some groups offer summer programming.	Parents know that Scouts is volunteer run and can see there is always a need for more volunteers so more youth can participate.	Parents register returning youth at the end of the scouting season (May or June) to secure their spots early, aligning with the school year transition. Parents receive reminders and can opt-in to an automated which puts a hold on their preferred payment method frequency to secure their spot, receive a small discount but are reminded by email they must reconfirm personal info within x days to keep their spot (automated reminders).	Parents register new youth just before the scouting season begins at the start of the school year just like other activities (End of August), ensuring availability while giving groups time to assess space after renewals.	Parents easily understand age restrictions because they follow school grade levels and registration aligns with the school year.	Parents can manage access and permissions for multiple family members, enabling other parents, guardians, or youth within the same family to register/renew or update info.	Parents can register multiple children at once for convenience and a small discount.	Parents register returning youth can add a new sibling when renewing (space permitting or moved to top of waitlist).	Parents complete a single onerage registration form that gathers only essential information upfront (email, create password, verify email, parent/child name, child age) so they can secure a group spot first, then complete details after (e.g., insurance, health forms, add second parent).	Parents can register new youth or transfer groups throughout the year. They can choose if they want to join a group or wait at the start of the season, depending on group availability.								
TOUCHPOINT	✓ Community Events ✓ Social Media	✓ Scouts.ca	✓ Scouts.ca ✓ Online Video ✓ Tool	✓ Group Meeting	✓ Scouts.ca	✓ Scouts.ca	✓ Scouts.ca	✓ Scouts.ca	✓ myscouts	✓ myscouts	✓ Scouts.ca ✓ myscouts	✓ Scouts.ca ✓ myscouts	✓ Group Meetings ✓ myscouts ✓ Email	✓ myscouts	✓ myscouts	✓ myscouts	✓ myscouts	✓ myscouts	✓ myscouts	✓ myscouts	✓ myscouts								
FEELING																													
Frontstage																													
Backstage																													
VOLUNTEERS	Participate in community events and promote Scouts locally (e.g., newsletters, school visits, local fairs).	Keep group information up to date on Scouts.ca, including contact details, meeting locations / times / frequency, start/end dates.	Volunteers host virtual parent information session before new youth registration opens to answer parent questions and generate interest.	Volunteers welcome prospective youth/parents to attend a group meeting where space is available.	Volunteers are informed about activity programs (e.g., NOLA) to answer parent questions. Volunteers Guide families to the calculator if they raise affordability concerns.	Keep group capacities updated regularly on MyScouts/ScoutsTracker.	Volunteers provide sponsoring sessions programming before new youth registration opens including potential activities and costs in advance to help parents make informed decisions (eg. fundraising expectations).	Provide language details and other accessibility insights to improve parent understanding and inclusivity.	Encourage families to pre-register during community outreach or info sessions.		Keep volunteer roles and needs up to date.	Include seasonal expectations in info rights and welcome emails.	Promote volunteer registration early with time to complete (before September) to open more spots for new.	Volunteers are notified when a new member joins an open spot or joins the waitlist with prompt to adjust capacity.	Volunteers need to understand how registration works & timelines themselves and be able to explain/communicate it to parents.	Notified of age exceptions with ability to approve.	Update group capacities and roles proactively & frequently, especially.	Inform parents about sibling discount.	Inform parents about sibling renewal policy.	Notified of transfer requests with ability to approve.									
SCOUT STAFF	Provide volunteers with clear guidance and tools to prepare for the season, including checklists, program templates, and outreach materials like banners and flyers.	Encourage group readiness by ensuring volunteers understand when/how to update info.	Promote virtual info sessions through Scouts.ca, social media, and email.	Support volunteers in session delivery, offering templates, promotional support, and a seasonal prep checklist.		Set minimum quality standards for programs and communications to ensure consistency across groups.	Help ensure consistency in programming, descriptions and fee structures.		Coordinate outreach campaigns encouraging early pre-registration.				Promote volunteer registration early with time to complete (before September) to open more spots for new.	Run promotional campaigns around May (renewals) and August (new registrations).	Train volunteers on how registration works and when to act.	Troubleshoot access issues.	Define and promote discount (eg. eligibility, amounts).	Create clear waitlist priority policies for siblings and communicate them to parent and groups.											
SYSTEM	Enable a CRM based marketing automation platform to track parent interest and follow up with tailored content.	Auto remind volunteers to update group info and programming each season.	CRM would need to include more group information (language fluency, capacity, and group metadata).		Display real time group availability, waitlist numbers, and estimated wait times.	Use AI to predict estimated wait times and display them in search results.	Auto remind volunteers to update group info and programming each season.	Link ScoutsTracker calendars to group listings to show planned programming.	Capture language & accessibility info to improve match between parents and groups.	Enable pre registration accounts for parents to see info in advance of registration.	Automatic reminders when registration dates are approaching.	Automatic reminders when registration opens.	Display volunteer needs on group profiles (e.g., "2 volunteers needed to remove waitlist").	Display group start/end dates and summer availability on group profile & group pages.	Trigger auto reminders for volunteers pending renewal/transfer completion.	Enable auto renewal with email confirmation and link to payment method.	CRM automates capacity conversion (e.g., 2 per house - 7 children). Alerts when limits are reached.	Age exception requests are flagged to groups with a 14 day review timeline.	Auto notify volunteers on new registrations or waitlist changes.	Minors age for waitlist is 4 years old.	Enable role based access control so parents can delegate profile management to others (e.g., guardians, teens, grandparents).	Include sharing functionality with email invites and permission levels (e.g., view only, edit, register).	Enable multi child registration and apply family discounts.	Browse spot-holding logic prevents last registrations while parents complete checkout for multiple kids.	Returning youth priority and sibling linking logic.	Update capacity negatively to accommodate sibling requests.	Security hold group spots temporarily while parents finish due diligence (insurance, health, and second parent info).	Trigger automated countdown and email reminders if the form isn't completed in time (e.g., finalize form within X days or spot is released).	Offer priority or transfers based on rules (e.g., sibling, time in group).





See “MemberRegistration-FutureStateServiceBlueprint.pdf” for details

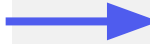
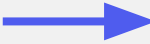
Member Future State Service Blueprint (2/3)

STAGE TIME OF YEAR	SELECTING A GROUP YEAR ROUND													
PARENT / GUARDIAN	Parents are recommended the best group based on their children's age, location, preferred meeting days, and group availability but ultimately choose their preferred group.	Parents can share a little about themselves (experience or interests or availability) to aid with group selection and to later identify potential volunteer opportunities.	Parents can see an interactive map displaying multiple groups within a region, showing groups with space available or waitlists, that meeting on their preferred days.	Parents can see each group's programming including potential activities (group calendar, travel distances), start/end dates, meeting place/time/frequency, and participation costs to help them find the right group for their budget and engagement. Any additional group information (eg. contact info, social media link, fundraising expectation/opportunities).	Parents can see that any and all group fees are included in the cost total.	Parents can see that fundraising efforts can support added costs like participation & equipment.	Parents can join the waitlist for up to 3 groups but must join the first available group. Parents can see reason for waitlist (volunteers needed, building capacity). If volunteers are needed they learn they can volunteer to get their kid off the waitlist (set realistic expectations of time/commitment).	Parents get real-time updates on waitlist positions with estimated timelines and alternate group suggestions. Parent can complete their profile while on the waitlist (eg. emergency contact & medical). Parent can temporarily attend another group with availability while on a waitlist.	Parents can remove themselves from a waitlist easily and are removed from all waitlist when they accept a group. If they don't accept in time they are removed from that group's waitlist but remain on the other waitlists.	Waitlisted users notified their group now has availability, have 48 hours to accept, can "snooze" to get 48 more hours to complete or can pass on invite (yes I can complete now, yes but I need more time to complete, no).	Parents can follow the same group selection process for group transfers as registering a new youth themselves online but if their preferred group has a waitlist they are placed at the top of the list to support continuity (if there is a waitlist they must have attended current group for at least 2 months, &/or provide transfer reason). Can continue to attend current group while on waitlist.	Parents get a referral code they can share with a new registrant to both get a discount.	Parents are supported in coordinating with other families to enroll their children in the same group (eg. they can share the group page) while maintaining privacy.	Parents know that Scouts is volunteer run and can see there is always a need for more volunteers so more youth can participate (especially groups with waitlists).
TOUCHPOINT	✓ myscouts	✓ myscouts	✓ myscouts	✓ myscouts	✓ myscouts	✓ myscouts	✓ myscouts	✓ myscouts	✓ myscouts	✓ myscouts ✓ Email	✓ myscouts	✓ myscouts	✓ myscouts	✓ myscouts
FEELING														
	SUPPORTED		INFORMED		STRESS FREE	CURIOS	ACCOMMODATED	IN CONTROL		UNDER PRESSURE	VALUED		CONNECTED	EMPATHETIC

Frontstage

Backstage

VOLUNTEERS	Keep group information up to date on Scouts.ca, including contact details, meeting locations/times, and key offerings. Respond to parent inquiries: When families inquire about the group or registration, Scouts should be available to answer promptly and offer welcoming information.		Volunteer provide upcoming seasons programming before new youth registration opens including potential activities and costs in advance to help parents make informed decisions (eg. fundraising expectations).			Volunteers retain control over managing group capacity, adjusting ratios but there are limits to how often/much they can change and they sometimes need to provide a reason. Volunteers provide the reasons for waitlist (e.g., lack of volunteers or meeting venue limits).	Volunteers still cannot reorder the waitlist positions but special cases are now given priority (eg. siblings, transfers).		Volunteers retain control over confirming/accepting waitlisted members when space becomes available.		Volunteers can request and receive group promo codes (previously group billing codes). Volunteers provide promo codes to members.		Highlight the need for volunteers: Promote open roles and help parents understand how volunteering directly expands capacity for youth participation.
SCOUT STAFF	Escalate unresolved issues: Field Services or Help Centre teams assist when parents are confused about group selection, e.g. mismatched postal code data or unavailable group listings.					Staff must define and communicate clear priority for waitlists (eg. transfers, siblings, & special cases). Match member marketing outreach and volunteer recruitment efforts with group capacity.	Train group leads to input and manage availability correctly.				Create and provide promo codes for groups (previously group billing codes). Manage promo codes (eg. limits, expiry, billing).		
SYSTEM	Enable advanced search and filtering: Allow parents to search and compare groups based on real-time availability, location, meeting days, programming, languages spoken, and fundraising expectations. Display full group profiles: Ensure parents can view full program details, calendar, contact info, and costs before selecting a group.		Map-based group selection: Provide an interactive, geo-based tool that shows nearby groups and their capacity, waitlist, and meeting details.			Volunteer access and ability to adjust ratios and capacity (eg. calculator). Support priority placement: The system must flag and automatically prioritize members on waitlists when applicable (e.g. two part-time = one full-time registrations).	Group capacity and availability are managed through a single, real-time system, showing current spots, waitlist numbers, and estimated wait times. Volunteer capacity is calculated accurately, factoring in part-time contributions (e.g. two part-time = one full-time volunteer).		The system removes youths from all waitlist when they secure a group. The system manages waitlist communications, tracking responses, & deadlines (waitlist status updates, 48 hr response windows, accept/decline/snooze responses).		System generates unique promo codes and manages conditions (eg. expiry, limits). Enable members to easily share group profiles with friends to coordinated group selection.		



See “MemberRegistration-FutureStateServiceBlueprint.pdf” for details

Member Future State Service Blueprint (3/3)

Paying for Scouts & Financial Support Year Round														Finishing Registration and Joining their Group Year Round												
Stage Time of Year																										
Parent / Guardian	Parents are reminded there are additional fees for participation and welcomed and are directed to their group's programming for more details.	All Parents must email whether they require financial support before proceeding to payment as no one misses out. Financial support includes support for registration costs (eg membership & group fees) as well as future participation costs and equipment expenses.	Parents can view their eligibility options before making a payment. Parents learn who they get financial support or not and for how much.	Parents can add recommended items from the Scouts shop, based on their group's purchase while registering (with a discount applied if they qualify).	Parents can enter items codes to access further financial support (eg group items code, scoutbook, referral code, etc.) and receive a discount.	Parents are reminded that if they register multiple children or volunteer they get a discount to encourage more participation & volunteering.	Parents are given flexible payment options: all upfront fee or monthly payments (eg. \$100 per month) or a combination of the two.	Parents can enter items codes to access further financial support (eg group items code, scoutbook, referral code, etc.) and receive a discount.	Parents who register who have their costs adjusted (eg. \$100 per month) or a combination of the two.	Parents can enter items codes to access further financial support (eg group items code, scoutbook, referral code, etc.) and receive a discount.	Parents who register who have their costs adjusted (eg. \$100 per month) or a combination of the two.	Parents can enter items codes to access further financial support (eg group items code, scoutbook, referral code, etc.) and receive a discount.	Parents who register who have their costs adjusted (eg. \$100 per month) or a combination of the two.	Parents must finish filling in most details before they can complete their registration. If they are unable to complete their registration, they will be contacted by email.	Parents can request support in volunteering without commitment, and learn about the different levels of commitment (eg. Parent Support, Scout Support, etc.) and how to get involved. Parents can also request support in volunteering without commitment, and learn about the different levels of commitment (eg. Parent Support, Scout Support, etc.) and how to get involved.	Parents must finish filling in most details before they can complete their registration. If they are unable to complete their registration, they will be contacted by email.	Parents can request support in volunteering without commitment, and learn about the different levels of commitment (eg. Parent Support, Scout Support, etc.) and how to get involved. Parents can also request support in volunteering without commitment, and learn about the different levels of commitment (eg. Parent Support, Scout Support, etc.) and how to get involved.	Parents must finish filling in most details before they can complete their registration. If they are unable to complete their registration, they will be contacted by email.	Parents can request support in volunteering without commitment, and learn about the different levels of commitment (eg. Parent Support, Scout Support, etc.) and how to get involved. Parents can also request support in volunteering without commitment, and learn about the different levels of commitment (eg. Parent Support, Scout Support, etc.) and how to get involved.	Parents must finish filling in most details before they can complete their registration. If they are unable to complete their registration, they will be contacted by email.	Parents can request support in volunteering without commitment, and learn about the different levels of commitment (eg. Parent Support, Scout Support, etc.) and how to get involved. Parents can also request support in volunteering without commitment, and learn about the different levels of commitment (eg. Parent Support, Scout Support, etc.) and how to get involved.	Parents must finish filling in most details before they can complete their registration. If they are unable to complete their registration, they will be contacted by email.	Parents can request support in volunteering without commitment, and learn about the different levels of commitment (eg. Parent Support, Scout Support, etc.) and how to get involved. Parents can also request support in volunteering without commitment, and learn about the different levels of commitment (eg. Parent Support, Scout Support, etc.) and how to get involved.			
Touchpoint	myscouts Email	myscouts	myscouts Scouts.ca	myscouts	myscouts	myscouts	myscouts	myscouts	myscouts	myscouts Email	myscouts	Ticketing System	Phone Chat	myscouts Email	myscouts Email	?	myscouts	Email	Email? First Group Meeting	Group Meeting	Group Meeting	?	myscouts	scoutshop?		
Feeling	INFORMED (ANNOYED?)	SUPPORTED	INFORMED	SUPPORTED	VALUED	ACCOMMODATED/GRATEFUL			CONSIDERED		GENEROUS		SUPPORTED	RELIEF	RUSHED	ENGAGED / CONNECTED	INFORMED	INCLUDED	WELCOMED / CONNECTED	INFORMED / IN CONTROL	ALIGNED	SUPPORTED				
Frontstage																										
Backstage																										
Volunteers	Communicate group related costs clearly. Volunteers must understand what their group fees include and are expected out of pocket expenses like equipment or optional trips.	Assess with subsidy across volunteers often help parents complete support systems (eg. No One Left Behind or local foundations). Though they aren't always funded or required to do this work.	Volunteers must contribute any additional recommended products based on programming.	Volunteers must contribute any additional recommended products based on programming.	Volunteers must contribute any additional recommended products based on programming.	Volunteers must contribute any additional recommended products based on programming.	Volunteers must contribute any additional recommended products based on programming.	Volunteers must contribute any additional recommended products based on programming.	Volunteers must contribute any additional recommended products based on programming.	Volunteers must contribute any additional recommended products based on programming.	Volunteers must contribute any additional recommended products based on programming.	Volunteers must contribute any additional recommended products based on programming.	Volunteers must contribute any additional recommended products based on programming.	Keep track attendance. Support Communicating the refund policy.	Provide volunteer info. Maintain a list of open volunteer positions with info descriptions and additional time commitment to encourage parent engagement.	Volunteer notify parents in advance of activities with added costs. The tribe group coordinator will become new families with personal introductions, when convenient, and help set expectations.	Volunteers provide up to date bio info for volunteers (eg. names, contact info, etc.) and, (if, better stickers) on their first meeting to support inclusion.	Contribute uniforms & welcome kits: Ensure new youth receive financial items (eg. shirt, etc), (if, better stickers) on their first meeting to support inclusion.	Support for latecomers: Provide onboarding resources and connect for youth going on future activities through the resources to ensure they integrate smoothly.	Volunteer our youth and parents up with peer buddies for a smoother onboarding.	Notify families of added cost activities early.	Flag special transitions. Highlight option changes ("volunteering up") and help families prepare for their next steps in Scouting.				
Scout Staff			Offer clear public communication: Focus parents are informed about financial support availability, what it applies to, eligibility criteria and rationale.	Scout Staff define standard products and criteria for recommending products (eg. group, new, reuse).	Track and reconcile billing codes: Focus on all management payment type and must coordinate with CRM, group registers, and MyScouts system to avoid duplicate or lost entries.			Define policies and communication if parents enter pay statements or stop attending (eg. deadline, subsidy).		Set up and manage high-priority support channel.	Define budgeting priority criteria.	Support resources to enable temporary Bio kit support.	Set and communicate refund policy.	Model for volunteer recruitment: Provide update of volunteer interest submissions and review heads are followed up by group commissioners.	Support group-level onboarding: Provide templates and guidance for welcome emails, welcome line, group info packages, and volunteer checklists.	Set standards for onboarding experiences: Outline what a "warmest welcome onboarding" experience should include.										
System	Display clear fee breakdown: Parents need to understand what their group fees include and are expected out of pocket expenses like equipment or optional trips.	Integrate NOLB: Participation application during registration.	Collect eligibility info up front, confirm amount granted, and track in system while subsidy approval is pending.	Offer an AI-powered financial support calculator to provide subsidy eligibility using historical data.	System displays Scout Shop recommendations.	Validation or automated tracking for billing codes.	Handle parent & discount codes: Including referral discounts, gift cards, volunteer discounts, and marketing promotions.	CRM integrates financial and tracking and integrates AI for anomaly detection.	Enable flexible payments: System should support installment plans, multi-card payments, and deferred billing for families using billing codes or subsidy pathways.	CRM integrates financial and tracking and integrates AI for anomaly detection.	Enable flexible payments: System should support installment plans, multi-card payments, and deferred billing for families using billing codes or subsidy pathways.	Enable flexible payments: System should support installment plans, multi-card payments, and deferred billing for families using billing codes or subsidy pathways.	Enable flexible payments: System should support installment plans, multi-card payments, and deferred billing for families using billing codes or subsidy pathways.	Priority tickets.	Support resources to enable temporary Bio kit support.	Set up high-priority support channel.	System uses attendance data to confirm refund eligibility.	Trigger countdown timers: Alert group spots temporarily until parents complete their registration steps: auto-renew spots if not finalized.	Integrate volunteer onboarding: Allow parents to receive onboarding material and flow by availability and new-type full-time part-time.	Auto-send group welcome email: based on confirmation registration.			Customize Scout Shop Link: Scout Shop access to parent login with personalized content (eg. uniforms or badges for child's section).			

Key Moments That Transform Member Registration

Mapped across five stages, these key moments help solve real parent & volunteer pain points to reduce stress, increase clarity, and make it easier for youth to join and thrive in Scouting.



Discovering Scouts & Learning More Before Deciding to Register

Access Key Info Before Registering

Parents/guardians can evaluate group options using real-time availability, program details, and affordability tools before deciding to register.

Including these features:

- ✓ Parents/guardians can view real-time group availability, estimated wait times, and full program details before registering.
- ✓ Group profiles show estimated costs, schedules, and language spoken upfront.
- ✓ Financial support calculators are available early in the decision process.

Addressing these pain points:

-  Parents/guardians don't see availability, waitlist #s, or program details before registering.
-  Families lack clarity on group costs, activities, and language accessibility.
-  Financial aid options are hidden until late in the process.

Discovering Scouts & Learning More Before Deciding to Register

Pre-register Before Registration Opens

Parents/guardians can create an account and save details to simplify registration when it opens.

Including these features:

- ✓ Parents/guardians can create an account and pre-fill information ahead of time.
- ✓ Families receive reminders when registration opens.
- ✓ Pre-registration simplifies and speeds up the final registration process.

Addressing these pain points:

-  Families rush through registration to get a spot, leading to errors and stress.
-  High website traffic causes crashes due to so many registering at once.

Discovering Scouts & Learning More Before Deciding to Register

Try Before You Buy

Parents/guardians and youth can engage directly with groups to learn more before deciding to register.

Including these features:

- ✓ Parents/guardians can attend free virtual info sessions hosted by local volunteers.
- ✓ Families can attend a group meeting for free if space is available.
- ✓ Group-specific promo codes make early engagement more accessible.

Addressing these pain points:

-  Parents/guardians have no easy way to engage with a group before committing.
-  Families join without understanding activities, expectations, or culture.
-  There are limited opportunities to ask questions or visit a meeting beforehand.

Registration Opens

Renew At The End Of The Scout Season

Returning members can renew before summer to secure a spot for September.

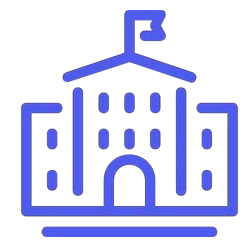
Including these features:

- ✓ Renewals occur in May/June at the end of the Scouting season when youth & parents/guardians are engaged, and aligned with the school year.
- ✓ Renewal discounts encourage timely action.
- ✓ Automated reminders keep parents/guardians informed.
- ✓ Age sections follow school grade levels for easier understanding and transitioning.

Addressing these pain points:

- 🚩 Renewing & paying in August for January (perceived as 4 months early)
- 🚩 Volunteers face high stress and workload managing renewals over the summer.
- 🚩 Parents/guardians miss renewal reminders & window while on summer vacay.
- 🚩 Youth who don't confirm on time risk losing their renewal spot.

Registration Opens



New Registration Starts With The School Year

New registrations open just before the school year, like other seasonal activities.

Including these features:

- ✓ New youth register in late summer aligned with the school-year when parents/guardians expect them.
- ✓ Registration opens after renewals are completed, allowing groups to assess space.
- ✓ School-grade alignment makes it easier for families to understand youth placement.
- ✓ Transfers and new entries are better timed and clearer.

Addressing these pain points:

- 🚩 Some new families think Scouts starts in January and don't attend when they could.
- 🚩 Joining in January means missing half the season, struggling to catch up/fit in.
- 🚩 Volunteers must manually confirm renewal drop offs to open spots for new members.
- 🚩 Missing renewal means potentially having to leave in January.

Registration Opens



Manage The Whole Family In One Place

Parents/guardians can register and manage multiple children, and share access with other household members.

Including these features:

- ✓ Parents/guardians can register multiple children at once with a bundled discount.
- ✓ Guardians can manage access, allowing shared responsibility across family members.
- ✓ Easy profile management prevents duplicates.

Addressing these pain points:

- 🚩 Parents/guardians juggle multiple accounts & forget credentials.
- 🚩 A primary parent/guardian login is needed for renewals.
- 🚩 Having to register one child at a time risks losing a spot.
- 🚩 Older youths had issues beginning to manage their own account.

Registration Opens

Reserve Spot First, Complete Details Later

Parents/guardians can hold a group spot with minimal info before completing their full registration.

Including these features:

- ✓ Essential info (email, child's name/age) is collected first to secure a spot..
- ✓ Countdown timers and auto-reminders help families complete the process on time.
- ✓ Parents/guardians are informed early of outstanding items needed to finalize registration.

Addressing these pain points:

-  Parents/guardians lose spots while completing long forms at peak times.
-  Parents/guardians race through forms & never return to complete properly.
-  Parents/guardians complete forms before seeing key info.
-  MyScouts timeouts and data loss issues - no warnings

Selecting a Group

Transparent Program Costs Upfront

Parents/guardians can view total with group fees, extra costs, and optional purchases before committing.

Including these features:

- ✓ Total participation costs, fees, and fundraising expectations are displayed before registration.
- ✓ No hidden fees: all costs are bundled into the total shown.
- ✓ Consistency across group listings helps parents/guardians compare.

Addressing these pain points:

-  Surprise added group fees and fundraising expectations after registration
-  No consistency whether group fees are included or not in member fees

Selecting a Group

Waitlist Visibility & Volunteer Incentives

Waitlisted families can track position, get priority where eligible, & learn how volunteering can open spots.

Including these features:

- ✓ Parents/guardians can track waitlist position, timelines, and reasons for delays.
- ✓ Groups display volunteer needs and connect volunteering to faster youth placement.
- ✓ Parents/guardians can opt in to volunteer in order to help open spots.

Addressing these pain points:

-  Waitlists are a "black box" with no updates, position, or timeline.
-  Parents/guardians are unaware that volunteering could help get their child and others off the waitlist.
-  Groups game waitlists to help with late renewals.

Paying for Scouts & Financial Support

Financial Aid & Payment Flexibility

All families select level of support needed and can choose flexible payment options

Including these features:

- ✓ Parents/guardians select if they need financial assistance before paying.
- ✓ Subsidies cover both membership and participation costs.
- ✓ Installment plans, split payments, and flexible payment dates are now offered.
- ✓ A token discount for registering late removes the need for membership extensions.

Addressing these pain points:

-  Subsidies aren't noticed by all because they are not a main step in the process.
-  With no flexible payment plans, upfront costs are a barrier.
-  Some financial support (like group fees) remain hidden until too late.

Paying for Scouts & Financial Support

Integrated Scout Shop Experience

Parents/guardians can purchase Scouting gear during registration, with recommendations based on group and age, as well as financial support.

Including these features:

- ✓ Parents/guardians can access the Scout Shop with the same login as registration.
- ✓ Suggested items (like uniforms) are displayed during checkout.
- ✓ Subsidies can apply automatically to Scout Shop purchases.

Addressing these pain points:

-  Having a separate Scout Shop login and registration system causes friction & redundancy.
-  Parents/guardians are unaware of additional gear costs until late in the process.

Finishing Registration and Joining their Group



Complete Details To Confirm

After reserving a spot, parents/guardians must finish the full registration to finalize their child's participation.

Including these features:

- ✓ After reserving a spot, parents/guardians are clearly guided to submit remaining info.
- ✓ Countdown clocks and reminders minimize lost spots due to incomplete registration.
- ✓ Parents/guardians know exactly what's missing before finalizing enrollment.

Addressing these pain points:

- 🚩 Families rush through registration to get a spot leading to errors and stress.
- 🚩 Incomplete profiles delay youth participation and cause manual staff intervention.

Finishing Registration and Joining their Group

Guided Onboarding And Group Welcome

New families receive tailored welcome support to ease the transition into Scouting.

Including these features:

- ✓ Automatic welcome emails introduce key volunteers, meeting info, and points of contact.
- ✓ First-timers receive uniforms and are recognized at their first meeting.
- ✓ Late joiners get buddy support to quickly integrate.

Addressing these pain points:

- 🚩 New families are left to figure things out themselves after registering.
- 🚩 Late-joining youth struggle to fit in.
- 🚩 Parents/guardians don't know where to direct questions.
- 🚩 Parents/guardians want to know who's spending time with their kids.

Finishing Registration and Joining their Group



Inspired To Volunteer

Parents/guardians are invited and encouraged to register as volunteers while signing their children up, helping expand access for all youth.

Including these features:

- ✓ Parents/guardians are invited to express volunteer interest during youth registration.
- ✓ Volunteer needs and available roles are displayed clearly.
- ✓ Early volunteer recruitment drives before September to fill spots proactively.

Addressing these pain points:

- 🚩 Volunteer shortages block youth participation.
- 🚩 Many don't know Scouts is volunteer-run.
- 🚩 Volunteers are overwhelmed recruiting on their own.
- 🚩 Parents/guardians are unaware volunteering could get their child off a waitlist.

Finishing Registration and Joining their Group

☆ Seamless Section & Group Transitions

Transitions between sections are aligned with the school year and parents/guardian's can initiate transfers online.

Including these features:

- ✓ Transfers use the same simple process as new registrations.
- ✓ Youth transferring between groups get priority on waitlists where appropriate.
- ✓ School-grade alignment makes section transitions intuitive.

Addressing these pain points:

- 🚩 Transfers between groups are unclear, slow, and cause youth to lose spots.
- 🚩 Aging up into new sections doesn't align with school-year transitions.

The Future State of Volunteer Registration

Key Elements Of The Volunteer Future State Service Blueprint

Stage (Columns)

How does the experience unfold over time?

STAGE

Actors & Systems (Rows)

What are users doing?

VOLUNTEER

How is the user interacting with the experience?

TOUCHPOINT

What is the user's experience of registration?

FEELING

Who & what is delivering the experience?

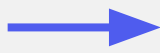
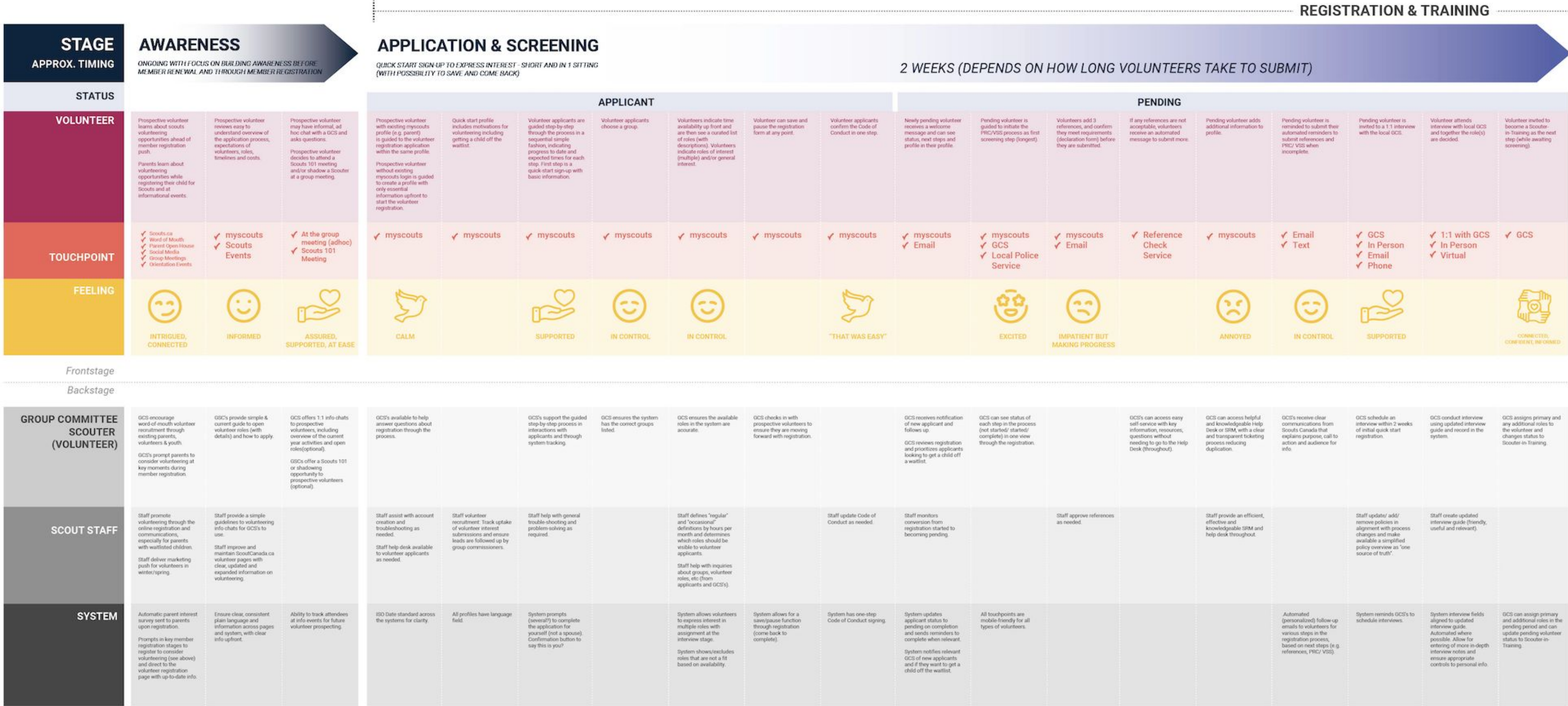
GROUP COMMITTEE SCOUT STAFF SYSTEM

The Future State Volunteer Registration Stages



📁 See “VolunteerRegistration-FutureStateServiceBlueprint.pdf” for details

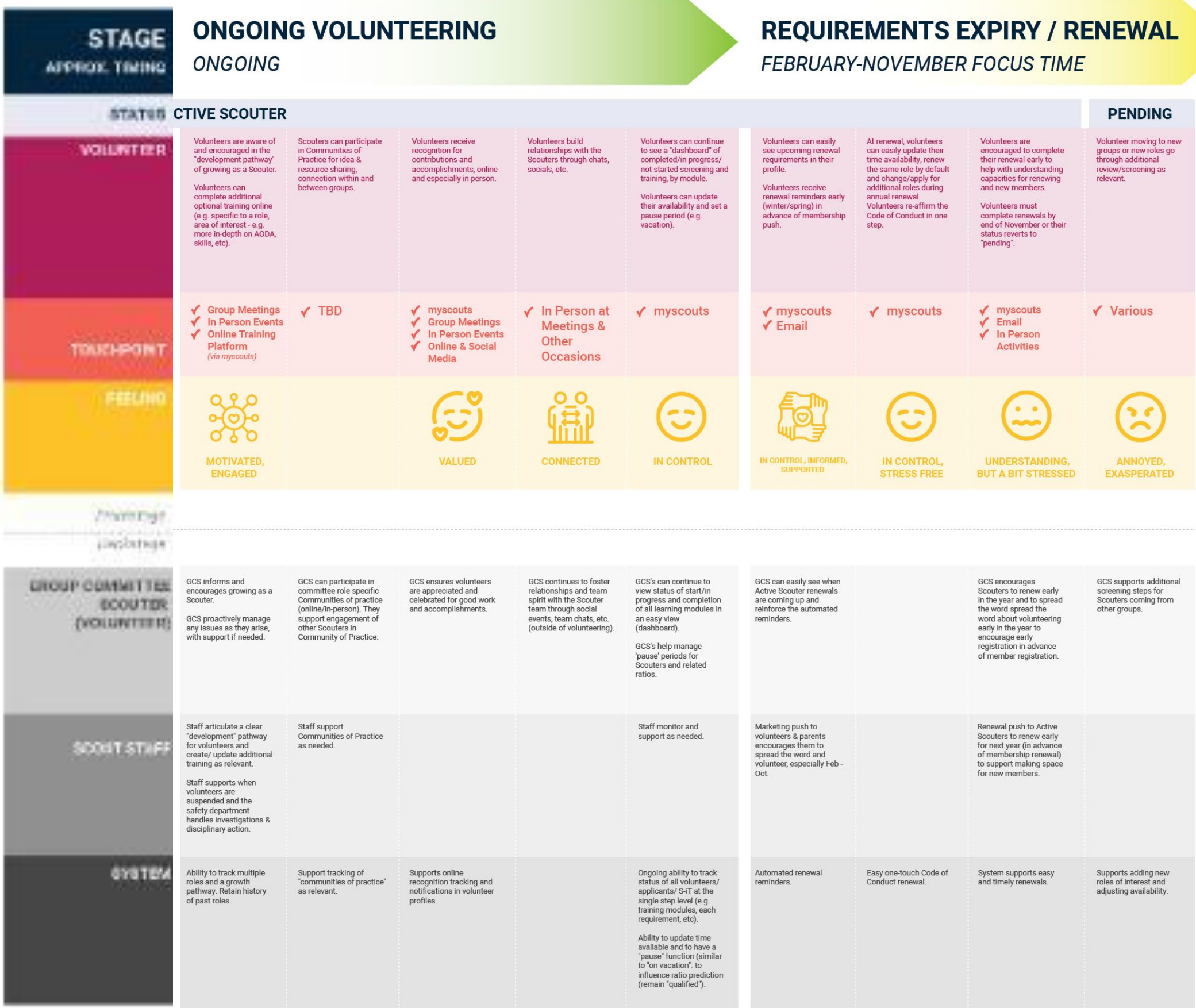
Volunteer Future State Service Blueprint (1/3)



	INITIAL TRAINING & ONBOARDING UP TO FIVE SESSIONS WHILE AWAITING PRC/VSS										EARLY VOLUNTEERING 3 MONTHS WITHIN 1ST YR							
SCOUTER-IN-TRAINING (PENDING)	New Scouter-in-Training (SIT) pending receives an automated welcome package and information about next steps.	Volunteers receive a welcome email from the GCS including a Local Group Contact sheet and FAQ (e.g. who to ask for what, Group Committee contacts, etc).	SIT volunteer can now see training modules and status, as well as screening and other elements on their profile.	SIT volunteer completes Module 1 (15 min) of Scouting Fundamentals.	SIT volunteer assigned a volunteer buddy/mentor for the first 6 group meetings (optional).	SIT can help at first group meeting and recesses on the ground related learning. They are welcomed as SIT and given appropriate ID.	SIT volunteer completes subsequent training modules followed by related learning. They are welcomed as SIT (6x modules, up to 5 sessions).	SIT volunteer can see "micro-credentials" on profile or dashboard showing progress as a SIT.	SIT volunteers are reminded to complete screening steps and training as needed.	SIT volunteer waits for all remaining screening to be processed (e.g. PRC/VSS).	SIT volunteer uploads PRC/VSS documentation once they receive it.	Newly Active Scouter receives congratulations on becoming active and key information on next steps. Active volunteer can see Active status and Wood Badge training on profile.	Newly active volunteers with children on the waitlist get children into the Scouts group.	Newly active volunteer is celebrated and acknowledged (e.g. investiture). Volunteer gets uniform and wears with pride.	New volunteer is offered a volunteer buddy/mentor for the first few group meetings (optional).	Volunteers build relationships with the team through social events, team chats, etc. (outside of volunteering).	Volunteer receives automated reminders to complete Wood Badge 1 and receive virtual "badges" when modules are completed.	Volunteer completes Wood Badge 1.
STATUS	✓ myscouts ✓ Email	✓ Email	✓ myscouts	✓ Online Learning Platform (via myscouts)	✓ Group Meetings	✓ Group Meetings	✓ Group Meetings ✓ Online Learning Platform (via myscouts)	✓ myscouts	✓ Email ✓ Text	✓ Local Police Service	✓ myscouts	✓ myscouts ✓ Email	✓ Email	✓ myscouts ✓ Scouts.ca ✓ Local Group Communication Channels	✓ Group Meetings	✓ In Person Events & Meetings	✓ myscouts ✓ Email ✓ Text	✓ Online Training Platform (via myscouts)
FEELING	Excited		Excited, Informed, Guided		Connected, Supported		Engaged, Prepared, Curious		Encouraged	Impatient	Relieved, Excited, Ready	Accomplished	Happy	Connected, Belonging	Supported		Connected, Engaged	
GROUP COMMITTEE SCOUTER (VOLUNTEER)	GCS's can view status of start/in progress and completion of all learning modules in an easy view (dashboard).	GCS sends welcome email from including a Local Group Contact sheet and FAQ (e.g. who to ask for what, Group Committee contacts, etc).	GCS's has guidelines for supporting the SIT process.	GCS's offer a volunteer buddy to the SIT volunteer.	GCS's ensure that SIT volunteers receive on-the-ground training/mentoring reinforcing the recently completed module.	GCS can easily view and track each Scouter-in-Training in person sessions (and related training modules) via phone/tablet/computer.	GCS's receive automated "readiness reports" for individual SIT volunteers. They can access a reliable waitlist system and adjust capacity and ratios as needed.	GCS received notification that SIT volunteer is now active.	GCS's receive clear and consistent info about ratios and ensure the 2 Scouters rule is followed.	GCS Welcomes & celebrates newly Active Scouters.	GCS's offer a volunteer buddy (current volunteer) and first buddy, and provide guiding doc.	GCS fosters relationships and learn apex with the Scouter team through social events, team chats, etc. (outside of volunteering).	GCS receives notification that new volunteer has completed WB 1 and celebrates the milestone in person.					
SCOUT STAFF	Staff create updated Scouter welcome package that is relevant, user-friendly and up to date.	Staff provide template for welcome email and FAQ's.	Staff create SIT guidelines for GCS's.	Staff create updated training modules that are engaging, relevant, short, mobile friendly, and applied for better learning effectiveness and retention.	Staff create volunteer buddy 1-pager.	Staff provide guidelines/checklist for on-the-ground training, aligned to e-learning modules.	Staff monitor SIT progress.	Staff monitor outstanding screening steps.	Staff monitor capacity and ratios.	Staff create welcome email template.	New parent volunteers and others celebrated through member stream to help inspire other parents to join storytelling.	Staff provide support and resources as needed.	Staff ensure that Wood Badge 1 modules are engaging, relevant, mobile friendly and update as needed.					
SYSTEM	Scouter in Training status triggers sending of welcome email and info on training (Scouting Fundamentals).	Ability to personalize a local group welcome email with FAQ's.	SSO access to e-learning for a seamless experience.	Mentor/buddy tracking functionality.	Updated e-learning tracking aligned to process revisions and at a module level.	Training status tracked by GCS and volunteer.	Completion of each training module triggers permission to volunteer at another session as a SIT (up to 5 while awaiting final screening steps).	System produces automated "readiness reports" by individual volunteers based on the key stages (applicant, S-I-T, Active), to help GCS to manage anticipated space and ratios. Waitlist system is reliable and accurate.	System allows GCS to adjust ratios and capacity during the pending stage.	System automatically changes volunteer to active with completion of all screening steps trigger.	Automated message to GCS about newly Active volunteers.	If newly active volunteer has a child on the waitlist automated registration for their child happens with aligned notifications.	Automated milestone congrats messages to volunteers, with parallel messages to GCS's to celebrate milestones.	Mentor/buddy tracking functionality.	System sends automated reminders to complete Wood Badge 1. System tracks progress in WB1 by module.			

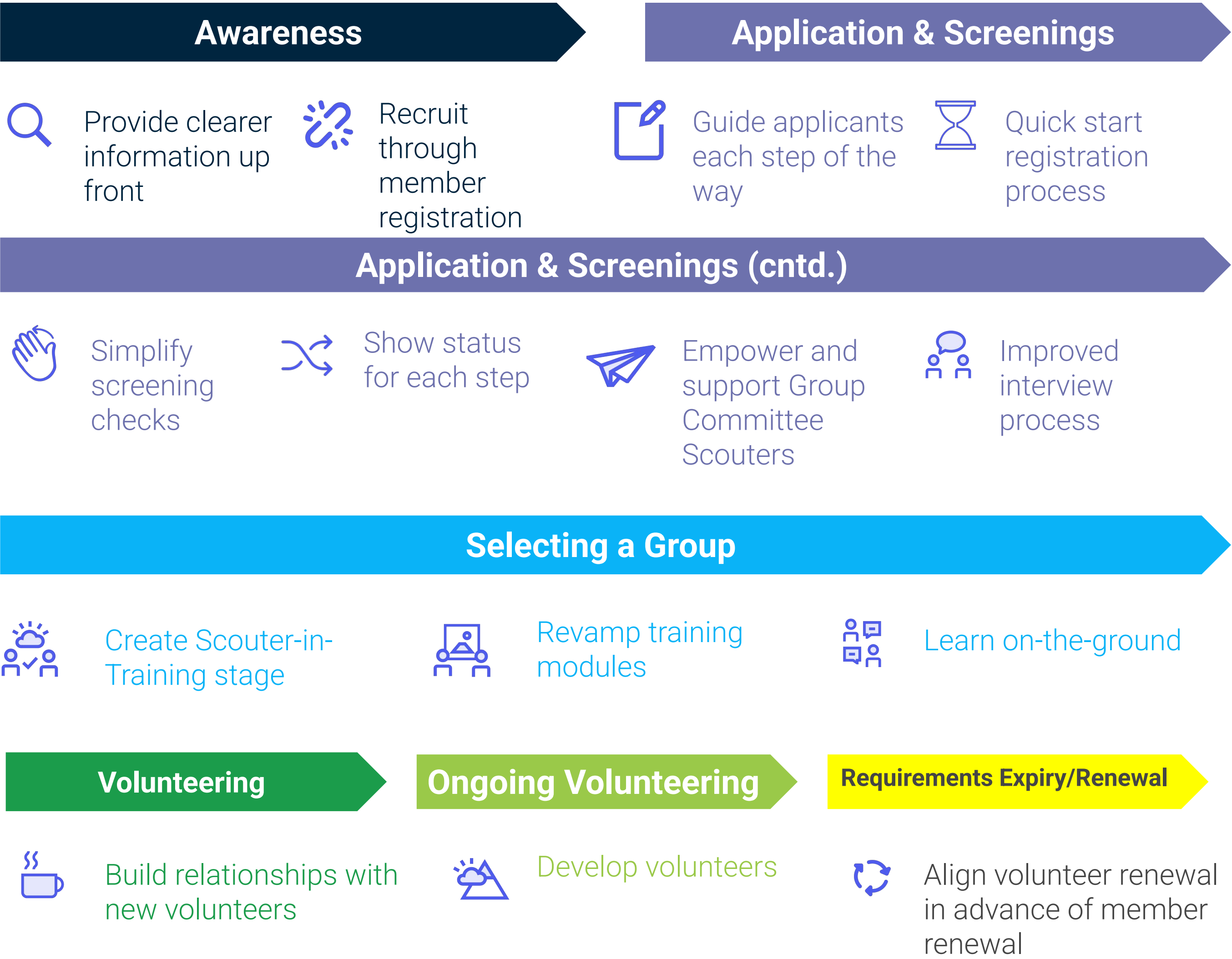
See “VolunteerRegistration-FutureStateServiceBlueprint.pdf” for details

Volunteer Future State Service Blueprint (3/3)



Key Improvements To Transform Volunteer Registration & Experience

Mapped across six stages in the volunteer journey, these improvements help solve real volunteer pain points. Together, they will help simplify and accelerate the process to become a volunteer, deepening engagement into a dynamic volunteer and Scouts experience.



Awareness

Provide Clearer Information Up Front

Prospective volunteers can see clear, consistent and comprehensive information up front, before starting registration.

Including these elements:

- ✓ Clear, up-to-date and consistent information before beginning the registration (e.g. website) helps prospective volunteers understand expectations and build interest.
- ✓ Details are provided about each volunteer role, including commitment, benefits, what is involved, and costs.
- ✓ A clear overview of the registration process before and through registration
- ✓ It is easy to find additional information and help, such as clickable icons for information, or a help email or chat.

Addressing these pain points:

-  Volunteer applicants can't easily see roles and what to expect in the process.
-  Expected commitment, costs, terminology and acronyms can be confusing for applicants.

Awareness

Recruit Through Member Registration

Maximize opportunities in member registration to drive volunteer interest and registration.

Including these elements:

- ✓ Parents/guardians learn about volunteering at key moments in the member registration journey (e.g. at the start, when paying (promotional discount), after their first involvement, and at renewal), as well as in marketing and information sessions.
- ✓ Parents/guardians with children on the waitlist are encouraged to volunteer, reinforcing that Scouts is volunteer-run and reliant.
- ✓ Parents/guardians are encouraged to spread the word - their positive experience attracts others.

Addressing these pain points:

- 🚩 Parents/guardians don't always know that Scouts is volunteer-driven and that capacity is driven by the number of volunteers.
- 🚩 Parents/guardians take time to get familiar with Scouts.
- 🚩 Current volunteers are too stretched with a small pipeline of new volunteers.

Application & Screening

Guide Applicants Each Step Of The Way

The online registration experience is a more welcoming, guided and seamless experience, giving more control and support.

Including these elements:

- ✓ A clear process outline shows each step to be completed.
- ✓ Guidance is in a sequential, step-by-step fashion using various channels and prompts.
- ✓ Easy transition from member registration into volunteer registration for interested parents/guardians, using the same profile as a start.
- ✓ Warm, welcoming and informative emails are sent at key steps (e.g. becoming pending) to clarify steps, screening rationale, expected costs, how-tos, links to info, etc.

Addressing these pain points:

- 🚩 Applicants are frustrated and confused, having to figure out the complex process on their own.
- 🚩 There is little sense of progress during the registration journey, causing disengagement.
- 🚩 It is unclear how to get help.

Application & Screening



Quick Start Registration Process

Applicants complete the initial registration step quickly to build engagement early on and foster steps of conversion.

Including these elements:

- ✓ Minimal information is required upfront to set up a profile, language is a standard field for all members (new), with a one step Code of Conduct.
- ✓ A motivation question is asked at the start (e.g. get my child off the waitlist; make a difference in my community; support my child in Scouts; complete community service hours; gain practical experience; other) to support systems and strategies.
- ✓ Curated roles and descriptions are shown based on time availability (e.g. Regular Section Scouter: 10-15h/month, weekly attendance; Occasional Section Scouter: 2-10h/month) and interests to add more flexibility and clarity.
- ✓ Selections can be made for any role(s) of interest, but assignment will happen at the interview stage.

Addressing these pain points:

- 🚩 Numerous up-front steps without engagement cause discouragement and drop-off.
- 🚩 Volunteers are overwhelmed with a lot of information at the start which is not always relevant.
- 🚩 The code of Conduct takes multiple clicks to finish.

Application & Screening



Simplify Screening Checks

Volunteers submit 3 verified references with support in the PRC/VSS process. A simplified review of references with AI or other tools is completed.

Including these elements:

- ✓ Only 3 references are required, with a new verification step (e.g. a declaration box that references meet requirements).
- ✓ Support for PRC/VSS is by postal code (not group location or region) with easy links.
- ✓ Clear descriptions of screening steps are provided with expected timelines.
- ✓ Possible use of AI to scan returned references, minimizes staff review time.
- ✓ Screening steps for non-program roles are potentially reduced as appropriate.

Addressing these pain points:

- 🚩 Submitted references are unverified and 5 is too much.
- 🚩 PRC/ VSS processes vary by police service (postal code).
- 🚩 Workload is heavy to review.

Application & Screening

Show Status For Each Step

Applicants and GCS can easily see progress on each step of screening and training, with reminders to complete.

Including these elements:

- ✓ Volunteers are notified of their status (e.g. pending) and progress on each step (e.g. not started/in progress/complete), and information is made available to volunteers on their profiles and to their GCS.
- ✓ Additional information is completed during screening (e.g. related experience, disability, Indigenous status, anything else Scouts would want/need to know).

Addressing these pain points:

-  Volunteer applicants can't easily see where they are at in the process.
-  Volunteers get "stuck" during the screening steps.
-  GCS can't see progress of volunteer applicants easily.

Application & Screening

Empower And Support Group Committee Scouters

GCS can easily access self-serve info, providing capable support with expanded back-end capabilities. Communications to GCS are clear and actionable.

Including these elements:

- ✓ Improved readiness reports at the individual level are based on key stages, with access to status dashboards for all steps and modules, and an integrated waitlist system.
- ✓ GCS are able to assign primary and additional roles, SIT status for pending volunteers after interview, and additional back-end GCS capability.
- ✓ SRM staff provide effective support through improved capabilities, access and resources.
- ✓ Access to key info for GCS is centralized and self-serve.

Addressing these pain points:

- 🚩 Waitlist and readiness systems aren't meeting needs.
- 🚩 Communications from Scouts are confusing.
- 🚩 It is difficult to reach helpful support at Scouts Canada.
- 🚩 GCS can't adjust pending roles.

Application & Screening

Improved Interview Process

GCS uses a revamped interview guide and aligned system tracking for consistent and prompt interviews. They assign role(s) at the interview stage.

Including these elements:

- ✓ The interview guide is updated to support a friendly conversation for fit and understanding, as well as gut-check screening.
- ✓ Interviews are held within two weeks of application (target).
- ✓ Primary and additional roles are discussed at the interview stage to match interests with needs, with GCS able to assign role(s) in the system and change to Scouter in Training status.
- ✓ System interview fields are aligned to the updated interview guide, allowing for the entering of more in-depth notes, and ensuring appropriate controls to personal info.

Addressing these pain points:

- ✓ Guide is out of date and mis-aligned to MyScouts, with many workarounds
- ✓ Interview guide doesn't support the conversation and discussion of roles
- ✓ Delays in the process

Initial Training and Onboarding

 Create Scouter-in-Training Stage

Each new volunteer will become a “Scouter-in-Training” (SIT) (pending), including parent/guardian helpers. A SIT will follow the training modules, paired with on-the-ground learning, and be offered a buddy.

Including these elements:

- ✓ The completion of an interview will initiate SIT status (new status) (other screening may be incomplete).
- ✓ All new volunteers will follow the SIT process regardless of long-term intention, inclusive of parent/guardian helpers.
- ✓ Consistent, progressive training and orientation for all, will build a pipeline of volunteers to become active, deepening engagement and commitment.
- ✓ An updated volunteer Welcome Package is simplified, user-friendly, with details about roles, Safe Scouting, success tips, volunteer development pathways, and Scouter in Training content.

Addressing these pain points:

- 🚩 Current training isn’t helping new volunteers to feel prepared or set up for success.
- 🚩 Orientation and onboarding are hit-and-miss.
- 🚩 “Parent/guardian helpers” are not well-managed or tracked and there is a missed opportunity to use as a pipeline for volunteers.

Initial Training and Onboarding

Revamp Training Modules

Create updated and engaging training modules with a focus on applied learning. Provide updated volunteer Welcome Package to complement and support initial onboarding and orientation.

Including these elements:

- ✓ Virtual learning modules are updated (engaging, relevant, short (20 min) mobile-friendly, and aligned to on-the-ground training) to focus on applied learning for more effectiveness and retention.
- ✓ Learning modules are progressive in-depth. For example, #1: Intro(15min); #2: Topic A (20 min); #3: Topic B (20 min); #4: AODA (30min); #5: Respect in Sport (3h); #6: Congrats! (5min)
- ✓ Completing a virtual module allows for another on-the-ground helping opportunity at a group meeting (up to 5). Screening must then be completed to become active.
- ✓ Micro-credential status for each module

Addressing these pain points:

- 🚩 Training modules are boring, not engaging, and not always applicable.
- 🚩 The training is overwhelming and not being retained.
- 🚩 The welcome package is out of date. GCS can't easily see training progress of pending volunteers by module.
- 🚩 Volunteers defer training to the last minute.

Initial Training and Onboarding

Learn On-the-ground

Scouters-in-Training will learn through doing, putting online training into practice and learning from experienced Scouters. GCS can easily track up to 5 on-the-ground sessions while pending.

Including these elements:

- ✓ On-the-ground SIT helping opportunities at group meetings follow each virtual learning module and reinforce learning, to enhance learning outcomes.
- ✓ SIT's are offered a buddy during the training period.
- ✓ GCS have resources and training to support the SIT program.
- ✓ Tracking of on-the-ground helping is simple and integrated with a possible special ID.

Addressing these pain points:

- 🚩 Initial training before becoming active feels very long and discouraging, causing drop-off.
- 🚩 New volunteers want to “get on the ground” earlier and prefer phased learning.
- 🚩 Volunteers want to learn “how to be a Scouter” (i.e. running a meeting) in order to build confidence and understanding.
- 🚩 There are long delays to starting while waiting for PRC/VSS.

Early Volunteering

»

Build Relationships With New Volunteers

Local group builds the team, celebrates successes, and fosters connections within and beyond the group meetings, promoting greater commitment long-term.

Including these elements:

- ✓ In person relationships and belonging is a core value (not just digital).
- ✓ New volunteers are consistently welcomed, with clear celebrations of milestones and accomplishments, and the buddy program continues into the early stage.
- ✓ Social events, team chats and other opportunities to get to know new volunteers outside of group meetings are both virtual and in person.
- ✓ Check-ins are held with new volunteers and support is offered for their continued training (Wood Badge 1).

Addressing these pain points:

- 🚩 Newly active volunteers don't always feel welcomed at the start.
- 🚩 Celebrating volunteer milestones is valued but not always happening.
- 🚩 Personal connection and belonging is important to volunteers.

Ongoing Volunteering

Develop Volunteers

Develop and promote a growth pathway for volunteers, including additional learning, training and roles within the group and more broadly within Scouts Canada. Integrate new role opportunities with renewal cycles.

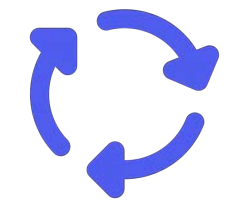
Including these elements:

- ✓ A clear growth pathway for volunteers to take on more responsibility, aligning to Scouts values of growth
- ✓ Opportunities to get additional training for a role or area of interest
- ✓ Communities of Practice for sharing learning and approaches within and across groups
- ✓ Continued recognition of learning and accomplishment milestones

Addressing these pain points:

-  There is no clear development or growth pathway for volunteers, or awareness of additional roles.
-  GCS volunteers are always getting trained and onboarded into their roles or digital systems.
-  Mentoring and learning from others is valued, but not clearly or consistently offered.

Requirements Expiry/Renewal



Align Volunteer Renewal In Advance Of Member Renewal

Activate annual volunteer renewals in advance of member registration. Push and align deadlines accordingly, helping to better anticipate capacity for the upcoming year.

Including these elements:

- ✓ An earlier renewal push (before member registration) better anticipates capacities for the group (early spring start, finish by November?), with coordinated renewals.
- ✓ Volunteers are able to “pause” their commitment for blocks of time (e.g. snowbirds).
- ✓ Current roles are the default, with an option to apply to new roles at renewal.
- ✓ A simple one step Code of Conduct affirmation.
- ✓ A new “lapsed” status is considered for expired status (not back to pending status).

Addressing these pain points:



Later renewals make it difficult for groups to manage capacities, maintain and anticipate capacity and ratios.



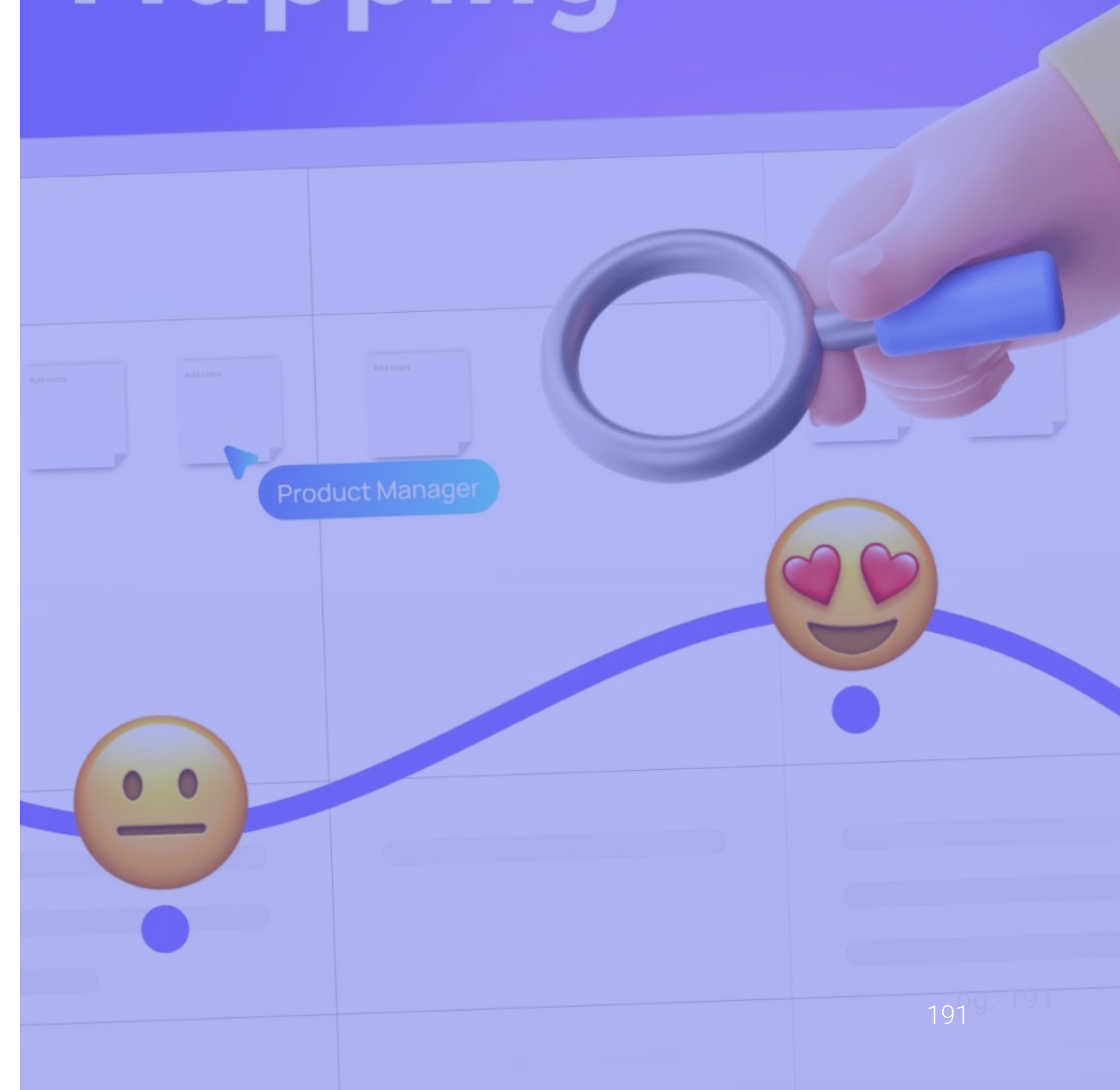
Renewals and re-qualifications are too complex and being missed, causing a return to pending status.

The Future State of Registration

These maps give us a vision of a new & improved service delivery process

- Having current & future states allows us to visually see what needs to be changed in order to go from current to future state
- Clarifies what needs to change in systems, processes, and policies in order to deliver a better experience
- Provides clearer insights and planning tools for operational and strategic leadership, enabling better decision-making
- Equips the organization with a shared framework and mindset to build internal capability and continue improving the experience

Mapping



Phase 3: Ideate & Solve

6.2 Interactive Prototypes

Building prototypes brought the future journey to life in tangible ways.

Conceptual Prototyping

These prototypes bring the envisioned solutions to life

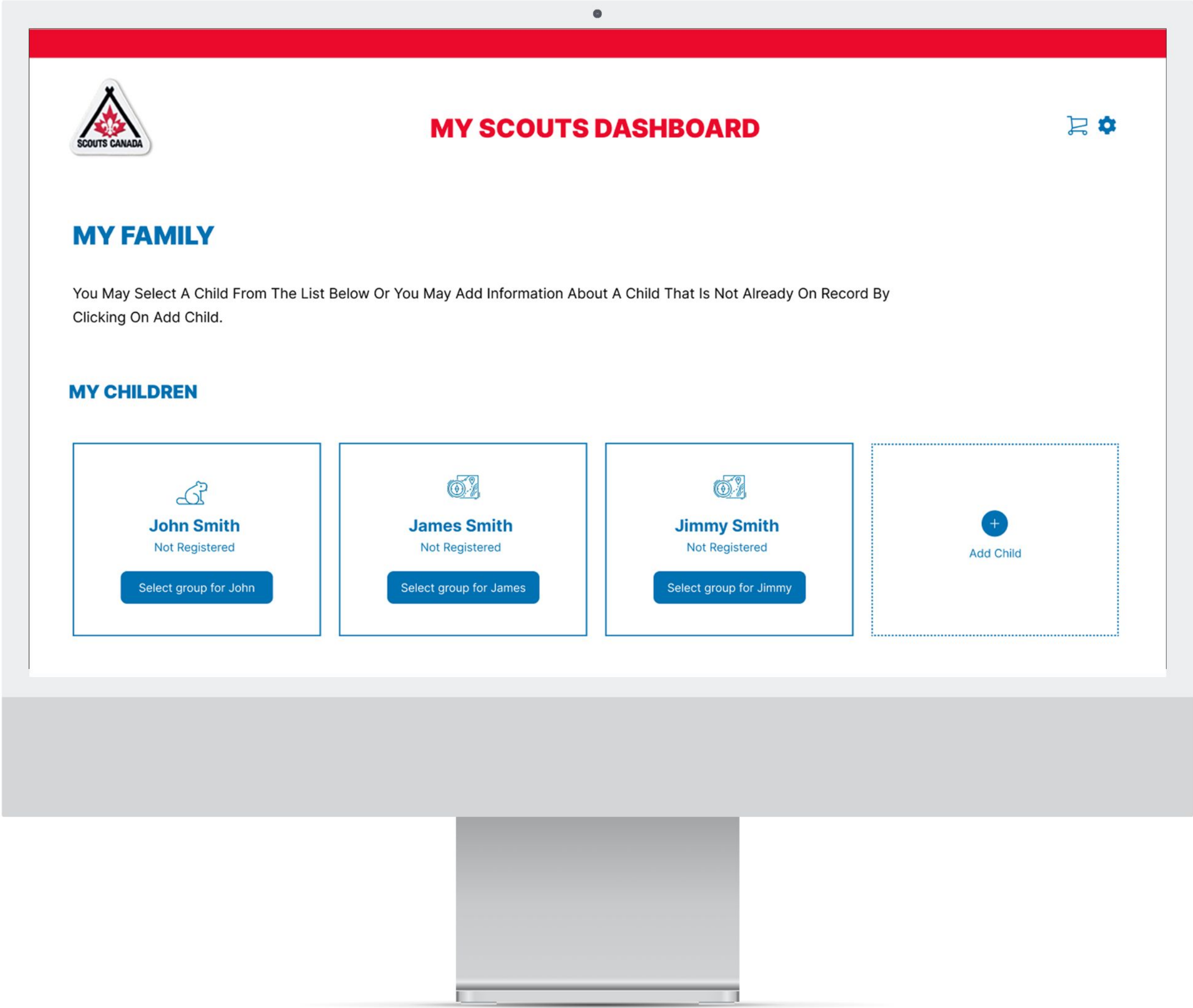
- A prototype is a simplified version of a product, service, or experience to explore how it works, get feedback, and improve it before launch.
- It represents key elements of the proposed solutions, allowing for visualization and testing of the future-state service blueprint.
- It brings to life key touchpoints to illustrate how the recommendations would lead to an improved experience.
- The prototype was built quickly to gather user feedback, test specific ideas, and iterate on the design. It does not include all aspects of the future state service blueprint.
- It is a clickable, desktop and mobile browser-based representation of the experience.



Parent/Guardian Prototype

 **Link to Prototype:**

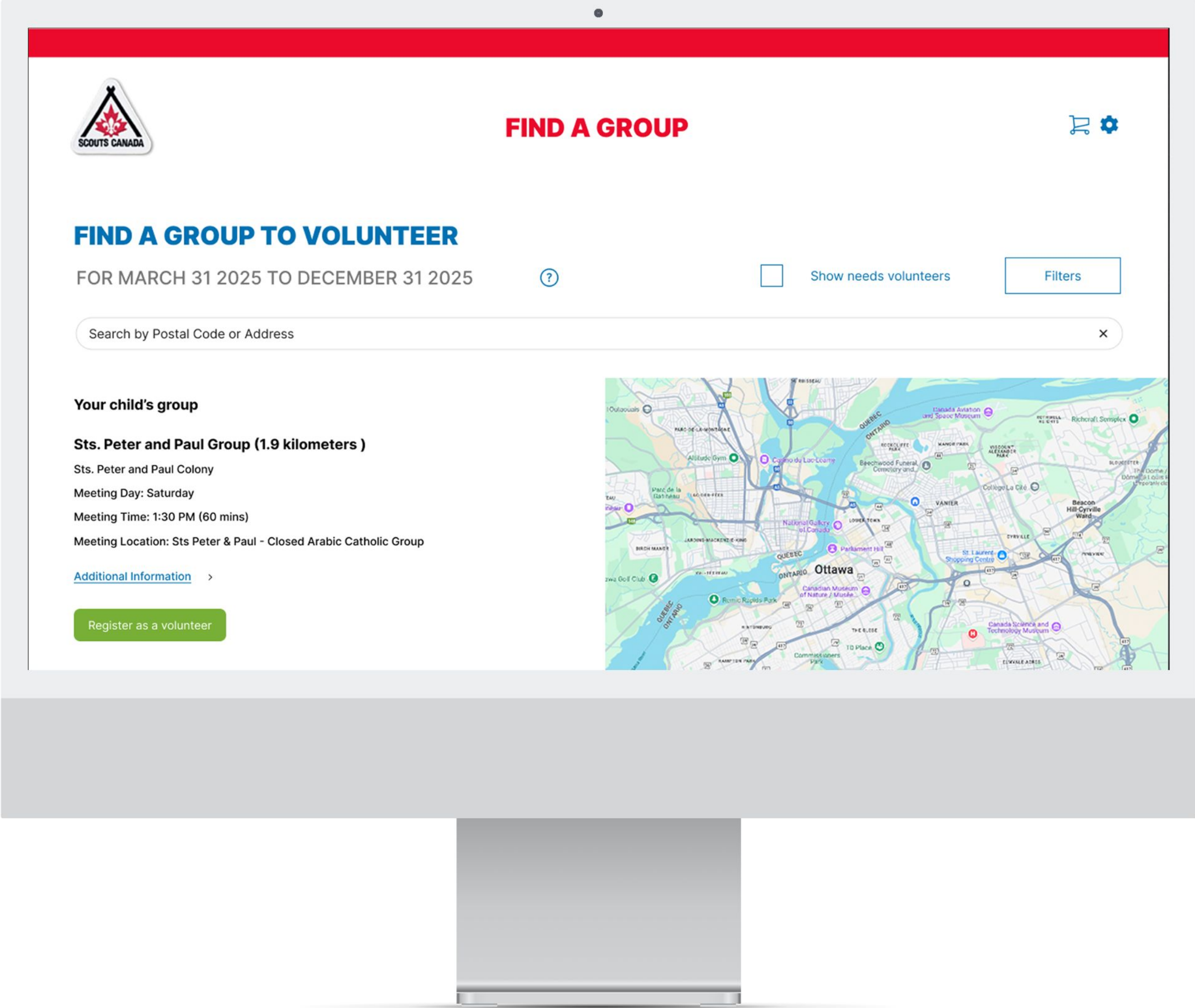
<https://www.figma.com/proto/rtVxPUV8Is7EL2OnrjGNJc/Scouts-Registration?node-id=230-2206&t=8L5ZhFtvUKV8PQr3-1>



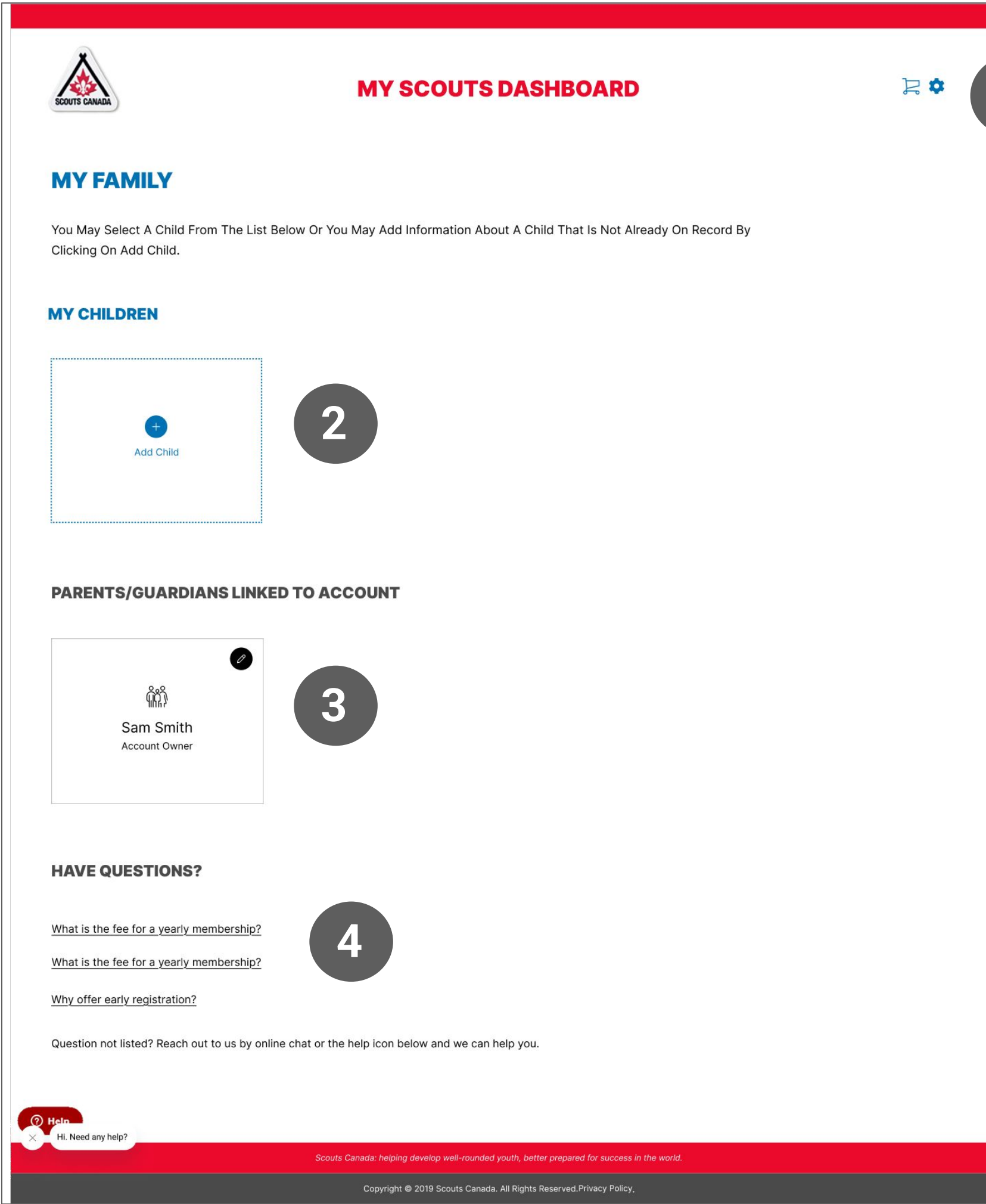
Volunteer Prototype

 **Link to Prototype:**

<https://www.figma.com/proto/rtVxPUV8Is7EL2OnrjGNJc/Scouts-Registration?node-id=267-1451&t=PZZNX4A8G3wQSPeF-1>



Dashboard - First Time User



- 1 On click, I tap the cart icon and I expect to go to a checkout or payment page where I can see registration fees, event tickets, or outstanding payments.
- 2 On click, I see “Add Child” and I expect to open a form where I can input my child’s name, date of birth, emergency contact info, and possibly link them to a specific Scouting group or section (Beavers, Cubs, etc).
- 3 On click, I see my profile details and roles (e.g. parent/guardian, volunteer, emergency contact).
- 4 On click, I tap “What is the fee for a yearly membership?” and I expect a modal, sidebar, or new page to appear showing a breakdown of fees.

Add your Child - Step 1



ADD YOUR CHILD



 Child Information

 Add Parent/Guardian Info

1

Step 1 - Create Child Profile

Let's create a quick profile so we can get registered

We will be asking for additional information, including medical information on your child later in the process

First Name *

Jimmy

Last Name *

Middle name

2

Date of Birth*

mm/dd/yyyy

Contact Information

This informational is optional.

Email address

Primary phone number

3

Continue to Parent Info >

 Help

 Hi. Need any help?

Scouts Canada: helping develop well-rounded youth, better prepared for success in the world.

Copyright © 2019 Scouts Canada. All Rights Reserved.Privacy Policy.

- 1

On click, I see "Child Information".

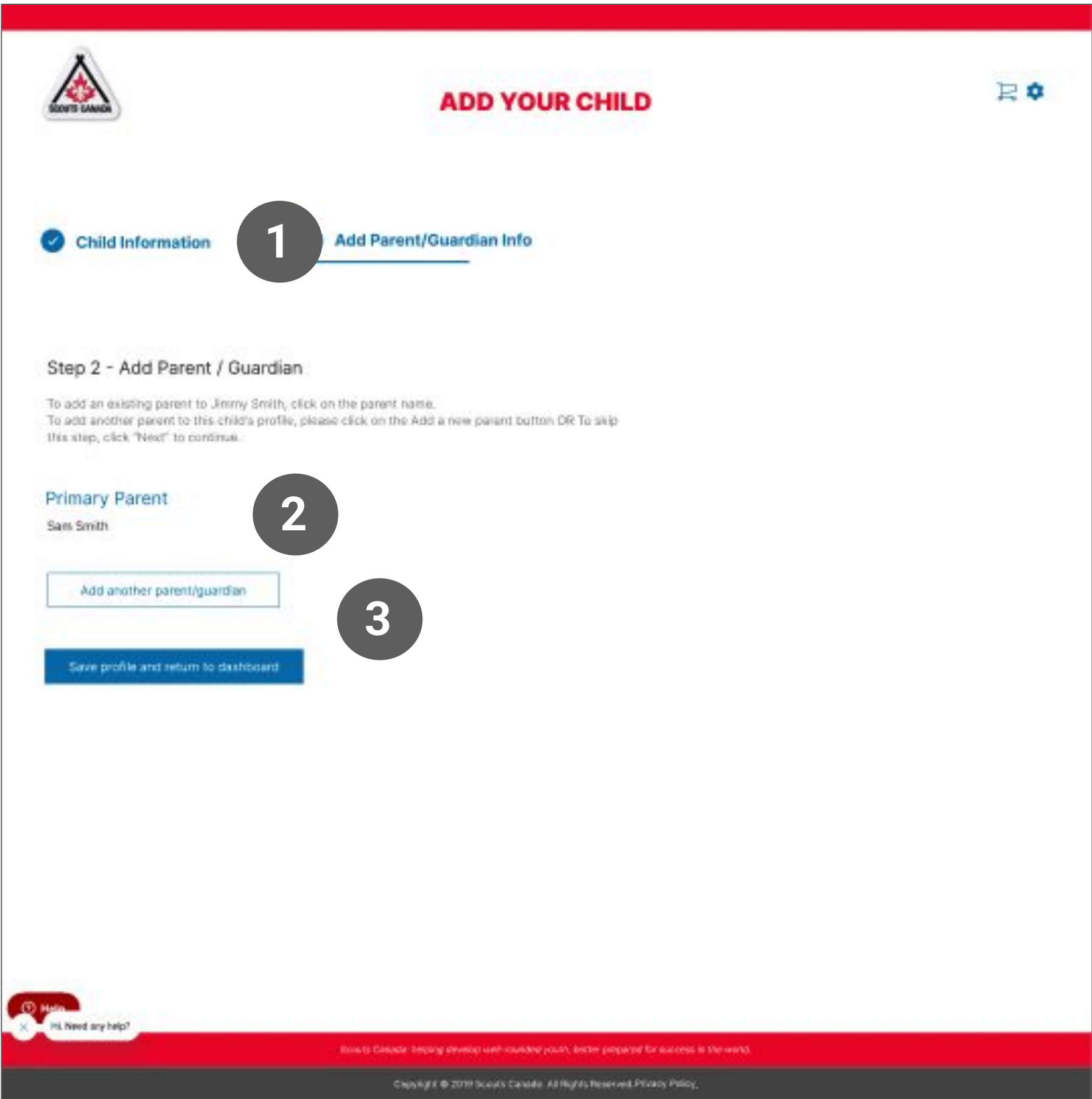
I know I'm in Step 1 of a multi-step flow, as the active blue dot and underline make this clear.
- 2

On click, I enter info in the First Name / Last Name / DOB fields
- 3

On click, I tap “Continue to parent/guardian Info”
- 4

If fields are empty or invalid, I expect Inline error messages

Add your Child - Step 2



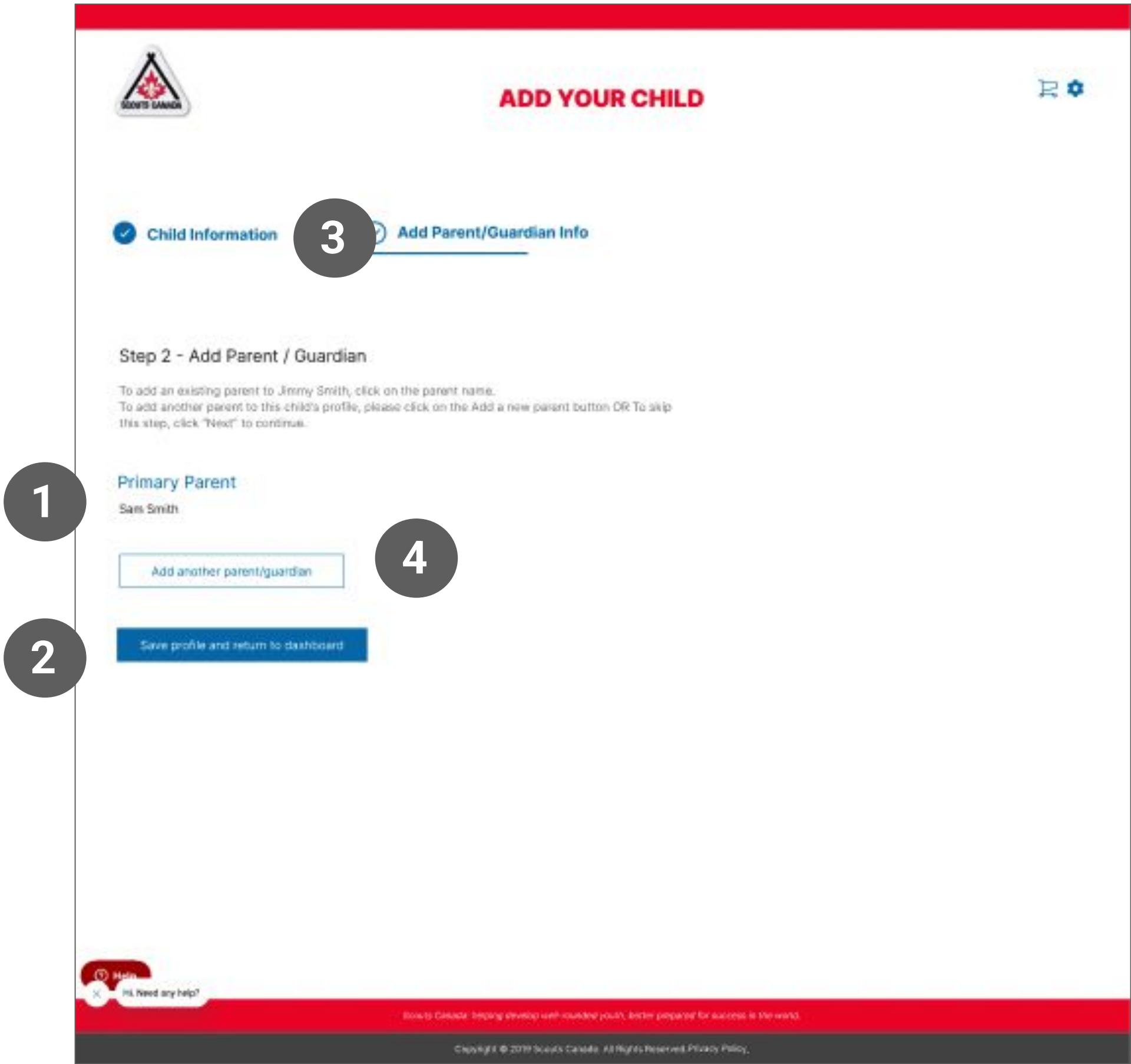
- 1 On click, I tap “Child Information”.
I go back to Step 1, where I previously entered the child’s details (e.g. name and date of birth).
- 2 On click, I tap the name “Sam Smith” and I expect to select this parent/guardian as the default guardian for the child.
- 3 On click, I tap “Add another parent/guardian” and I expect to open a form or modal where I can enter a name and relationship to the child

Add your Child - Step 2

- 1

On click, I tap the name “Sam Smith” and I expect to select this parent/guardian as the default guardian for the child.
- 2

On click, I tap “Save profile and return to dashboard” and I expect the child’s profile (with guardians) to be saved.



- 3

On click, I tap “Child Information”.

I go back to Step 1, where I previously entered the child’s details (e.g. name and date of birth).
- 4

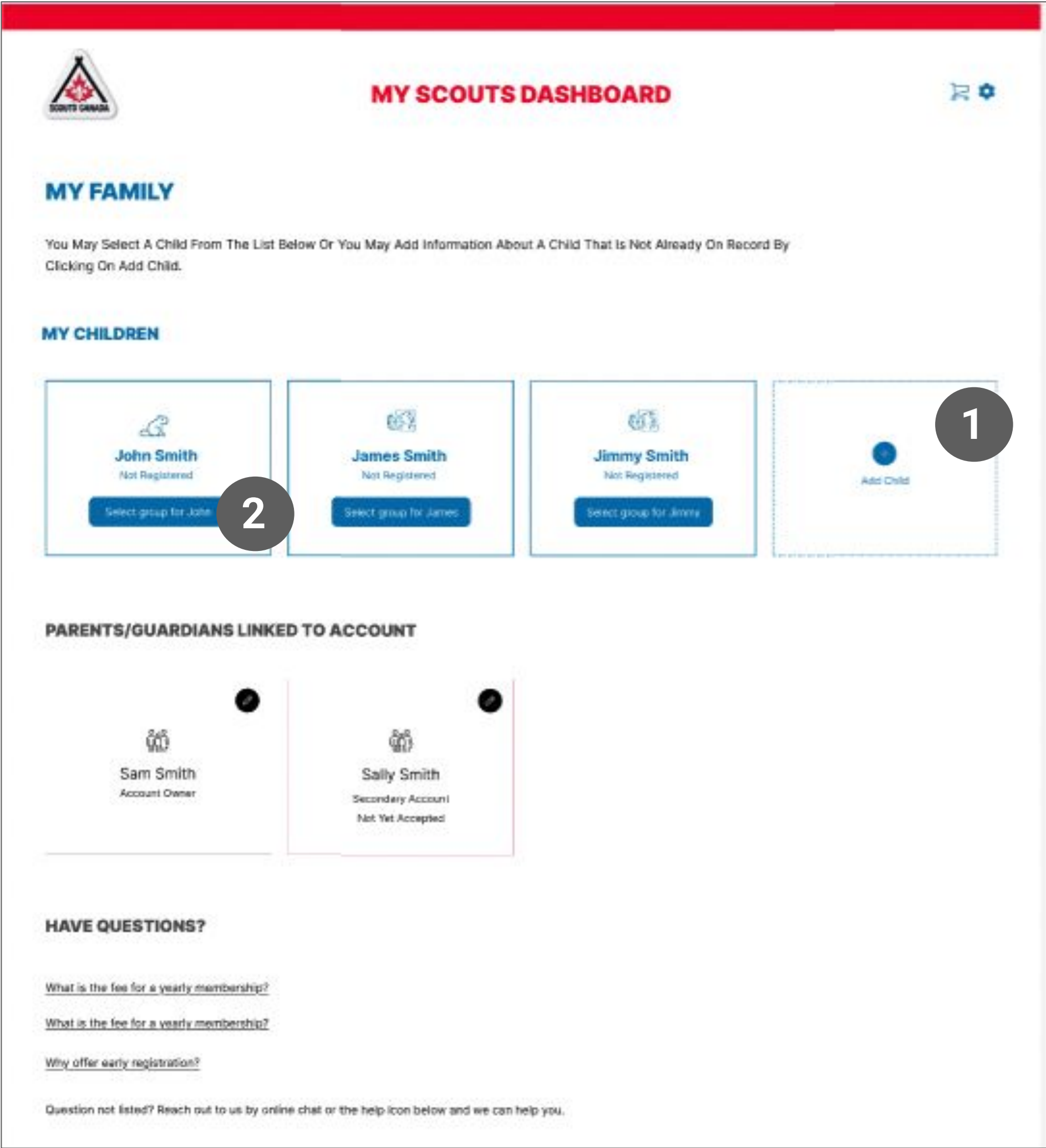
On click, I tap “Add another parent/guardian” and I expect to open a form or modal where I can enter a name and relationship to the child.

Dashboard - Post Group Selection

- 1

On click, I tap “Add Child”. I go to the Step 1: Add Child Information screen where I can enter the child’s name, DOB, and optional contact info.
- 2

On click, I tap “Select group for John”. I go to a group selection screen for John Smith, likely showing available sections (Beavers, Cubs, Scouts) based on age and location.



- 3

On click, I tap “Select group for James” and I expect a similar group-selection experience tailored to James.
- 4

On click, I tap “Select group for Jimmy” and I expect to assign Jimmy to a section.

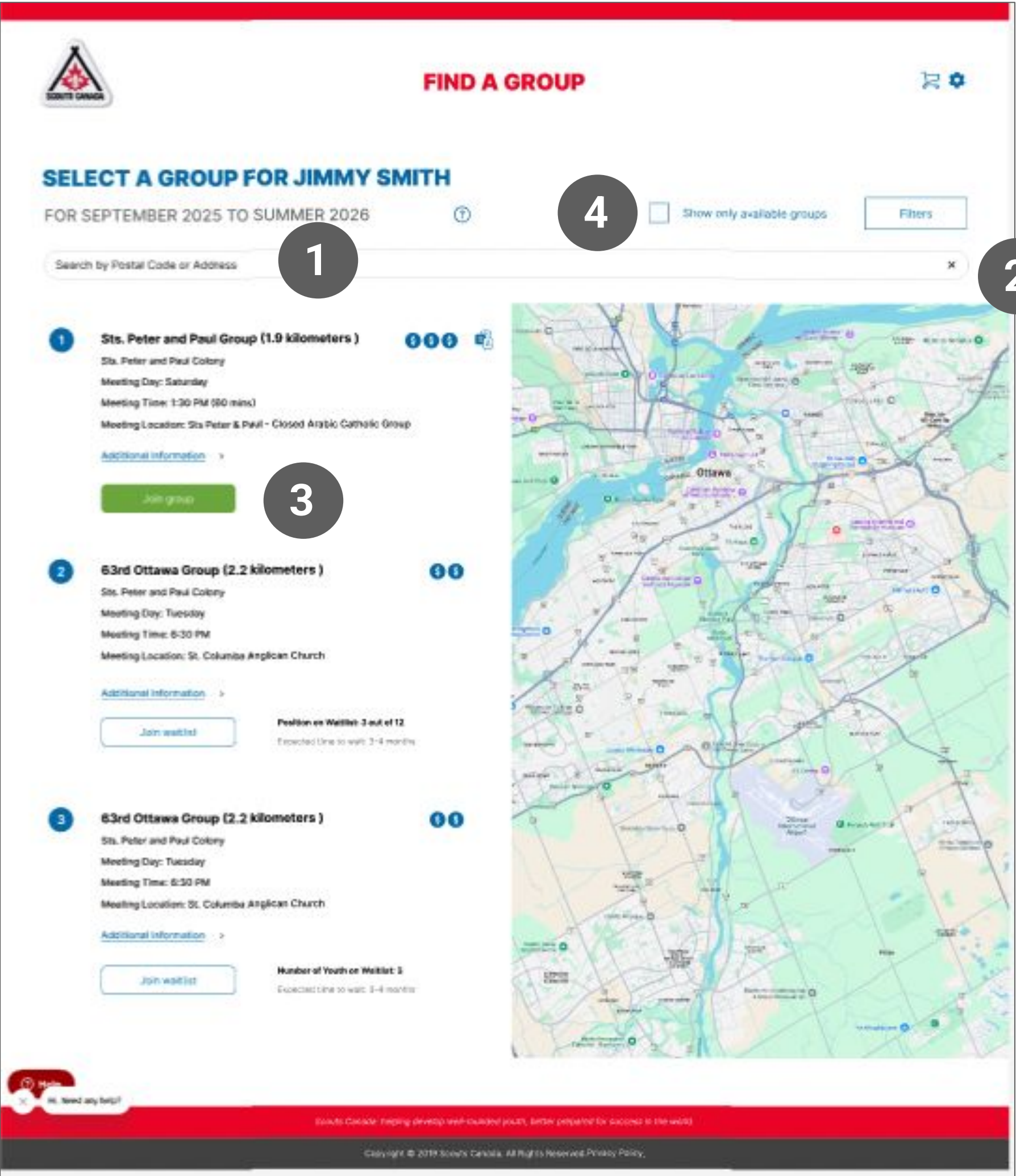
Find a Group

- 1

On click, I type in the search bar and I expect real-time results as I type a postal code, city, or address.
- 2

On click, I tap the “X” in the search bar and I expect my search input to clear, and all groups to reappear.
- 3

On click, I tap “Join group” and I expect immediate confirmation and assignment of Jimmy Smith to this group.



- 4

On click, I toggle “Show only available groups”. The list should refresh to hide full groups, and only show groups with open spots.

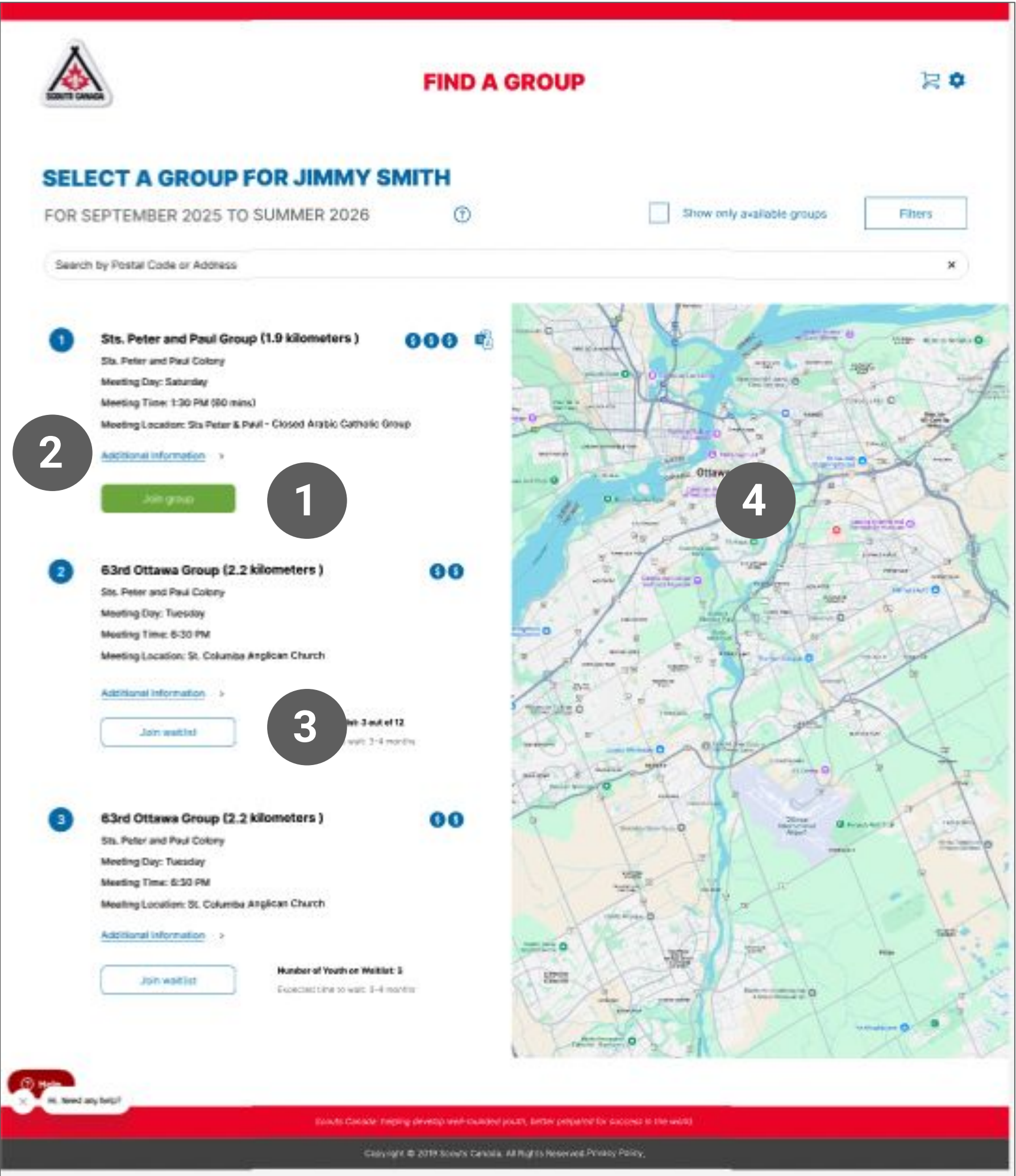
Find a Group

- 1

On click, I tap “Join group” and I expect immediate confirmation and assignment of Jimmy Smith to this group.
- 2

On click, I tap “Additional information” and I expect a modal or expanded section with more meeting details, leader contacts, and uniform or supply needs.
- 3

On click, I tap “Join waitlist” and I expect to be added to a waitlist and receive notification.



- 4

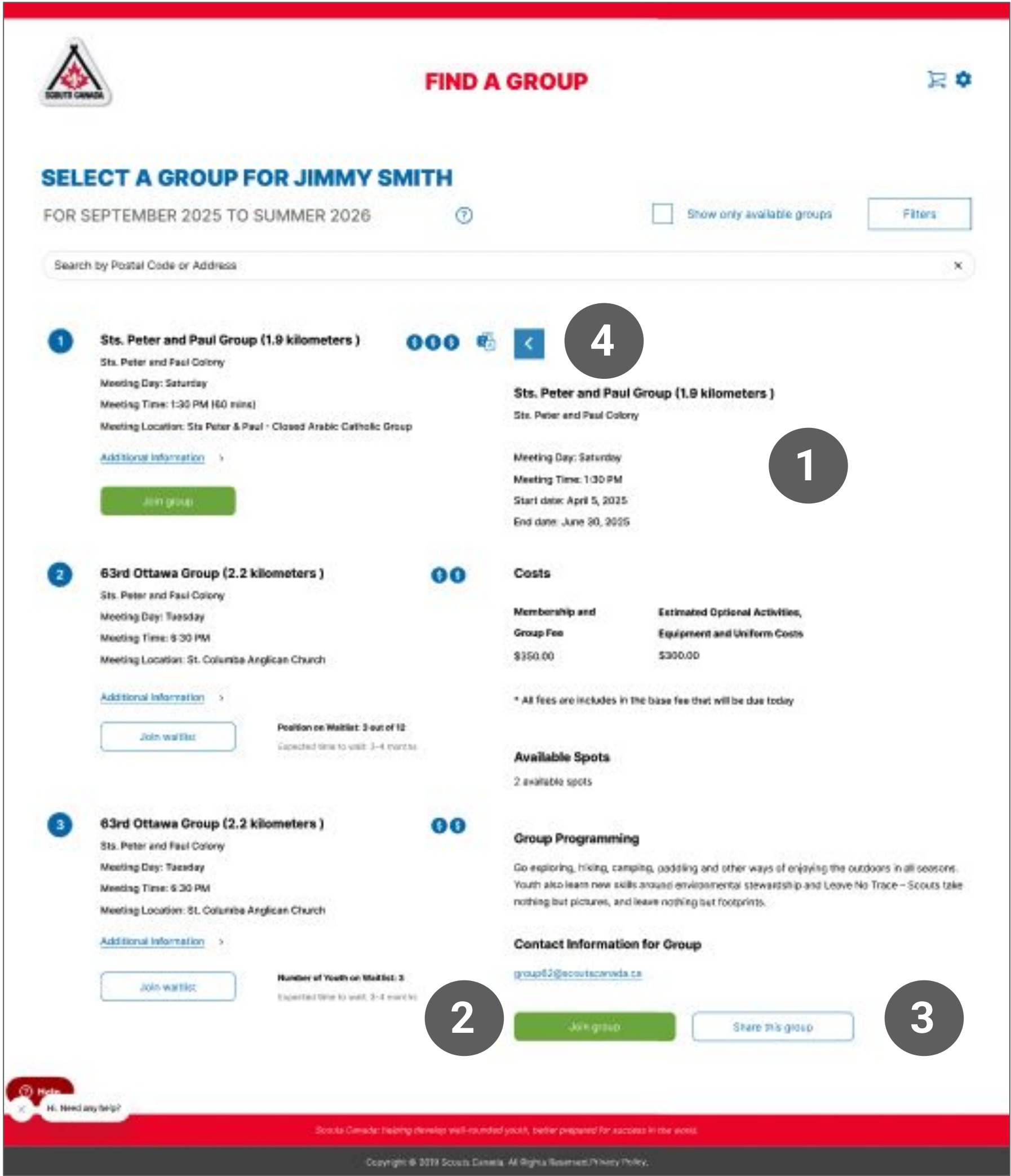
On click, I interact with the map (pan/zoom) and I expect the group list to update dynamically based on visible area.
- 5

On click, I tap a map pin and I expect a quick view or tooltip showing that group's name, key info, and maybe a link to scroll to its card.

Find a Group - Detail View

1 On load, I view this expanded panel, and I can see comprehensive details including:

- Dates, meeting times, and locations
- Fees (base and optional extras)
- Available spots
- Programming overview

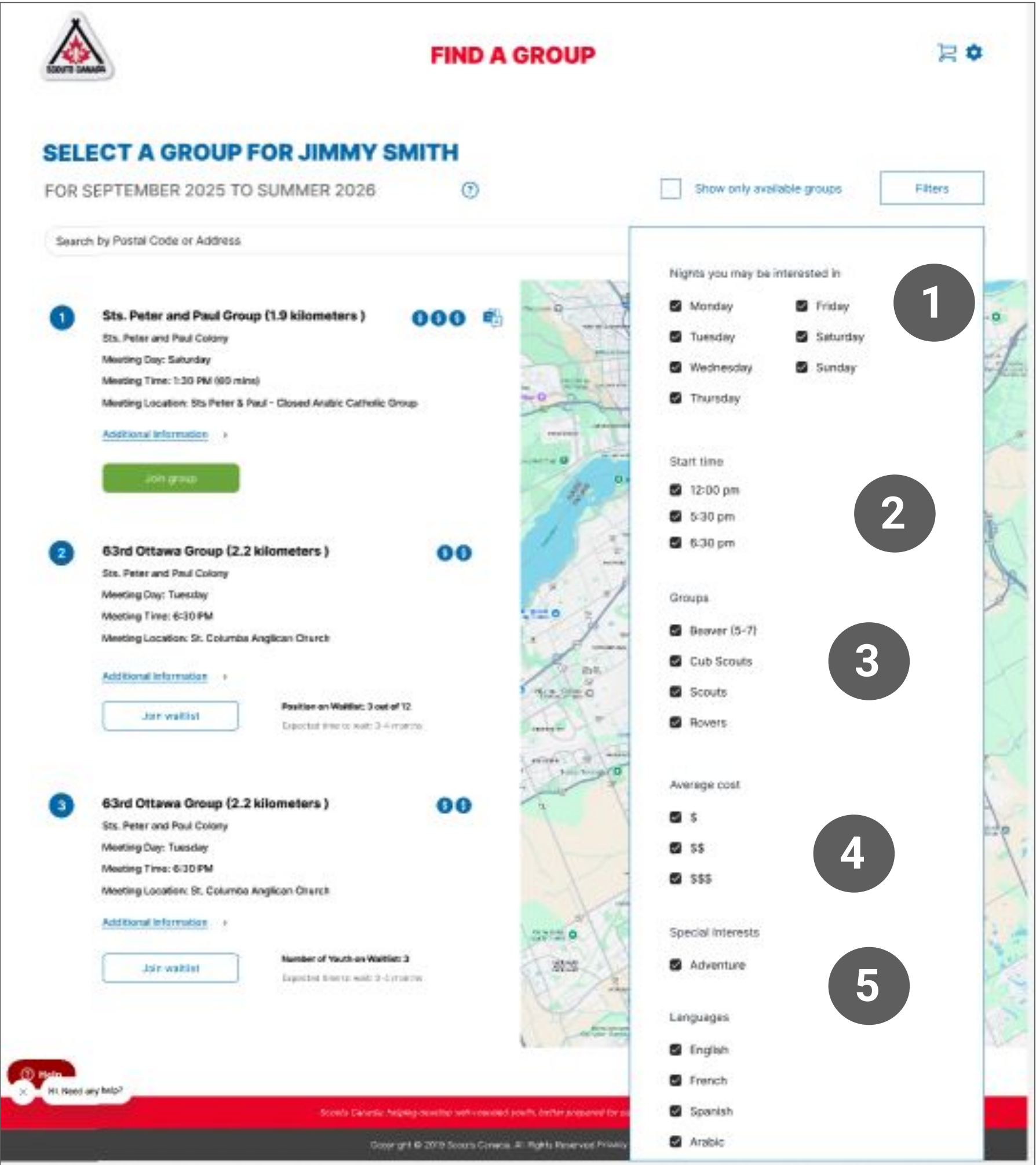


- 2 On click, I tap the green "Join group" button and I expect to register Jimmy and return to the dashboard or confirmation screen.
- 3 On click, I tap "Share this group" and I expect a shareable link, a copy-to-clipboard feature, or the ability to send this info via email.
- 4 On click, I tap the left-facing arrow icon (top-right of the group card) and I expect to close the expanded panel and return to the group list view.

Find a Group - Filter view

1 On click, I select days of the week (e.g. Tuesday, Thursday) and I expect the group list to update to only show groups that meet on those days.

2 On click, I select a meeting start time (e.g. 5:30 pm) and I expect the list to refresh with groups starting at or around that time.



3 On click, I select a group type (Beaver, Cub, Scouts) and I expect only programs for that age range to be displayed.

4 On click, I choose average cost (\$ – \$\$\$) and I expect groups with matching fee tiers to remain, based on membership + extras.

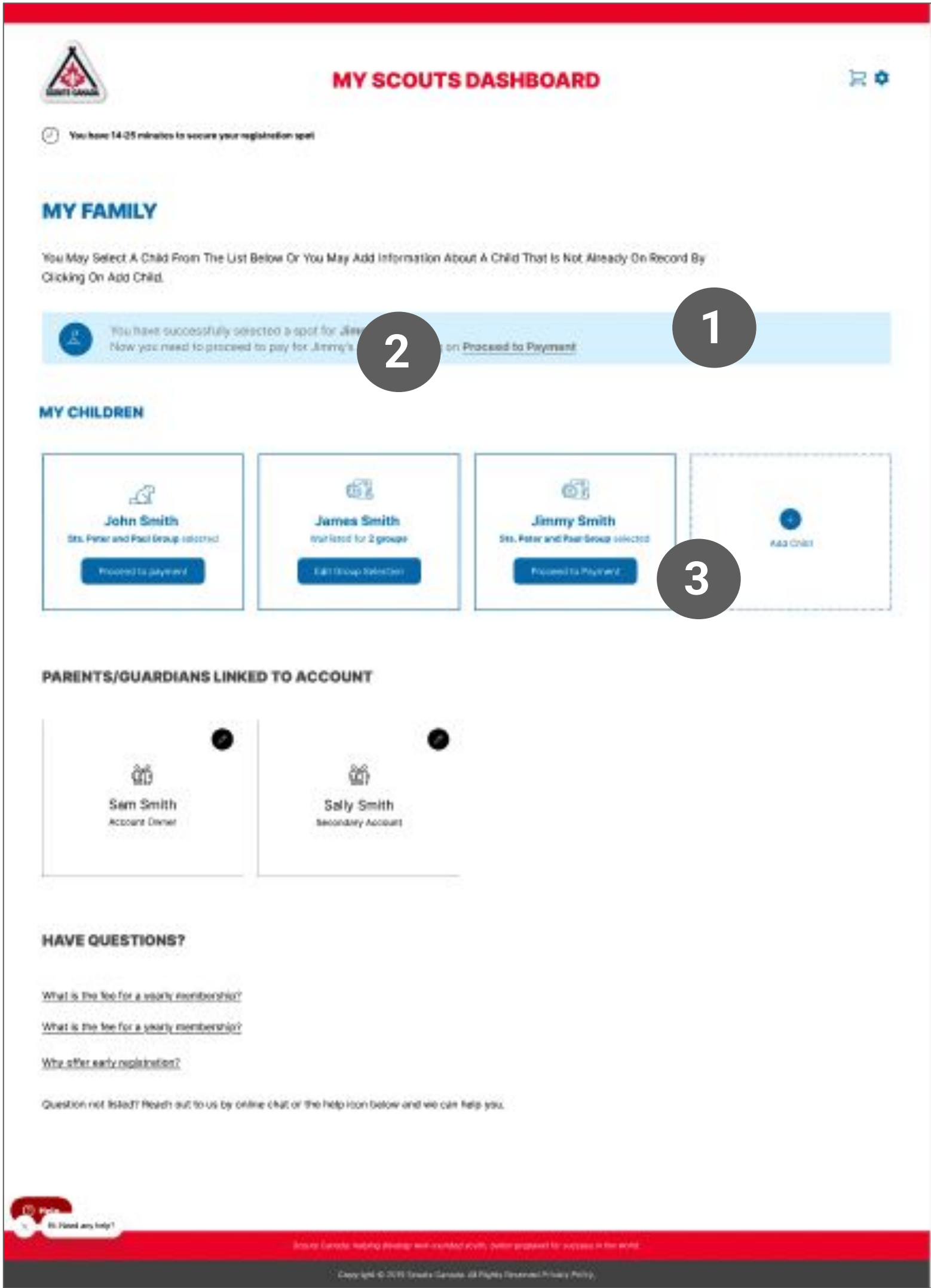
5 On click, I select “Special Interests” (e.g. Adventure) and I expect groups offering that theme or activity type to show.

Dashboard - Post-Group Selection

- 1

On Load, I read the blue banner: “You have successfully selected a spot for Jimmy Smith”, and I understand I now need to pay to complete the registration.
- 2

On click, I tap “Proceed to Payment” in the banner, and I expect to be taken to a secure payment screen with fee breakdown, billing info and confirmation step before final submission.



- 3

On click, I tap “Proceed to Payment” on Jimmy Smith’s card, and I expect the same action as the banner button: to go to the payment checkout flow for Jimmy.

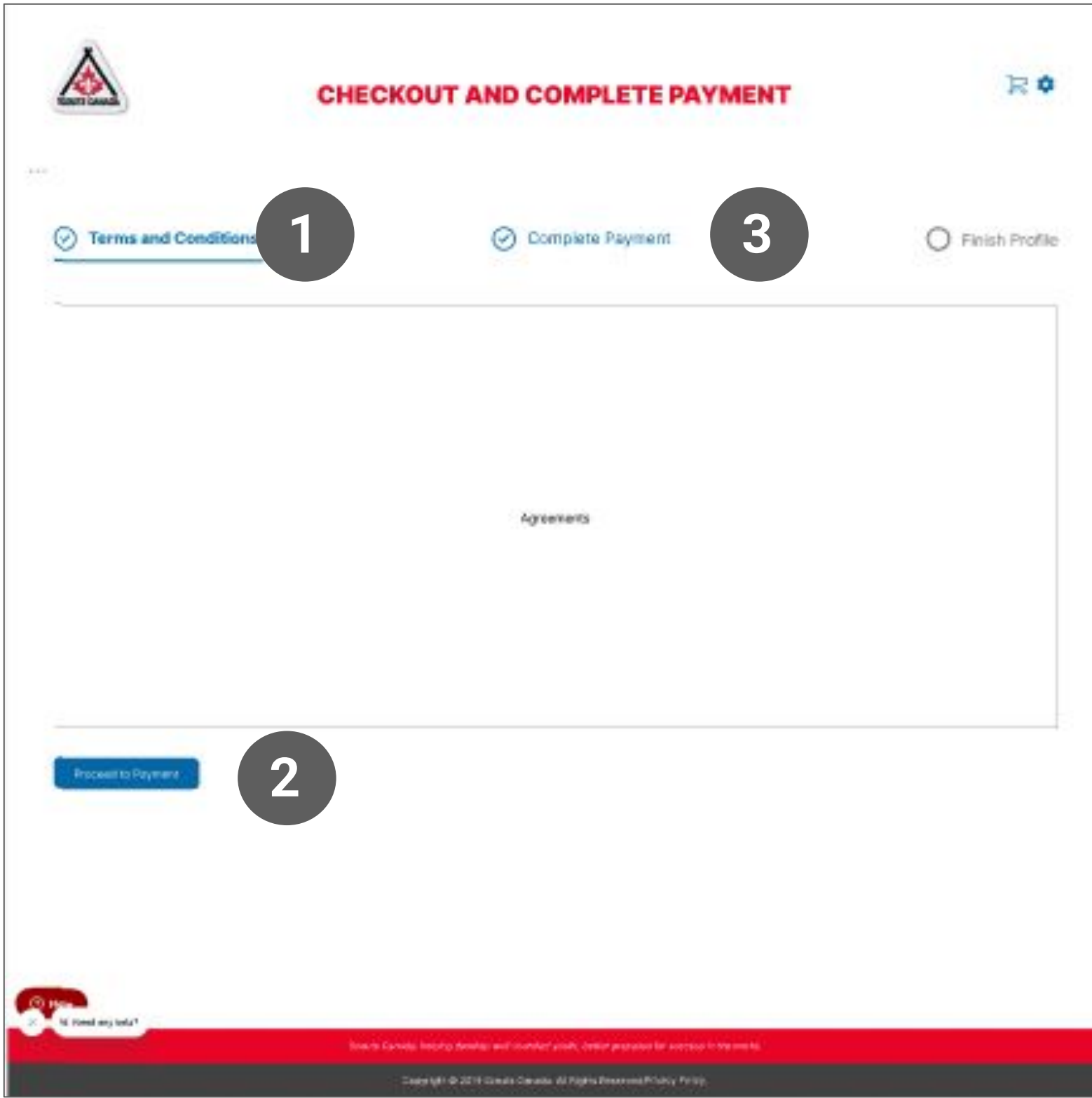
Checkout

Step 1 - Terms and Conditions

- 1

I see “Terms and Conditions” selected, and I understand this is Step 1 of 3 in the payment process.
- 2

On click, I try to tap “Complete Payment” or “Finish Profile” early, and I expect those steps to be disabled or blocked until I complete this step.



- 3

On click, I tap “Proceed to Payment”, and I expect to go to Step 2: “Complete Payment”, where I’ll enter credit card info and confirm billing details.

Checkout

Step 2 - Financial Support

1 On click, I tap “Calculate subsidy”, and I expect a modal or new screen where I enter income info for subsidy eligibility.

If eligible, I expect a discount to be applied automatically to the summary on the right.

2 On click, I tap “Skip this step”. I move past the subsidy option and stay in the payment section.



CHECKOUT AND COMPLETE PAYMENT



☒ Terms and Conditions

☒ Complete Payment

☐ Finish Profile

FINANCIAL SUPPORT

DO YOU WANT TO APPLY FOR A SUBSIDY FOR YOUR APPLICATION?

Parents/guardians apply online for activity uniform, equipment, and activity subsidies. All applicants must undergo a Low-Income-Cut-Off (LICO) test to qualify for the subsidy.

Calculate subsidy

Skip this step

PAYMENT

SELECT PAYMENT SCHEDULE

☐ PAY IN FULL TODAY

☒ INSTALLMENT PAYMENTS

Pay over 4 payments - 4 monthly payments of \$86.25

SELECT PAYMENT METHOD

☒ Split Payment across two methods

1ST METHOD - 50% OF PAYMENT

☒ CREDIT CARD

Credit card number

xxxxx xxxxx xxxxx xxxxx

Month

Year

CVV

mm

yyyy

CVV

Name on Card

☐ APPLE PAY

☐ GOOGLE PAY

2ND METHOD - 50% OF PAYMENT

ORDER SUMMARY

Your registration fee covers your base fee and includes a tshirt and sash for each registrant!

MEMBERS	COST
JOHN SMITH - 5 YEARS OLD STS PETER AND PAUL COLONY	\$345.00
JIMMY SMITH - 12 YEARS OLD STS PETER AND PAUL COLONY	\$345.00
SUB-TOTAL	\$690.00
2 CHILD DISCOUNT (10%)	-\$69.00
TOTAL TO BE CHARGED	\$621.00
TOTAL TO BE CHARGED TODAY	\$155.25

ADD PROMO CODE / GIFT CARD

GROUP BILLING CODE

Apply

DONATION

Checkout

Step 2 - Payment Schedule

- 1

On click, I select “Pay in Full Today” and the total charge is applied at once.
- 2

On click, I select “Installment Payments”, and I expect a dropdown to appear with schedule options (e.g. 4 payments).
- 3

On click, I check “Split Payment across two methods”. The form splits into 1st Method (50%) and 2nd Method (50%) inputs.



CHECKOUT AND COMPLETE PAYMENT



☒ Terms and Conditions

☒ Complete Payment

☐ Finish Profile

FINANCIAL SUPPORT

DO YOU WANT TO APPLY FOR A SUBSIDY FOR YOUR APPLICATION?

Parents/guardians apply online for activity uniform, equipment, and activity subsidies. All applicants must undergo a Low-Income-Cut-Off (LICO) test to qualify for the subsidy.

Calculate subsidy

Skip this step

PAYMENT

SELECT PAYMENT SCHEDULE

☐ PAY IN FULL TODAY

☒ INSTALLMENT PAYMENTS

Pay over 4 payments - 4 monthly payments of \$86.25

SELECT PAYMENT METHOD

☒ Split Payment across two methods

1ST METHOD - 50% OF PAYMENT

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Credit card number

xxxxx xxxxx xxxxx xxxxx

Month

Year

CVV

mm

yyyy

CVV

Name on Card

☐ APPLE PAY

☐ GOOGLE PAY

2ND METHOD - 50% OF PAYMENT

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SUB-TOTAL	\$690.00
2 CHILD DISCOUNT (10%)	-\$69.00
TOTAL TO BE CHARGED	\$621.00
TOTAL TO BE CHARGED TODAY	\$155.25

ADD PROMO CODE / GIFT CARD

GROUP BILLING CODE

Apply

DONATION

4

On click, I select “Credit Card” for 1st method, and input fields appear (card number, expiry, CVV, name).

5

On click, I select “Apple Pay” or “Google Pay” for either method, and I expect to authenticate via browser or device wallet.

M

Project name 208

Checkout

Step 2 - Order Summary

1 On click, I view members and fees, and I see:

- Group
- Age
- Total per child
- Sibling discount automatically applied

2 On click, I tap “Add Promo Code / Gift Card”, and I expect a text input field to appear.

After applying, total updates and discounts are shown in the summary.



CHECKOUT AND COMPLETE PAYMENT



✓ Terms and Conditions

✓ Complete Payment

○ Finish Profile

FINANCIAL SUPPORT

DO YOU WANT TO APPLY FOR A SUBSIDY FOR YOUR APPLICATION?

Parents/guardians apply online for activity uniform, equipment, and activity subsidies. All applicants must undergo a Low-Income-Cut-Off (LICO) test to qualify for the subsidy.

Calculate subsidy

Skip this step

PAYMENT

SELECT PAYMENT SCHEDULE

☐ PAY IN FULL TODAY

☒ INSTALLMENT PAYMENTS

Pay over 4 payments - 4 monthly payments of \$86.25

SELECT PAYMENT METHOD

☒ Split Payment across two methods

1ST METHOD - 50% OF PAYMENT

☒ CREDIT CARD

Credit card number

xxxx xxxx xxxx xxxx

Month

Year

CVV

mm

yyyy

CVV

Name on Card

2ND METHOD - 50% OF PAYMENT

☐ APPLE PAY

☐ GOOGLE PAY

ORDER SUMMARY

Your registration fee covers your base fee and includes a tshirt and sash for each registrant!

MEMBERS	COST
JOHN SMITH - 5 YEARS OLD STS PETER AND PAUL COLONY	\$345.00
JIMMY SMITH - 12 YEARS OLD STS PETER AND PAUL COLONY	\$345.00
SUB-TOTAL	\$690.00
2 CHILD DISCOUNT (10%)	-\$69.00
TOTAL TO BE CHARGED	\$621.00
TOTAL TO BE CHARGED TODAY	\$155.25

ADD PROMO CODE / GIFT CARD

GROUP BILLING CODE

Apply

DONATION

3 On click, I enter a “Group Billing Code” and tap “Apply”. I expect to see a recalculated amount (e.g. group-sponsored coverage).

4 On click, I select a donation amount (e.g. \$100), and I expect it to be added to my cart and reflected in the total.

Checkout

Step 2 - Profile Completion

1 On load, I read the top banner to see confirmation that payment is done, and I now need to complete profile steps to finalize registration.

2 On click, I tap “Skip this step”, and I expect to bypass profile completion temporarily.

COMPLETE JIMMY'S PROFILE

You have 14:25 minutes to secure your registration spot.

You have successfully paid for a spot for Jimmy Smith. Now we need you to complete Jimmy's profile.

[Skip this step](#)

Your Child's Information
Add information about yourself, the parent.

Completed

Jimmy's Address
Enter Jimmy's primary address.

Address Line 1: 111 Main Street
Address Line 2:
City/Town: Ottawa
Province / Territory: Ontario
Postal code: K1A 1A1
Country: Canada

[Save information](#)

Medical Information
Add/Update Medical Information for your child.

[Not complete](#)

Emergency Contact Information
Contact information for user/parent is already included. Please provide at least one other emergency contact.

[Not complete](#)

[Complete registration](#)

3 On click, I see a “Completed” badge, and I understand this section is already filled in (likely from earlier steps).

4 On click, I tap “Complete Registration”, and I expect the system to:

- Check that all required profile sections are complete
- Redirect me to a confirmation screen or dashboard
- Send a confirmation email

Dashboard

Post-Payment

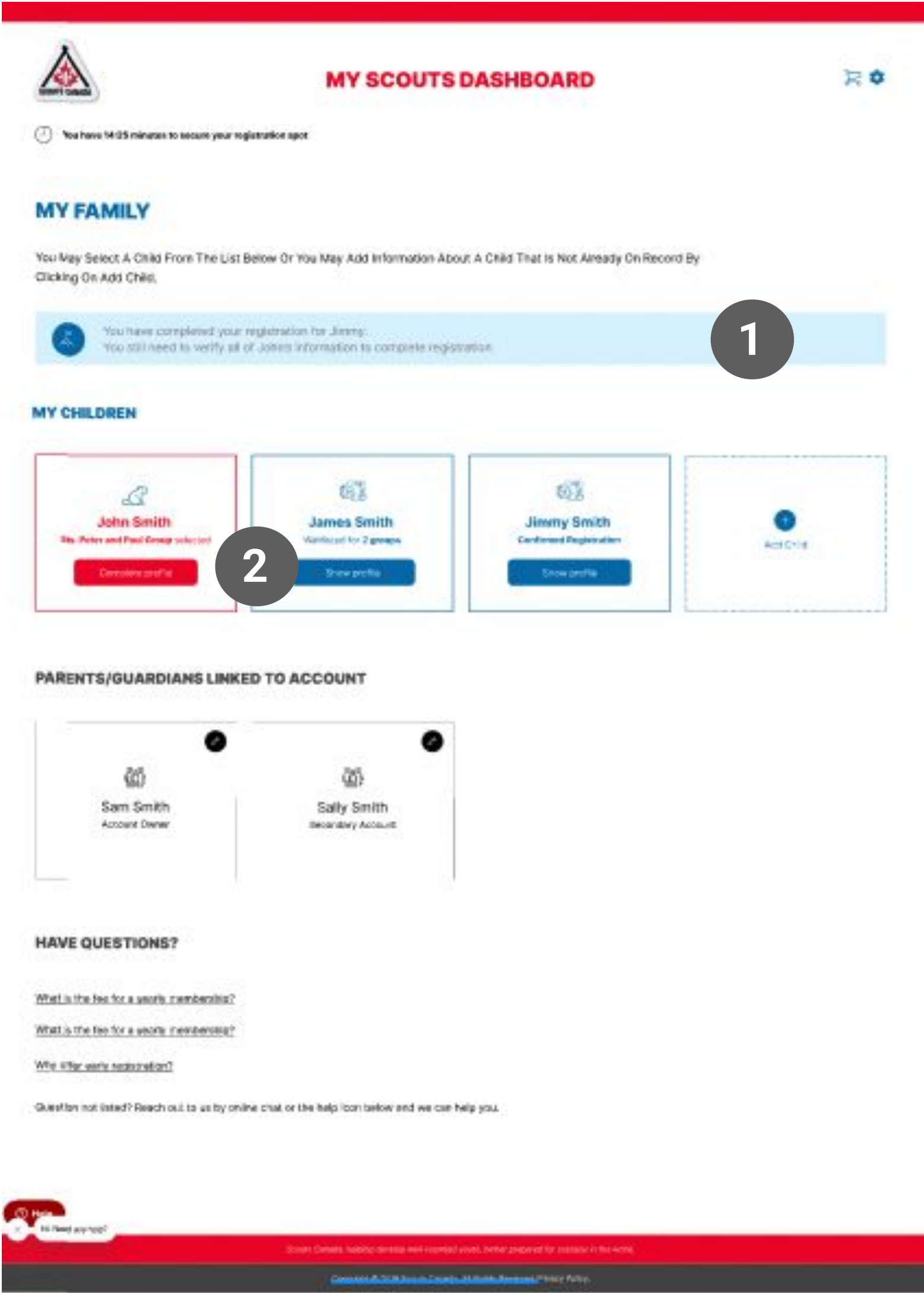
- 1

On click, I read the blue status message, and I understand Jimmy's registration is complete, but I still need to finish John's profile.
- 2

On click, I tap "Complete profile", and I expect to be taken to John's profile completion screen where I will:

Enter address, medical, and emergency contact info.

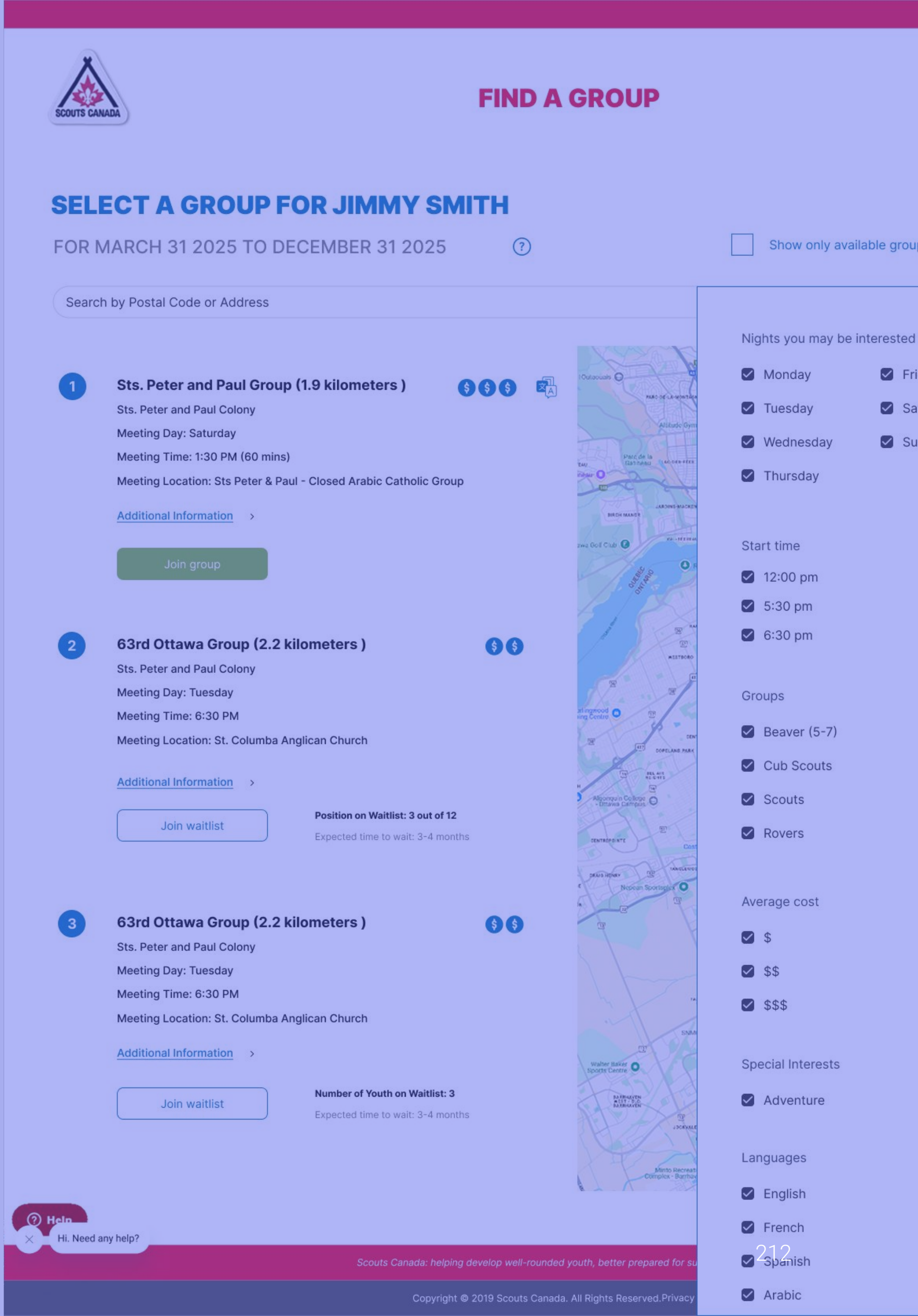
Red border and red button clearly signal that action is needed



Conceptual Prototyping

These prototypes bring the envisioned solutions to life.

- Align people around a shared vision. Helping MARCOM, IT, Field Services, and others work and coordinate from the same clear, testable vision
- Bring clarity to abstract ideas and build shared confidence in the direction, helping people see and understand what's being proposed
- Help ensure solutions are feasible, viable, and desirable before development begins, catching usability problems and system limitations before they become more costly



Phase 3: Ideate & Solve

6.3 CRM Requirements

Recommendations for future CRM solutions grounded
in user needs and process alignment

CRM Will Support The Systems That Enable The Future Experience

Connecting experience design to technical execution

- CRM requirements were defined in response to Scouts Canada's request for system clarity
- They reflect where technology must enable the redesigned registration experience
- The CRM process map builds on the service blueprint to identify automation, data, and access needs
- CRM becomes the bridge between user-centered design and scalable operations

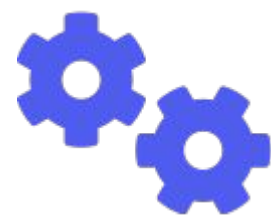
📁 See "CRM-RecommendationsReport.pdf" for details





Registration & Waitlist Management

- Real-time waitlist position tracking for parents/guardians
- Automated timed (48hr) offer logic and expiry
- Ability to request group transfers in-system
Group visibility into registration and waitlist status
- AI-predicted time-to-placement
- Cart hold timers to balance fairness and flexibility



Volunteer Management

- CRM-linked outreach to convert volunteer leads into roles
- Waitlist volume linked to volunteer recruitment triggers
- Volunteer onboarding workflows (screening, training)
- Role readiness and eligibility tracking
- Group-level alerts when volunteer capacity is limiting registration



Membership & Role-Based Access

- Shared child profiles across guardians without duplicate accounts
- Role-specific access for parents/guardians, volunteers, and staff
- Dynamic role change logic (e.g. parent/guardian becomes volunteer)
- Streamlined permissions by role, maintaining security and clarity for all user types



Payments & Subsidies

- Real-time subsidy eligibility and contribution calculation during registration
- Support for multiple payment methods and accounting sync
- Subsidy and promotional code management with expiry and usage tracking
- AI-driven subsidy criteria enforcement based on historical patterns



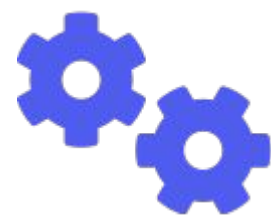
Marketing & Engagement

- Automated flows for parents/guardians, volunteers, and leads
- Behavior-triggered messaging (abandoned registration, waitlist updates)
- Targeted communication by role, interest, region
- Integration with email/SMS platforms
- Visibility into engagement and campaign effectiveness



Lead Generation & Engagement

- Capture and tag volunteer interests from campaigns / events
- Scoring to identify high potential leads
- Automatic notifications to group commissioners to continue to engage leads



Application & Screening Automation

- Require essential steps earlier in the process
- Automate document tracking to trigger system actions
- Ensure only qualified applicants progress into onboarding — improving efficiency and reducing administrative overhead



Onboarding & Training Progression

- Modular training can unlock CRM workflows (pending LMS)
- Track completion and send automated reminder
- Auto-update volunteer status



Status & Volunteer Management

- Track volunteer progression throughout the process
- Trigger automated reminders for renewals, expiring requirements or incomplete onboarding
- Use systems to identify inactive / at-risk volunteers proactively



Capacity & Waitlist Integration

- New “active” volunteers can automatically increase capacity
- System can re-prioritize waitlisted youth based on new availability
- Parents/guardians to be notified when spots are available

Top 10 Key MVP Features

Function	Automation
Waitlist Offer Management	48-hour logic with automatic expiry and next-person rollover
Waitlist Visibility & Forecasting	AI estimates time-to-placement based on group capacity and history
Shared Profile Access	Guardians invited securely with role-specific permissions and audit trail
Volunteer Conversion	CRM flags high-interest leads and automates outreach to grow group capacity
Subsidy Eligibility	Real-time assessment with automated approval and parent/guardian notification
Split Payments & Refunds	System handles partial payments, tracks balance, and automates refund logic
Cart Hold Logic	Group spots held temporarily during checkout, released after X minutes
Targeted Communications	Emails/SMS triggered by user behavior (e.g. abandoned registration, waitlist updates)
Role-Based Access Control	Permissions enforced by user type, including guardians, volunteers, and staff
Analytics & Reporting	Real-time dashboards track registration trends, waitlists, and user activity

Key Process Maps Identified

These maps are designed to guide CRM setup - not to illustrate the entire service journey, but to define exactly how users and systems need to interact.

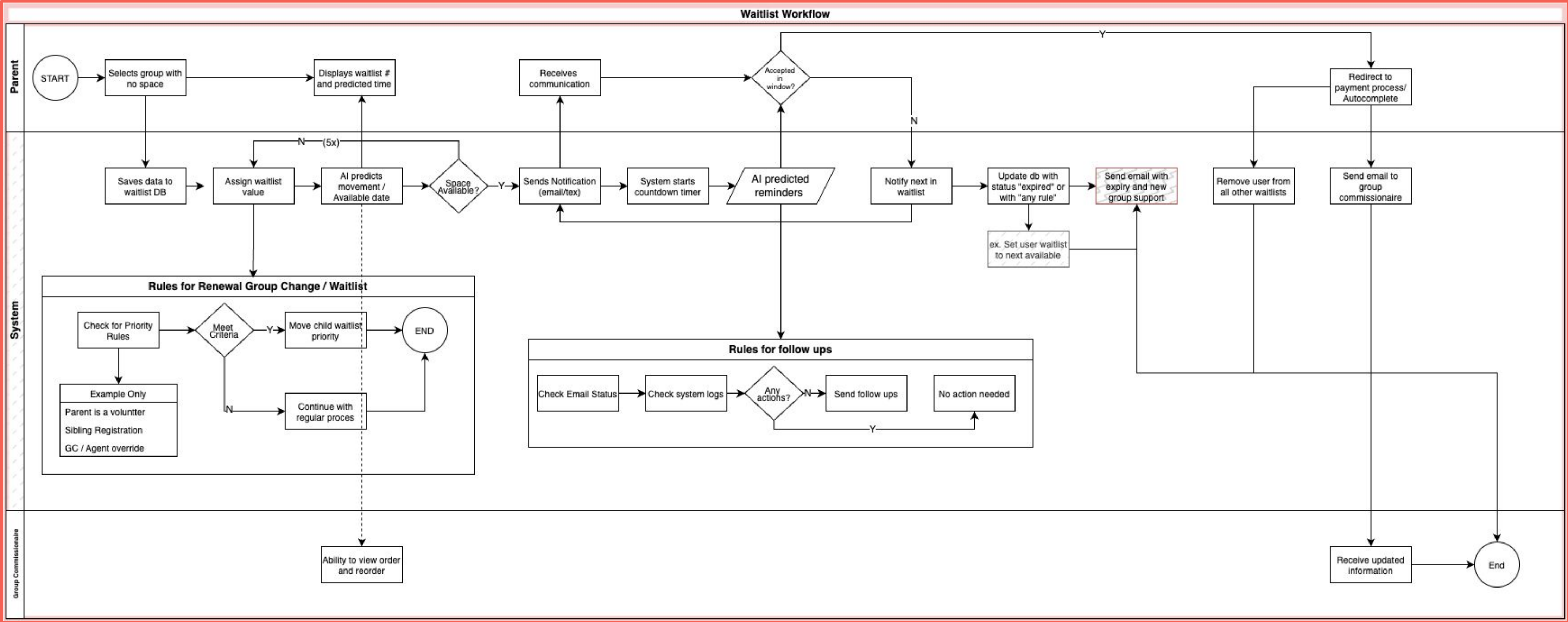
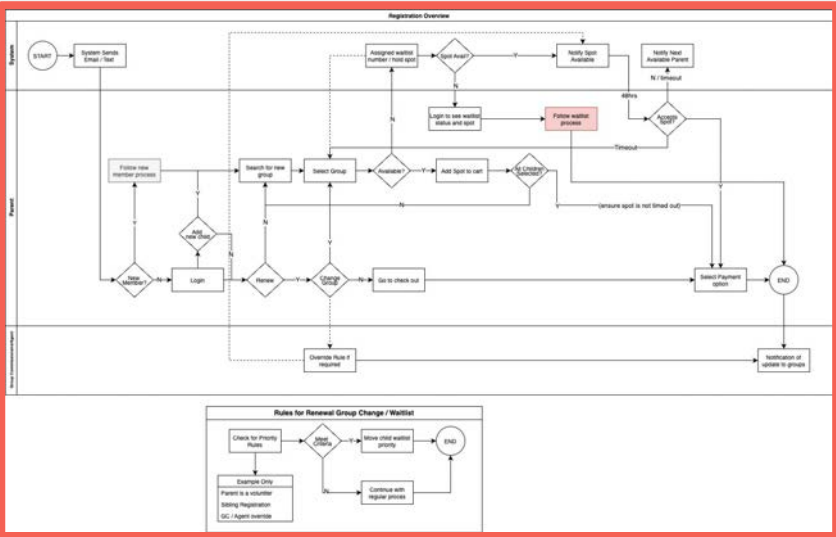
The primary goal is to:

- Visualize optimal future-state workflows
- Focus on system steps, roles, and automations
- Define CRM behavior across parent/guardians, Systems, Group Commissioners/Agents.
- Support technical planning and CRM selection

1. Registration Future State Flow
2. Waitlist Management / Automation
3. Linking Accounts
4. Access Rights Management
5. Payment Flow - Where Subsidy is Impacted
6. Subsidy Automation
7. Subsidy Management
8. Marketing Lead Generation
9. Volunteer Future State Flow
10. Volunteer Acceptance - Waitlist Flow

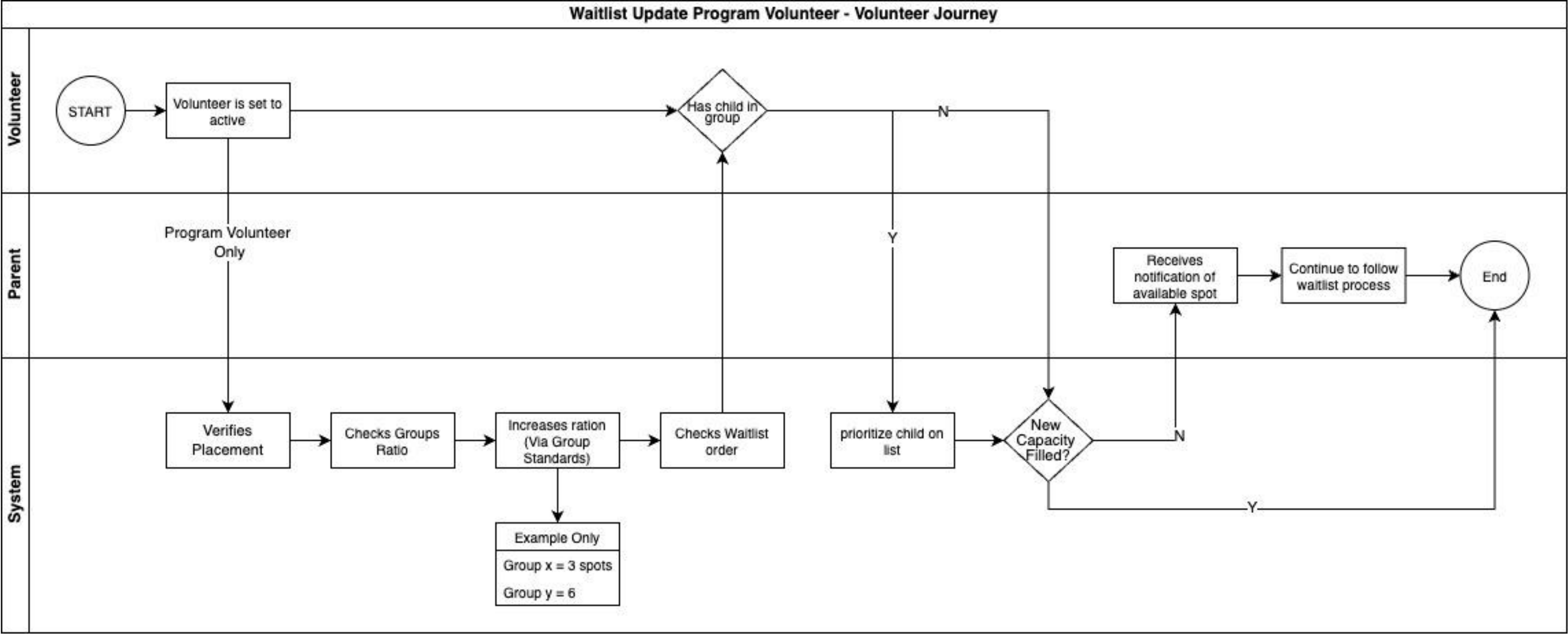
Process Map Example

Waitlist Management / Automation



Volunteer Registration Flow

Waitlist / Automation



[Click for Process Maps](#)

CRM Evaluation Criteria

1. Pain Points Evaluation

This approach assigns weight to CRM categories based on the specific challenges faced in the Scouts Canada registration journey.

Purpose: Prioritizes the features that will have the biggest impact on fixing real problems for parent/guardians, volunteers, and staff.

Example: Registration & Waitlist Automation is weighted at 31% because of high user frustration and 3,200+ youth stuck in manual waitlists annually.

2. Industry Baseline Evaluation

This reflects the typical priorities used across non-profit and membership-based CRM implementations.

Purpose: Provides a baseline for what other organizations emphasize when selecting a CRM.

Example: Marketing & Engagement is typically weighted at 10%, but Scouts Canada rated it lower (5%) because its immediate need is fixing the registration experience.

Why Both Matter

The Pain Points Evaluation ensures the solution fits Scouts Canada’s reality today.

The Industry Benchmark helps identify areas where long-term planning or future phases may be needed.

Together, they balance solving current frustrations with aligning to sustainable CRM practices.

CRM Evaluation Criteria by Category

Evaluation Criteria	Weight (%) Pain Points	Source	Reason
Registration & Waitlist Automation	31%	Most frustrations from parents/guardians are from the lack of real-time updates, and from staff around the manual waitlist management and delays in group assignments	High priority because ~3200+ youth annually are stuck in waitlists. Frustration and drop-off rates due to unclear waitlists and included manual work for staff
Volunteer Management & Engagement	21%	Long onboarding times, difficulty tracking retention, high dropout rate and hard-to-retain volunteers	High priority because volunteer shortages directly affect the program delivery - making waitlists longer and there's a heavy reliance on manual tracking of enrolment status
Membership & Role-Based Access	6%	Volunteers to have seamless access as required, parents/guardians should have easy updates and staff and leadership should have customized views/access	This type of access reduces date risks and improves visibility
Payment Processes and Subsidies	7%	High refund processing times and subsidy tracking issues while parents/guardians miss or get frustrated about the delays	Financial barriers prevent sign-ups due to a lack of subsidy clarity. Increased support tickets, burdening staff.
Marketing Engagement & Intelligence	5%	Abandoned registrations tracking and recruitment pipeline management	Loss of potential members who forget to register. Volunteer shortages persist due to lack of proactive recruitment
AI & Automation Potential	13%	No AI-driven waitlist prioritization - No predictive analytics on registration demand	Manual workload increases, leading to long response times. Missed opportunities to improve registration efficiency
Scalability & Performance	7%	MyScouts crashes during high traffic periods. Emergency contacts can't be accessed when the system is overloaded. Limited API connections to external tools.	Registration delays & errors impact member experience. Data bottlenecks affect safety measures (accessing emergency details
Security & Compliance	6%	No clear data retention policy for outdated member data - Duplicate accounts are confusing source of truth. Manual security checks slow down processing.	Increased risk of data breaches. Compliance risks for handling sensitive information
Integration with Existing Systems	3%	NetForum & MyScouts do not sync payment data properly. Mailchimp & MyScouts do not sync communication updates. Lack of API-driven real-time data flow between platforms.	Data mismatches create administrative overhead. Delays in communication reduce transparency for parents/guardians & volunteers

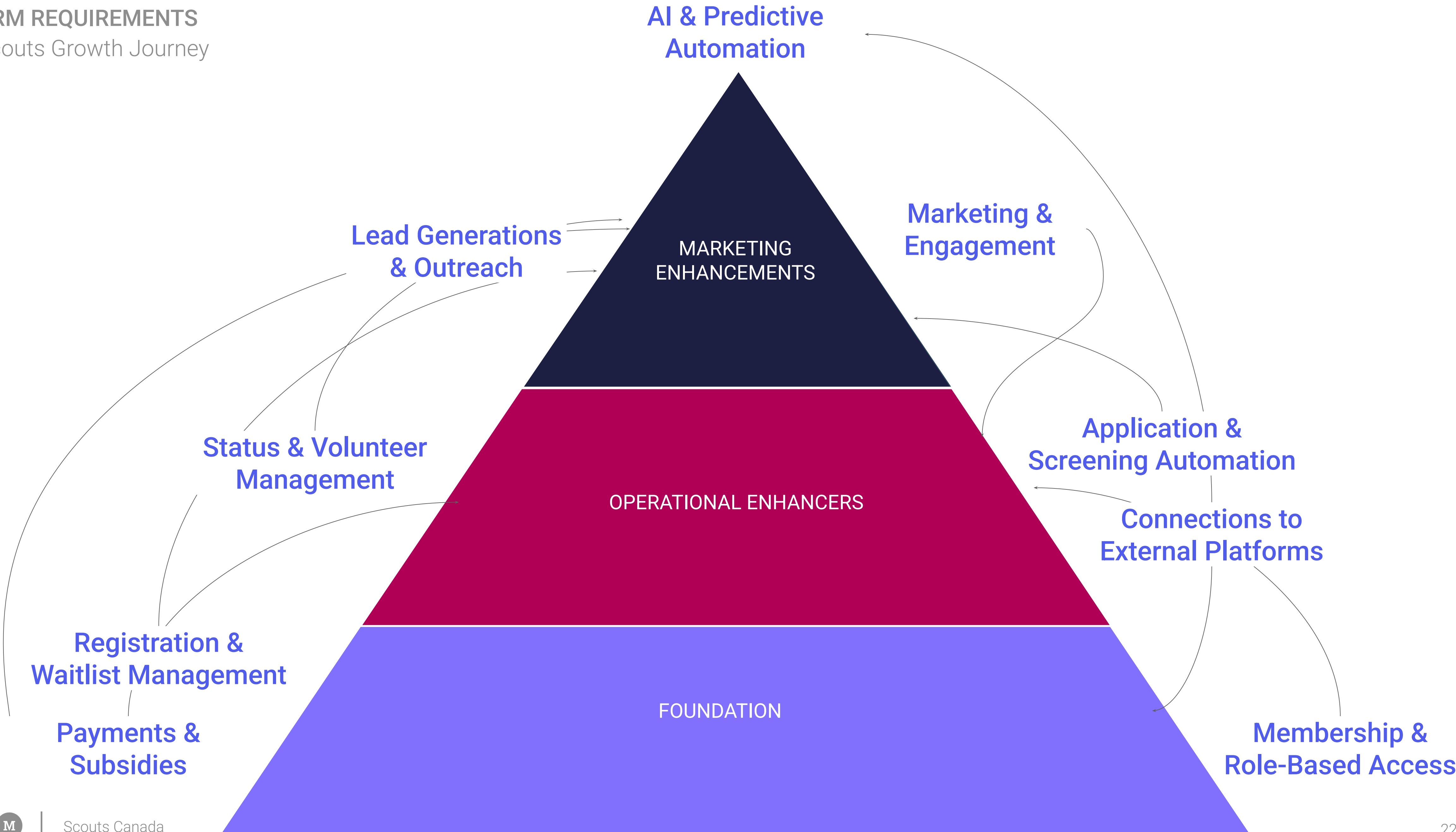
CRM Category	SC Priority (%)	Industry Standard (%)	Key Differences
Registration & Waitlist Automation	31%	25%	Scouts Canada ranks this higher due to waitlist confusion, manual registration steps, and MyScouts system failures. The industry focuses more on self-service portals than queue management.
Volunteer Management & Engagement	21%	20%	Aligned with industry standards. Most organizations prioritize automated onboarding, training, and role tracking.
Membership & Role-Based Access	6%	10%	Scouts Canada ranks this lower because its primary security concern is volunteer data access.
Payment Processing & Subsidies	7%	10%	Lower than industry expectations. Many nonprofits focus heavily on automated billing, subsidies, and refund tracking, while our focus is the registration journey over payment processing.
Marketing & Engagement Tracking	5%	10%	Scouts Canada ranked marketing lower because its main focus is the registration processes. The industry prioritizes email automation, engagement scoring, and targeted outreach.
AI Capabilities for Automation	13%	10%	We have prioritized AI more than industry norms due to interest in AI-powered waitlist management, volunteer recruitment, and demand forecasting. Most nonprofits use AI mainly for basic automation.
Scalability & Performance	7%	5%	The industry assumes cloud-based scaling as standard, while Scouts Canada has specific concerns about MyScouts system crashes.
Security & Compliance	6%	5%	The industry ranks this higher due to GDPR, donor data security, and fraud prevention. Scouts Canada project wasn't as focused on security and the registration journey was focused on role-based permissions to avoid using multiple systems.
Integration with Existing Systems	3%	5%	The industry assumes strong API integrations, while Scouts Canada has become used to workarounds due to NetForum & MyScouts limitations.

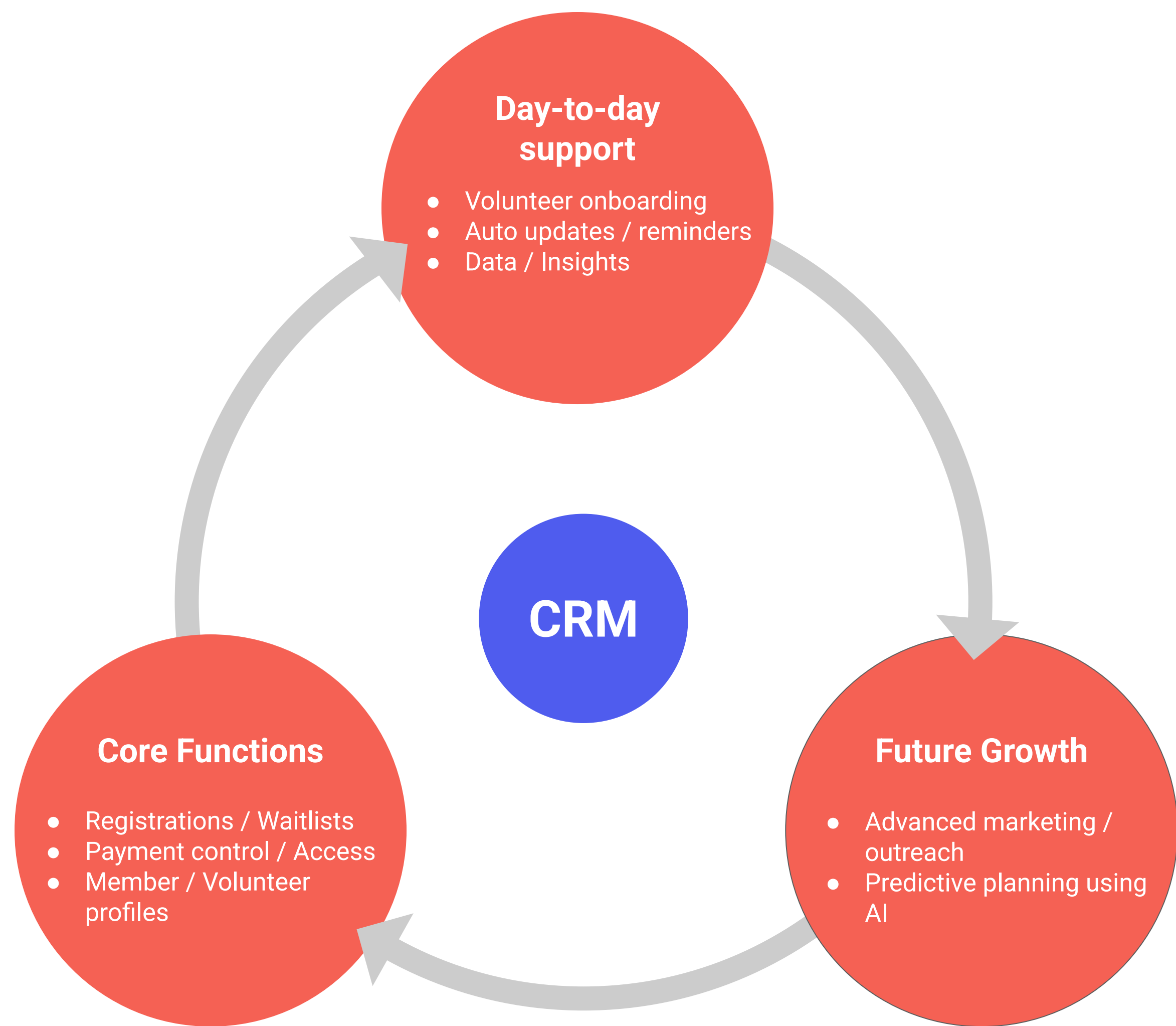
From Vision To Execution

How the CRM powers the future of Scouts

- CRM requirements were shaped directly by the voices of parents/guardians, volunteers and staff
- They define where technology must support the redesigned experience
- Built on top of the service blueprints and journey maps
- Focused on automation, data access and process improvement
- Enables both member and volunteer registration
- CRM is the bridge between user-centered design and operational scale
- Foundation is based on future enhancements, growth and smarter decision-making
- Supporting quick-wins will give scouts a head start before full implementation







The CRM will show up in the everyday moments in the tasks that make Scouts run.

The plan handles the basics like registrations, payments, and waitlists all in one place, so parents/guardians have a clear and consistent experience from the start.

Day-to-day, it supports volunteers with automated reminders and progress tracking, while giving staff / registered volunteers better visibility into what's working and where things should be adjusted.

CRM REQUIREMENTS

Benefits

CRM Area	Parent/Guardian Benefit	Volunteer Benefit	Staff Benefit	Key Pain Point
Waitlist Automation	Real-time status, fewer surprises	More capacity via better resourcing	Less manual coordination	Parents/guardians feel left in the dark about where they are on the waitlist and affects how they can plan accordingly
Application Screening	Simple, guided steps	Clear progress & reduced drop-off	Less chasing / better tracking	Applicants often get stuck or drop off due to unclear steps and overwhelming upfront requirements
Role-Based Access	Family-wide control, fewer accounts	Visibility on group roles & next steps	Cleaner data / access control	Families struggle with managing multiple profiles and duplicate accounts. Volunteers find outside resources to manage their day to day, losing real time data
Payments/Subsidies	Clear pricing & flexible options	—	Less refund & subsidy friction	Unclear subsidies create confusion, delay sign-up and cause lots of back and forth with finance and staff
Marketing & Engagement	Timely, relevant updates on registration, waitlist, etc.	Discover volunteer opportunities that match interests	Targeted outreach, campaign performance, lead generation	No way to re-engage people who abandon registration or tailor outreach by location/need
Status & Volunteer Management	Faster onboarding for youth when volunteers are ready	Auto-status updates, renewal reminders, support tracking	Visibility into volunteer pipeline and capacity sync	Volunteer steps are not tracked; leaders can't tell where people are if they're stuck and need support, or if they're not interested anymore
AI & Automation	Nudges for renewals, PRC confirmation	Status updates, training nudges	Predictive planning	No insights into timing or lead prioritization, follow ups are manal and often too late

CRM REQUIREMENTS

What you can do immediately

Aligned CRM Area	Quick Win	What can be done now	Who It Benefits	How to Implement
Waitlist Management & Volunteer Capacity Sync	Manual Waitlist Tracker with Volunteer Trigger	Use a shared Google Sheet to track waitlists and flag when volunteer sign ups can open spots.	Parents/Guardians, Volunteers, Staff	Create a shared Google Sheet with group tabs and conditional formatting to flag volunteer-related capacity changes.
Status & Volunteer Management	Interim Email Alerts for Application Progress	Send scheduled email updates (manually or via Mailchimp) for each milestone in the volunteer onboarding process.	Volunteers, Staff	Use Mailchimp or Gmail with scheduled sends triggered manually by internal volunteer onboarding milestones.
Application & Screening Automation	Reference Submission Acknowledgement	Auto-reply or form confirmation that references have been received to reassure applicants.	Volunteers	Add confirmation messaging to existing Google Forms or use Zapier to send follow-up emails after reference submission.
Lead Generation & Engagement	Volunteer Interest Collection Form	Launch a Typeform or Google Form to collect volunteer interest by role/region before CRM launch.	Volunteers, Staff	Build a Typeform or Google Form with dropdowns for region and role interest, and share via email/socials.
Membership Lifecycle & Retention	Pre-Season Manual Renewal Campaign	Send renewal reminders via email before school ends to align with new registration strategy.	Parents/Guardians, Staff	Draft a 3-part email sequence (e.g., early May, late May, early June) and send via Mailchimp or Gmail merge.

Our Road to Implementation

Together we've defined what's needed, now it's about building the right way

Phase	What Happens
1. Vendor Selection	Complete RFP evaluation using weighted criteria from the CRM requirements doc
2. Kickoff & Alignment	Align selected vendor with internal teams on priorities, MVP scope, and timelines
3. Configuration & Build	Develop core workflows (registration, waitlists, payments, role transitions)
4. Pilot & Feedback	Test with real users in select councils; capture data and refine functionality
5. Training & Change Management	Prepare staff, volunteers, and parents/guardians with tailored onboarding and support
6. National Rollout	Launch CRM across all regions, with ongoing optimization and monitoring

With the RFP already underway, Scouts Canada is well-positioned to move from strategy to system execution.

Phase 4: Recommend & Translate

6.4 User Stories

User stories connect insights to implementation by framing what people need from the system

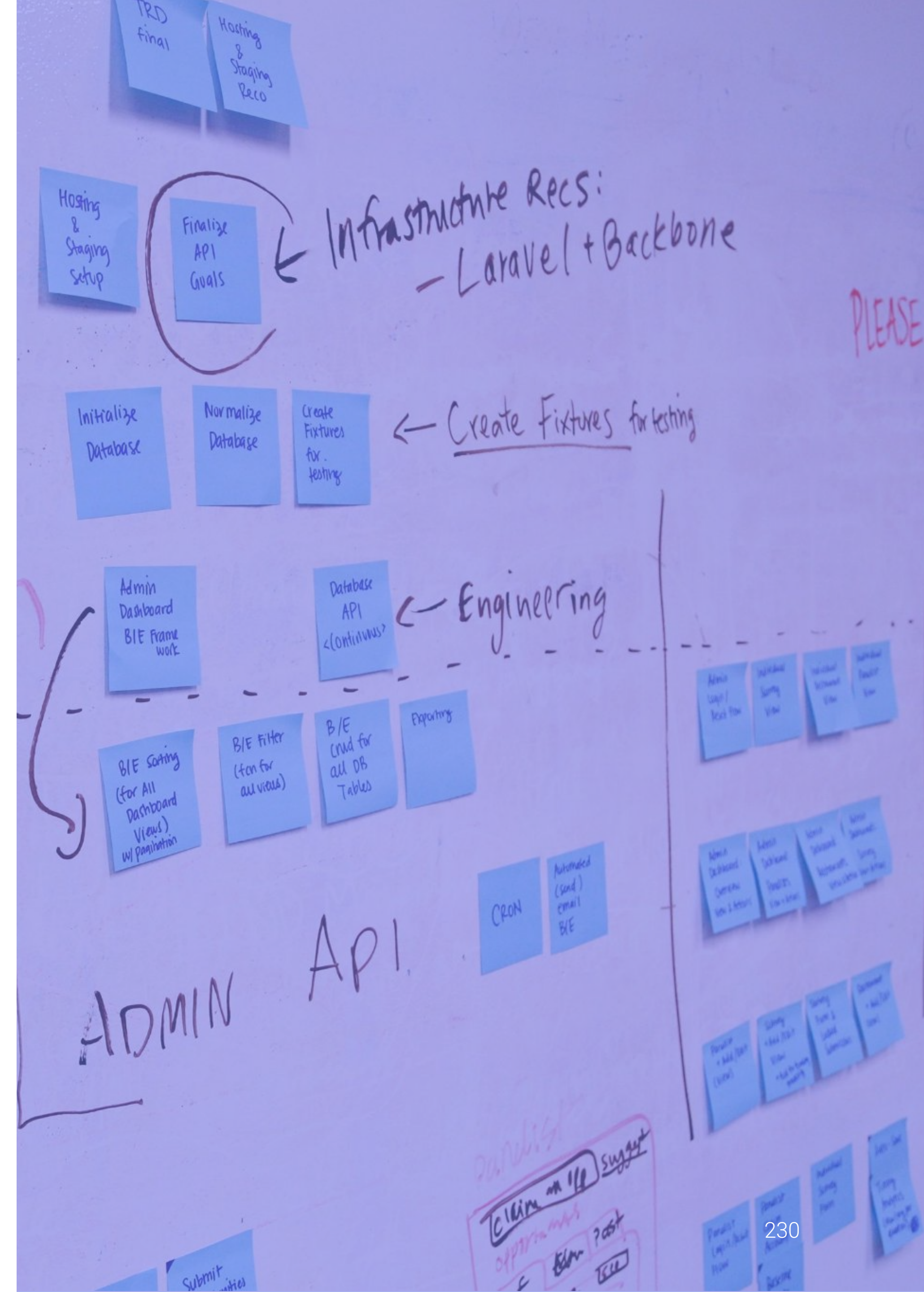
Making It Actionable With User Stories

User Stories help bridge the gap from insight to implementation.

To ensure the future experience is implementable, we translated our design into user stories - clear, structured statements that reflect what users need and why.

These stories exist at multiple levels. User Epics outline major goals or capabilities (e.g. "Register a youth member") and are broken down into more specific User Stories that capture key tasks or needs (e.g. "As a parent/guardian, I want to select a group based on location").

This layered structure guides developers, product teams, and implementation partners - keeping each solution grounded in real-world needs and aligned with the overall experience vision.



User Story Format

A user story expresses a need from the user's perspective, using this format:

As a person, persona, or group

I want to the goal or desired outcome to be achieved

so that the benefit that the actor will realize

What People Told Us They Needed

Building requirements that matter, we evaluated the real goals from parents/guardians, volunteers and staff. These stories define what “better” needs to look like.

As a Parent/guardian	I want to track my child's waitlist position in real-time	So that I can plan accordingly
As a Group Commissioner	I want to link waitlists with volunteer interest	So that I can reach out and increase capacity
As a Scouts Staff Member	I want to analyze waitlist trends and capacity gaps	So that I can identify where to scale programs

EPIC: Finding a Group

This EPIC focuses on the core parent/guardian view to add/manage children, track registration progress, and see account status.

User Stories:

As a parent/guardian, I want to add a new child profile, so I can begin their registration process.

As a parent/guardian, I want to view all my children's registration statuses, so I know what still needs to be completed.

As a parent/guardian, I want to link and view guardians associated with my account, so I can co-manage responsibilities.

As a parent/guardian, I want to resume an in-progress registration from the dashboard, so I don't have to start over.

EPIC: Create and Complete a Child Profile

This EPIC includes all screens and actions needed to create and complete a profile for a child (e.g. name, address, medical, emergency contacts).

User Stories:

As a parent/guardian, I want to enter basic details for my child, so I can create their account.

As a parent/guardian, I want to input and save my child's home address, so they are assigned to the correct local group.

As a parent/guardian, I want to provide medical and emergency contact information, so my child is safe during activities.

As a parent/guardian, I want to see which sections of my child's profile are incomplete, so I can finish registration before deadlines.

EPIC: Find and Join a Scout Group

This EPIC captures the group selection journey and how users navigate availability, filters, and preferences.

User Stories:

As a parent/guardian, I want to search for Scout groups by location, so I can find one near me.

As a parent/guardian, I want to filter groups by day, time, cost, and language, so I can find one that fits our schedule and preferences.

As a parent/guardian, I want to view detailed information about each group, so I can decide which one is best for my child.

As a parent/guardian, I want to join or waitlist a group, so my child is either enrolled or held in queue.

EPIC: Payment and Checkout Process

This EPIC covers the payment journey from reviewing fees to entering card info and finalizing payment.

User Stories:

As a parent/guardian, I want to review and accept terms and conditions, so I can proceed to payment securely.

As a parent/guardian, I want to choose between full payment or installments, so I can manage my family's finances.

As a parent/guardian, I want to split the cost across two payment methods, so I can use multiple sources for the fee.

As a parent/guardian, I want to apply a promo code or group billing code, so I can reduce the cost of registration.

EPIC: Financial Support and Donations

This EPIC reflects optional features like subsidies and donating to Scouts Canada.

User Stories:

As a parent/guardian, I want to apply for a subsidy during checkout, so I can reduce my costs if eligible.

As a parent/guardian, I want to skip the subsidy step, so I can move quickly if I don't qualify.

As a parent/guardian, I want to make an optional donation to Scouts Canada, so I can support other families and programs.

As a parent/guardian, I want donation and subsidy details to be reflected in my total payment summary, so I can confirm the final cost before paying.

EPIC: Confirmation and Finalization

This EPIC covers the final steps to complete the child's registration and reflect that in the dashboard.

User Stories:

As a parent/guardian, I want to receive confirmation once payment is successful, so I have peace of mind that registration is complete.

As a parent/guardian, I want to complete any missing profile fields after payment, so my child's record is ready for participation.

As a parent/guardian, I want to return to the dashboard and see a "Completed Registration" status, so I know the process is done.

As a parent/guardian, I want the system to alert me if any child still has incomplete information, so I can resolve it before deadlines.



Thank you.

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