



REVIVAL

**THROUGH TRANSFORMATIONAL
GROWTH 2024-2026**

An update to Award Canada Strategic Plan



Introduction

Today's young people are bombarded by information, expectations and uncertainty. They are growing up with a mosaic of complexities and challenges unseen by previous generations. Since the Covid-19 Pandemic began in 2020, more young people are dealing with mental health challenges, are less physically active and struggling to find their passion, purpose, and place in the world.

As a non-formal educational framework, The Award can play a vital role in providing opportunities for young people to develop essential life skills, complementing their formal education. This enables them to grow in confidence and in their ability to contribute positively to their communities.

We believe there has been no greater need for The Duke of Edinburgh's International Award than today.



Building on our **2020-2026 Revival Strategic Plan**, We are aiming to dramatically increase the access reach and impact of the Award through transformational growth ensuring all young people in Canada have an opportunity to do the Award by 2030.



Stephen De-Wint
CEO The Duke of Edinburgh's International Award –
Canada



Mission

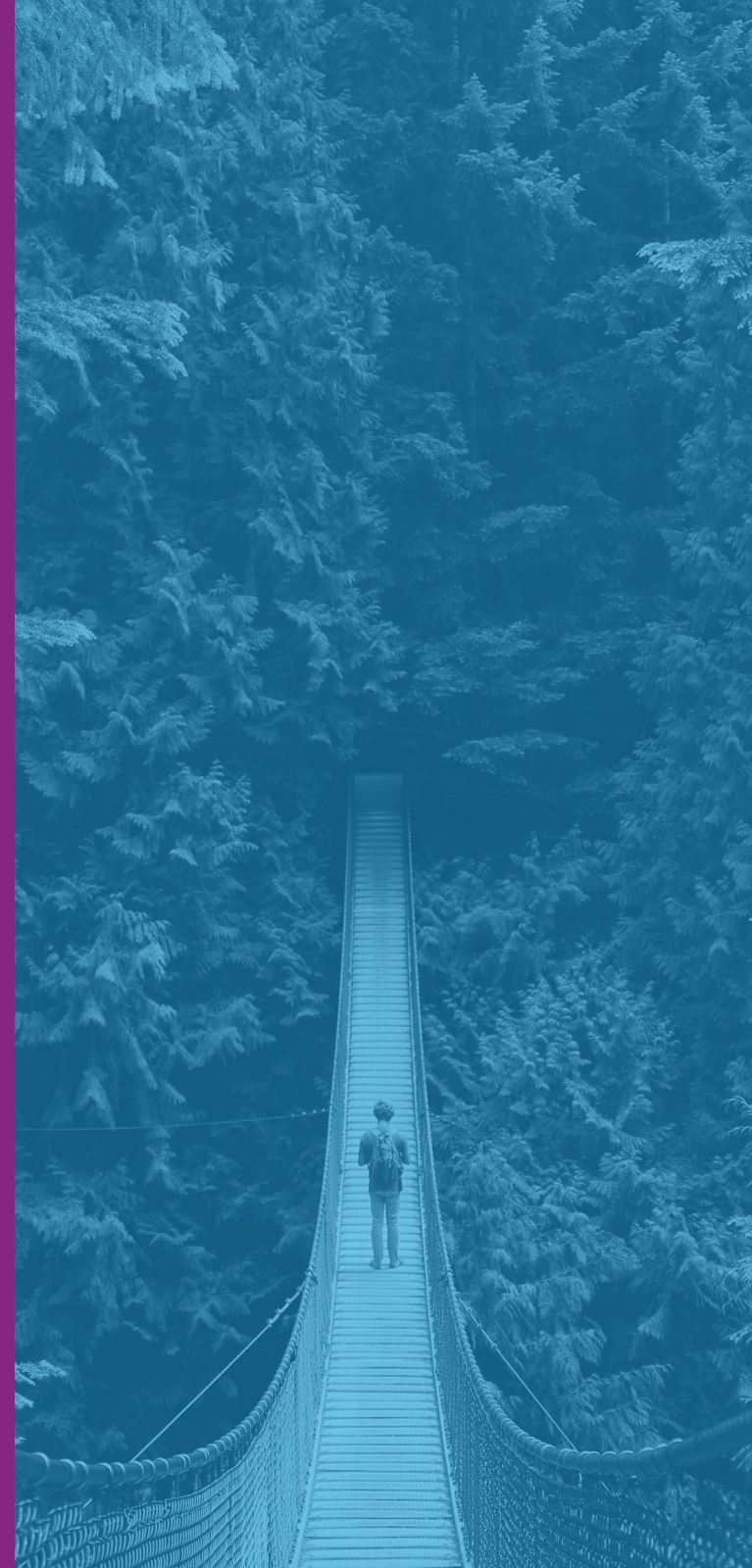
Our mission is to ensure the Award, and its benefits, are known and embraced by institutional and individual partners and used as a tool to inspire and guide young people into life enhancing experiences.

Put simply: the Award is largely delivered through Award Leaders and Award Centres, so we need to expand our brand awareness to ensure they know what, why, and how the Award can support young people to be successful.

Vision

Our vision is to ensure young people in Canada from all backgrounds and life circumstances are equipped as individuals to succeed in life.

Put simply: whoever you are, wherever you come from, and whatever you define as success, the Award can be used to help you develop essential skills that only come through experience.



A changing landscape

The world is a different place coming out of the Covid-19 Pandemic and as such we need to adapt to these changes. A number of external trends and opportunities have surfaced which directly impact the Award, the environments within which it operates and the role it can play in the future:

- An increasing awareness by policymakers and governments of the importance of non-formal education in equipping young people for life and work.
- Mobility and urbanization of young people. Many young people expect to move around more than previous generations – often away from their families and even across national boundaries.
- Increased use of mobile technology, making access to information easier for young people and an increase in their expectation of that access.
- A growing awareness of the opportunity to align our collective work with the **UN's Sustainable Development Goals**.

“

“There is more in us than we know if we could be made to see it; perhaps, for the rest of our lives we will be unwilling to settle for less.”

- Kurt Hahn

The Award actively aligns with the following United Nations Development goals for young people:



GOOD HEALTH AND WELLBEING



QUALITY EDUCATION



DECENT WORK & ECONOMIC GROWTH

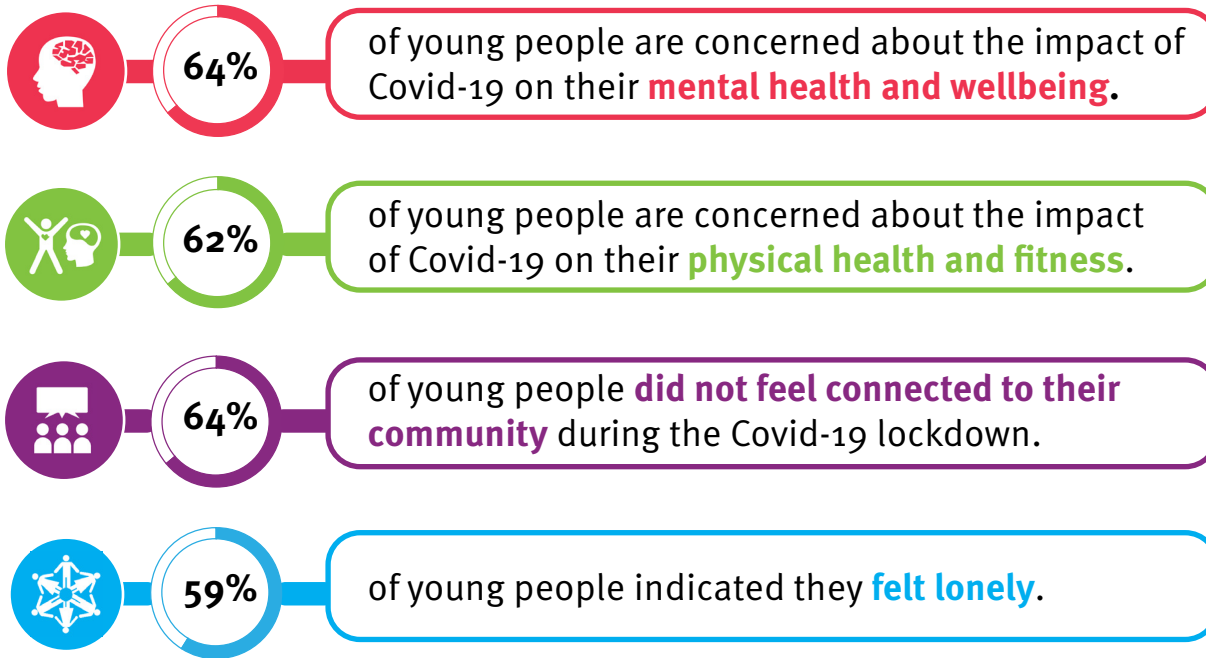


CLIMATE ACTION

Impact of the Award in Canada

The Award is a simple, time-proven tool that can be used by any organization to help adults work more effectively with the young people in their care. This may include schools and school boards, youth groups, uniformed organizations and community groups.

During the coronavirus pandemic, the Award proved its worth as a flexible tool for helping to engage and stay engaged with young people, even while schools were closed and young people were distanced from others.



Source: 2022 Survey of Award Participants who completed an Award level.

After completing the Award...



52% of young people indicated the Award **supported their mental health & wellbeing**.



79% of young people indicated the Award **assisted with their physical fitness & health**.



61% of young people **now feel part of their community**.



55% of young people **said they made new friends**.

A renewed focus: working in partnership through others

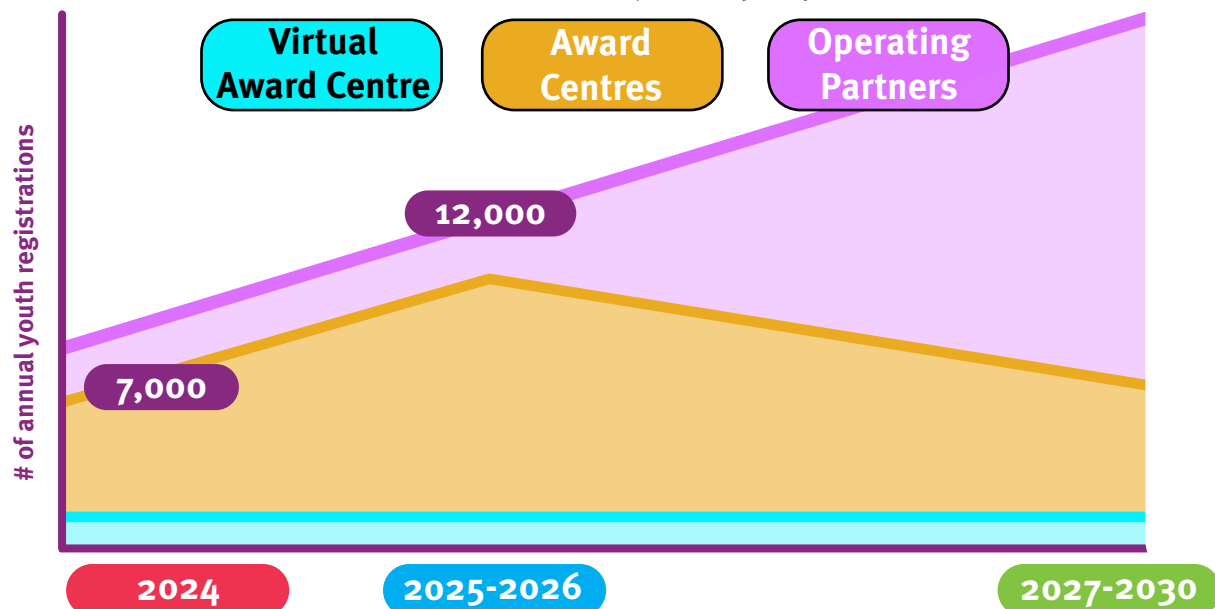
The need for the Awards Learning framework has never been greater and in order to successfully deliver on our mission and vision, we have to fundamentally transform the delivery model.

Currently the Award framework is delivered through a combination of National Operating Partners, localized Award Centres such as individual schools and community youth groups and the Virtual Award Centre run by Award Canada.

The key to our success will be expanding our network of National Operating Partners, seeing more than half of Award participants registering for the Award through whole school board entry Award license agreements.

A scalable delivery model:

bringing the Award to more young people in Canada



Our current focus

- Regain pre-COVID position.
- Establish relationships with provincial and school board development.
- Development of co-curricular model and recruit experts to support with development and delivery.

Medium-term goals

- Develop solid base with Award Centres
- Grow partnership market
- Begin phased transition to a provincial whole school board implementation model.

Long-term aspirations

- Transformational shift to whole school board entry.
- Exponential growth in access reach and impact of the Award through
- Financial sustainability with earned income as a percentage of total revenue exceeding 50%.

Transformational growth through 8 strategic focuses:

To achieve such transformational growth, Award Canada will need to prioritize **improving access** to new and diverse groups of young people; removing barriers to participation; increasing the social infrastructure and geographic **reach of the Award**; and **improving the impact** and quality of the Award's delivery.

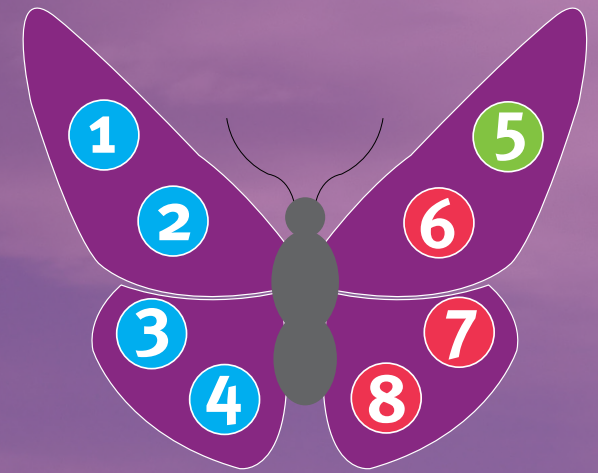
To achieve that vision, we have refocused on **8 key strategic initiatives**. We can measure our progress against our strategic initiatives in 4 key areas:

Increased Award Participation Almost 12,000 new registrants annually with an expected 25,000 active participants.

National Delivery Partner Growth More than 200 Award Centres will have critical mass (>20 youth registrations) and approximately 15% of our youth will be served via National Operating Partners or Provincial School Boards.

Diversity, Equity & Inclusion: Beyond achieving our target of percentage of self-identified youth participating in the Award exceeding Canada's as a whole, we also look to have developed tools to map and focus focus strategy on opening Award Centres in key target markets supporting marginalized communities and at-risk populations.

Financial Sustainability: 2026 will be a breakthrough year with full recovery from COVID and net income exceeding costs. Our key focus will be growing earned income to diversify revenue streams ensuring financial stability.



1 Expand Award Centre licensing through target markets

2 Integrated Revenue Development

3 Brand Development

4 Improved digital tools & processes

5 Increased Diversity, Equity & Inclusion

6 Product Development

7 Remove barriers to completion of the Adventurous Journey

8 Volunteer Management

1

Expand Award Centre licensing through target markets

Through implementing a consistent wholesale model of the Award's Experiential Learning Framework, we will ensure all young people in Canada have an opportunity to participate in the Award, and intend to become the most valued youth organization for secondary school students and young adults in Canada. We will achieve this by:

- **Co-curricular partnerships:** Working with provincial education partners to streamline the process of award delivery, with a focus on promoting provincial licensing for entire grade levels rather than individual school programs.
- **Enhanced Award Centre Support:** Expanding our network of Award delivery partners with an updated model aimed at providing maximum support to Award Centres, ultimately reaching more young people across Canada.
- **Virtual Award Centre:** Grow and expand a revamped Virtual Award Centre (VAC) with dedicated Award specialists to support Award participants in completing their Award, who cannot get access to mentorship and support through a local Award Centre.

Our targets by 2026

200 +

Award Centres with
more than **20 Award
Participants**

12,000 +

young people
registering for the
Award



2

Financial sustainability through Integrated Revenue Development

We are building a strong diverse and sustainable financial foundation. To achieve this, we will expand and diversify our revenue development. We will achieve this through:

- **Diversifying and increasing earned income** – Expanding the Virtual Award Centre and our partner network is key to boosting revenue from registration and licensing fees. Our focus will be implementing a wholesale licensing approach to grow our network of national and provincial partners capable of serving twenty or more young people.
- **Expanding fundraising and donor engagement** – From corporate donors and individual supporters to Award alumni, our Award community are the greatest champions of the Award. To ensure we continue to benefit from their support, we will enhance our donor stewardship strategy, providing more exciting and engaging opportunities to convert their passion for the Award into financial support.

Our targets by 2026

\$1.5 M

Increase in
total revenue from
\$4 M – \$5.5 M

\$1.2 M

increased annual
fundraising from Award
Alumni activation and
philanthropic
grants



3

Brand development and increased awareness

We believe the Award framework is the best experiential learning tool which supports the development of young people. To achieve our Mission and Vision, we need to effectively communicate the Award's brand value to key stakeholders through engaging storytelling about its impact. We will achieve this through:

- **Understanding our brand perception** – Understanding public perceptions and awareness of the Award is crucial for our marketing strategy. To achieve this, we'll conduct market research on our brand's value with key stakeholders. This insight will establish a baseline helping us gauge the success of future marketing efforts.
- **Impactful story telling:** Using insights from our market research, we'll strategically communicate the Award's brand value to stakeholders through evidence-based research and compelling storytelling showcasing the individual impact on thousands of participants.
- **Award holder recruitment and engagement** - Young people who have completed their Award understand the value of its impact firsthand, and as a result are our strongest advocates. Through strengthening our Award Holders network, we will expand our engagement with Award holders and harness their passion for the Award to become brand ambassadors of the Award.

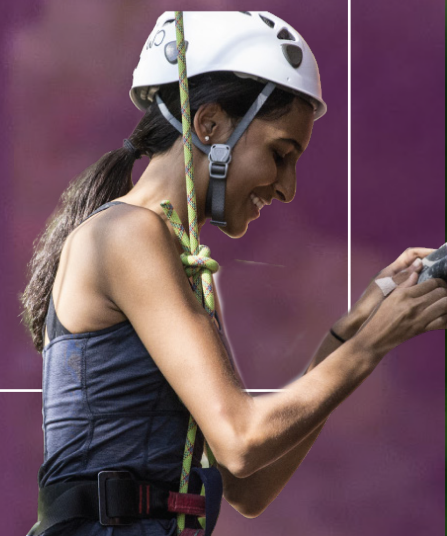
Our targets by 2026



Positive brand sentiment and increased awareness

1400 +

yearly registrations to the Canadian Award Holders Network, with target of **5000 + total members**



4

Improving digital tools and processes

In the pursuit of our mission and vision, the Award relies on efficient and effective communication, and resource management with our partners delivering the Award's Framework. To foster growth, it is crucial to upgrade our digital tools for streamlined administration, improved marketing and communication, and enhanced volunteer and staff management. We will achieve this through:

- **Business process improvement** – To enhance our new product delivery strategy, we must streamline business administration by leveraging new digital tools and resources. Automation will be key to allowing staff to focus on building and maintaining relations with key stakeholders, enabling further growth of the Award.
- **Development of digital support tools** - To support participants in completing their Award journey, we're expanding our digital learning tools, including continuous updates to the Participant Resource Portal, a redesigned Virtual Award Centre with Award specialist support, and a new digital learning platform for the Adventurous Journey.

Additionally we are improving digital tools for Award delivery partners and volunteers. In response to feedback, we are enhancing tools like the Award delivery resource portal, providing online support from Award specialists, and offering relevant online professional development and training opportunities.

Our targets by 2026



Integrated Client Relationship Management system, with digital finance and fundraising support tools.



Standardized business process model, leveraging data driven decision making



5

Improving Diversity Equity and Inclusion of the Award

We are working to ensure the Award in Canada will be as diverse and inclusive as Canada itself. Through partnering with provincial education school boards, our program delivery model shift will dramatically transform the scale of diversity equity and inclusion of the Award in Canada. We will achieve this through:

- **Addressing socio-economic barriers** - Through our new delivery model and support from our partner sponsors, we are working to remove socio-economic barriers to completing the Award. This includes bursary and scholarship development to support young people participate in a desired activity for their Award and coverage of Award registration fees for those who cannot afford.
- **Increasing BIPOC (Black, Indigenous, People of Color) representation** – The Award is committed to increasing the access and reach of the Award framework for young people from BIPOC communities. We are partnering with local community leaders and organizations to establish whole grade entry to the Award framework in BIPOC and Newcomer serving school districts.
- **Increasing Francophone representation** – We are working to expand the access to the Award for young people who identify as Francophone. Our efforts are focused on expanding our network of delivery partners within Quebec and the Francophone communities of the East Coast of Canada.

Our targets by 2026

6%

of new Award registrations
identify as French

10%

of new Award registrations
identify as BIPOC

10%

of new Award registrations
identify as Newcomers



6

Product Development

To keep the Award relevant in a fast-changing society, we must constantly enhance its impact and delivery quality. A newly formed business improvement team will lead the development and implementation of key improvements to ensure high-quality delivery of the Award framework to all young participants.

- **Centre of Excellence** – Through our quality assurance check-in process, we will assess and review existing tools, materials, and training for effectiveness and efficiency, forming the foundation for future Award product development.
- **Award Celebrations** – With feedback from stakeholders, we are enhancing the recognition of Award participants' achievements. Future Award Celebrations will provide a simplified, standardized and cost-effective delivery model that integrates participant recognition, sponsor, donor and alumni engagement in a cost-conscious and meaningful way.
- **Award of the future** – To sustain the Award's relevance, we'll enhance the experience for stakeholders by leveraging new technology for ensuring accessibility, expanding outreach to new Canadian communities, and actively incorporating feedback to improve the overall customer experience.

Our targets by 2026

70%

Award completion rate at Bronze, Silver and Gold levels

50%

Retention of Bronze and Silver Achievers, through encouraging them to start their next level



7

Adventurous Journey (AJ) Strategy

The Adventurous Journey strategy is a critical part to the future growth of the Award. By 2026, will have reduced barriers to completion of the Adventurous Journey (AJ), by providing centralized coordination of support through a digital AJ learning portal and an integrated network of accessible third-party trip providers. We will achieve this through:

- **AJ program development** – We are working to enhance the AJ experience for adult volunteers supporting their participants. Through a new online AJ learning portal, adult volunteers and participants will have access to an outcome based structure, with new resources through all stages of the AJ section.

Our targets by 2026

Reduced average AJ section completion time from

**15 to 10
months**



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Volunteer Management

Our volunteers are the heart of the Award, their dedication and support are vital to the long-term success of the Award in Canada. Volunteers support the growth of the Award in many ways and are some of our biggest advocates. To ensure their long-term support, the Award is working to ensure all volunteers experience the same impactful volunteer lifecycle process. We will achieve this through:

- **Direct Volunteer Activation** – Our focus will be to engage passionate and qualified individuals to support the growth of the Award through local and regional councils. Once selected, we will support local council volunteers through initial onboarding and providing the tools and resources necessary to fulfill their mandate.
- **Integrated Volunteer Lifecycle** – We will streamline our Volunteer Lifecycle process to engage, support, and maximize the impact of volunteers throughout their journey with the organization. As part of this lifecycle, we will also ensure all volunteers feel appreciated and understand the extent of their impact and contribution to the mission and vision of the Award.

Our targets by 2026

10

Local Councils established to support regional growth

800 +

New Volunteer Award Leaders trained, totaling 2000 Active Award Leaders

> 60%

Volunteer Net Promoter Score



We need your support!

The Revival of the Award in Canada cannot be achieved without supporters like you. We need your support, to achieve the transformational growth required to ensure all young people in Canada benefit from the Award.

You can help us support the development of young people through...



Investing

in our transformational growth and contributing to the revival of the Award in Canada.



Partnering

with the us to bring the Award's Learning Framework to young people at your organisation or school



Networking

on behalf of the Award, connecting key stakeholders who can support the growth of the Award.

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