

One Scouts Canada, Growing Together

2013-2014 ANNUAL REPORT



It starts with Scouts.

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A Message from SCOUTS CANADA NATIONAL KEY 3



Kaylee Galipeau
National Youth Commissioner

Andrew Price
Executive Commissioner and CEO

Doug Reid
National Commissioner

Wow, what a year! In 2013-2014 our 21,437 dedicated Volunteers from coast to coast had a positive impact on young people across Canada. Their service allowed our 66,741 participants to experience many Scouting “firsts,” like making their first s’more over a campfire, building or sleeping in a lean-to for the first time; all while receiving support and encouragement from their Scouters and peers.

This was an action packed year! Scouters from all over Canada continued work on the Canadian Path, and on the STEM (Science, Technology, Engineering, and Math) programming thanks to the support of the Imperial Oil Foundation. We affirmed our commitment to safety and continued to provide Scouters with tools to assist them, especially during our first annual safety week! At our National Leadership Summit, we brought Support Scouters together from across the country and launched our strategic plan. We saw almost 600 Scouts and Scouters test their limits at ADventure 14 in Newfoundland and Labrador.

Please read on in the report to learn about these and other great initiatives. None of this could have been possible without the support of our Volunteers, participants, parents, sponsors, and community partners. Each and every one of you play a key part in developing well rounded youth, better prepared for success in the world.

Taking the Movement to new heights WITH SCOUTS CANADA'S STRATEGIC PLAN

Our Strategic Plan was unveiled this past February and is the result of a year of national consultation and collaboration by Scouts and Scouters. The Plan presents a vision of how Scouts Canada can leverage our members' knowledge and passion for the Movement to take Scouts Canada to new heights.

By working together as One Scouts Canada, we will ensure that more Canadian youth and their families will come to truly understand what we mean when we say, "It starts with Scouts."

Read the summary of our Strategic Plan on the inside back cover of this report.





Shared knowledge, vision and goals: THE 2014 NATIONAL LEADERSHIP SUMMIT



From February 28th to March 2nd, over 350 Scouters participated in three jam-packed days of informative workshops and professional development. The Summit was an opportunity to bring members together to review and discuss the Strategic Plan, attend workshops to gain a better understanding of the needs of our members, and collaborate to develop plans for growing the Scouting Movement in every community across Canada. Summit attendees left with a wealth of growth and support strategies to share with their local Councils, Areas and Groups. The Summit also featured an exciting Scouts Expo that attracted over 1,000 participants, showcasing new ways to deliver great, safe Scouting adventures.

Our revitalized program, the Canadian Path, will ensure that we continue to offer great, safe Scouting adventures that youth would not experience elsewhere. More time outdoors, more challenging adventures and trying new things for the first time are at the core of the Canadian Path — a program that will enable more Canadian youth to participate in Scouting than ever before. It is essential, however, that our Sections are provided with the tools and resources needed to get started on the Canadian Path. The most significant of these new resources designed to help all Scouts and Scouters get started on their Paths is our new website: **Canadianpath.ca**.

By incorporating the Canadian Path into your program, you will be creating new, meaningful experiences that will allow youth to plan and lead their own adventures.

See you on the Path!

Welcome to the
CANADIAN PATH



DAVID HUESTIS LEARNING CENTRE



Wood Badge I Training for you will be the first step on a journey that many. We are going to talk to you about Scouts Canada and our Culture, ...



Online learning plays a large part in helping our Volunteers gain the skills and knowledge they need to offer safe and exciting programs to Canadian youth. Since we first launched eLearning four years ago, over 30,000 Wood Badge 1 courses have been completed online, and the numbers continue to grow annually.

The new Scouting year saw the launch of a new eLearning platform, 'The David Huestis Learning Centre' (DHLC). This technologically advanced eLearning platform would not have been possible without the generous support of David and Faye Huestis, dedicated supporters of the Scouting Movement. David and Faye Huestis' continued support and advocacy has helped grow the Scouting Movement in Canada and worldwide.

With such a large number of Volunteers turning to eLearning to gain the knowledge they need to deliver great safe Scouting programs, it was time for Scouts Canada to reinvest in our online learning strategy. We've been working hard over the past four years to deploy content and technology solutions that keep pace with Scouters' demand for online learning opportunities, and the David Huestis Learning Centre has been built to grow with us, to continuously meet our usage needs, and to deliver a learning experience that is more engaging and more focused on Scouter's needs.

NEXT

Challenging adventures

15

Total participants

592

Patrols

96

Venturer Scouts

327

Scouters with Patrols

192

Offers of Service

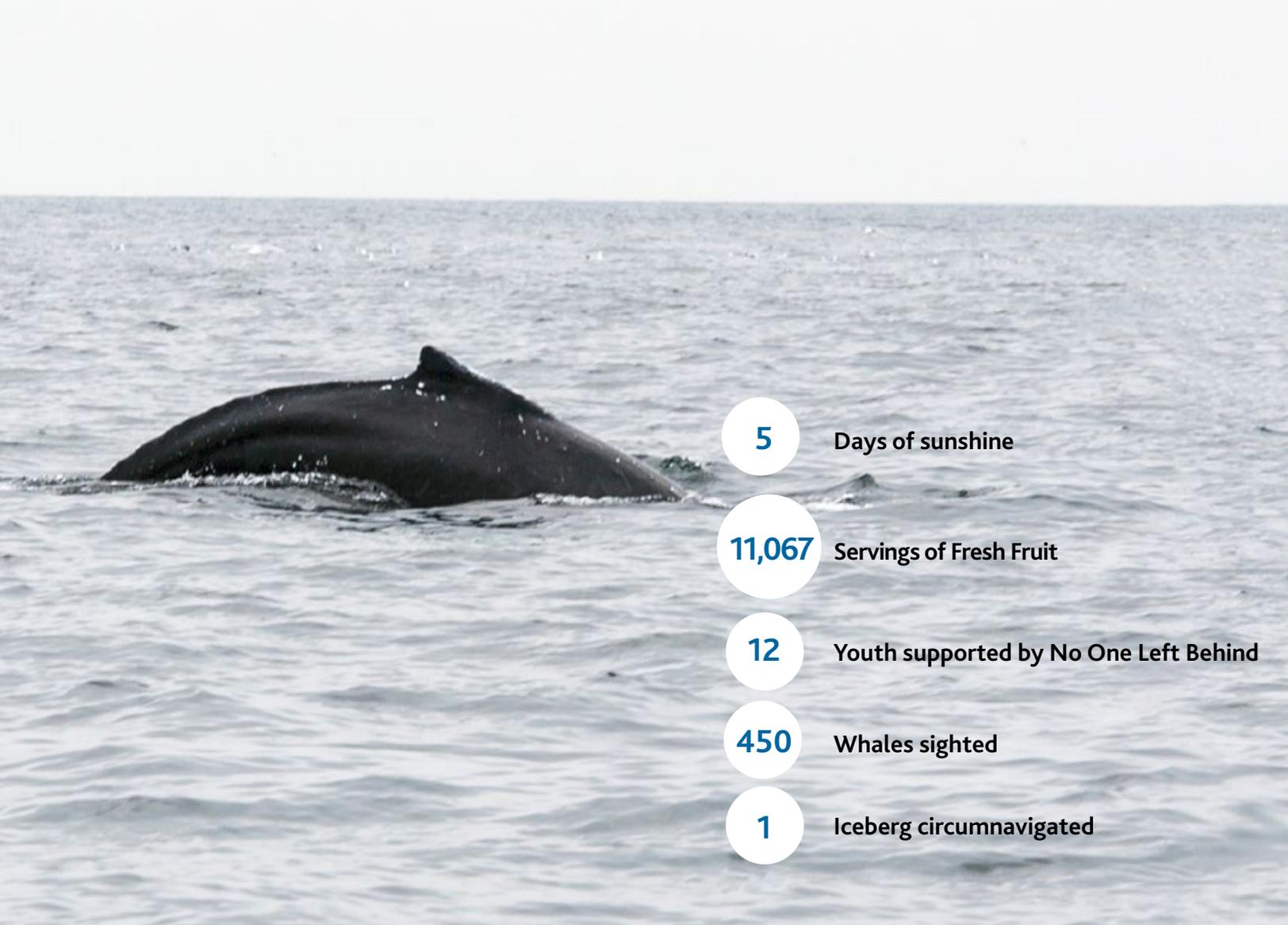
87



Journey to the edge of the earth: ADventure 14

The flat earth society believes that Newfoundland is positioned at one of the four corners of the world, teetering on the edge of the planet. What better place for just under 600 Venturer Scouts and Advisors to gather for ADventure 14, a week of new discoveries, daunting challenges, great achievements and fun?

ADventure14 saw Venturers from across Canada gather at Camp Nor Wes' in Newfoundland and Labrador. Scouts from Great Britain and Saudi Arabia joined to experience the rugged natural beauty of Trinity Bay, explore marine habitats, test their STEM skills and participate in a mountain biking challenge that may just go down in history.



5

Days of sunshine

11,067

Servings of Fresh Fruit

12

Youth supported by No One Left Behind

450

Whales sighted

1

Iceberg circumnavigated

“ The events were amazing and creative, especially the white water rafting and day at the visitors center. Food was great and on time, great spot and lots of freedom at nights and evening with a good amount of supervision. ”

“ I had so much fun! I tried things I’ve never done before and never saw myself doing. I met amazing friends from England and I talk to them every day! I really hope to go again!!!”

Since 2010, Scouts from coast to coast to coast have participated in Good Turn Week and encouraged Canadians to do what we have been doing each day for more than 100 years – a good deed for our neighbour. Last year marked a turning point for this annual program. Scouting Groups across Canada got creative and came up with some amazing ideas to contribute to their communities and promote Good Turn Week. Ten major projects across Canada saw Good Turns such as food bank shelves stocked with needed items, community centres renovated to provide safe learning environments for youth, hiking trails restored, and wetland wildlife protected.

Scouts Canada's Youth Spokespersons led the way in spreading the Good Turn Week challenge to the public. 17 youth spokespersons participated in TV and radio interviews, print stories and online news posts that reached over 31 million people, leaving no doubt that when great things happen for Canadian youth and their communities, **It starts with Scouts.**

What will your
Good Turn be?

Scouts.ca/goodturn
#goodturn

Scouts Canada Youth Spokespersons SPREAD THE WORD ON GOOD TURN WEEK



A record number of opportunities TO CELEBRATE SCOUTER EXCELLENCE

1,808

Outstanding Service Medals

152

Gallantry and Fortitude

106

Meritorious Conduct

6

Jack Cornwell Decoration

22

50+ Years Service Pins

411

Long Service Medal/10 Year Service Pin

Significant growth in our recognition program saw Scouts Canada celebrating Scouter excellence throughout the year and across the country. Every Council had Scouters recognized, with over 17,000 Commendations awarded this year. This represents a total of 37% of Scouters receiving an Outstanding Service Award – well in excess of the 20% goal.

Of particular note, 87 Members of the High River Scouting group from Beaver Scouts through to Scouters received Medals of Meritorious Conduct for their efforts during the flooding in July 2013. This was the first time in Scouts Canada's history that a presentation of such a high number of Meritorious Conduct awards has been made.

We continue to focus on building broader awareness and understanding of our Outstanding Service Awards among Members and Scouting families, so keep an eye out for communications and take the opportunity to thank a Scouter for their impact on you, your child or your community.

Safety begins with an “S”
but starts with **YOU!**

Scouts Canada Volunteers work hard every day to deliver the best Scouting experience possible, and to ensure that youth are engaged, safe and, most importantly, having FUN! Our first annual **Safety Week** helped to make it easier for Scouting families and Scouters to access the resources that support the delivery of great, safe Scouting adventures throughout the year.

Our Safety Week online content and communications bundled the broad range of safety materials that have been produced by Scouts Canada and safety leaders into a series of seven Safety Week themes. The materials are designed to help members and their families increase their safety in all aspects of life. The goal is not only to reinforce our safe Scouting culture, but to extend that culture and equip youth to be safe in everything they do.

We have also published monthly Safety Tips on topics such as how to be sun safe; how to dress for winter activities; how to prevent slips, trips and falls; and many more. These Safety Tips are catalogued online: [Scouts.ca/safety-tips](https://scouts.ca/safety-tips).



A year full of
GREAT, SAFE SCOUTING ADVENTURES



STEM | Science | Technology
Engineering | Mathematics

Creating new opportunities for Youth



Scouts Canada is creating new opportunities for youth to discover and explore science, technology, engineering, and math with its growing STEM program. This year alone, our STEM website reached over 30,000 visitors and continues to offer free downloadable activities for Beaver Scouts, Cub Scouts, and Scouts. At ADventure14, Venturer Scouts got a chance to experiment with DNA, design wind turbines, and discover new STEM activities for the first time. We also received terrific feedback from our pilot Sections that will help us deliver an even stronger STEM program.

New partnerships have allowed us to create more exciting STEM adventures for our youth. In collaboration with the Canada Science and Technology Museum, we developed a space exploration-themed kit for Cub Scouts that will be available across Canada at 10 Scout Shops. We've also partnered with Let's Talk Science, a post-secondary volunteer organization that provides STEM programs for local youth. Scout Groups now will be able to invite Let's Talk Science volunteers to help them with the planning and delivery of their STEM programs. We challenge you to discover more online at **[Scouts.ca/STEM](https://scouts.ca/STEM)**

Engaging all Canadians in the MISSION OF SCOUTING

The aim of Scouting is to promote individual growth and development of our members, making them better prepared for success in the world. In order to do so, we must recognize each individual's personal progression, including their varied abilities. The Inclusion Project was launched to ensure our Scouters are equipped with the right skills and knowledge to support the needs of our diverse members.

The Inclusion Project published a series of fact sheets that serve as quick reference guides on Down Syndrome, Asperger, Hard of Hearing, ADD and Visually Impaired. They are the beginning of range of support resources that will grow to include topics from Homesickness to Personal Stress Management to Epilepsy.

Over 10,200 Scouts Canada members and supporters have connected with the Inclusion Project through our social media properties and many have expressed their support. We have also built strong, productive connections with National and Provincial Organizations who have provided knowledge and expertise. It all adds up to a great effort towards engaging more youth in Scouting's mission and goals — particularly those whose identified needs may be perceived by some as barriers to success.





SCOUTSHOP.CA

Bringing you much more
THAN GREAT GEAR AT GREAT PRICES

With 16 shops across Canada plus an online store, ScoutShops play a significant role in supporting our Scouting Community across Canada. Whether it's guiding a new Scouting family towards getting prepped for that first meeting or saving Scouters valuable time and effort with a one-stop source for great gear at a competitive price, our ScoutShops help make great, safe Scouting adventures possible. Best of all, dollars spent at the ScoutShop stay within the Movement to help us deliver on Scouting's Mission.

This year saw us introduce a number of initiatives that strengthened our retail presence and service to our members. We introduced seasonal promotions on camping gear that are aligned with our member's adventure planning. We strengthened our partnership with Eureka! and promoted their products at two of Canada's largest outdoor shows. We have also seen our online business grow by 14% over last year. It all adds up to a win-win for Scouting: The ScoutShop gains greater buying power, giving our members access to great gear at great prices.

RECOGNIZING OUR DONORS

Scouts Canada wishes to thank its lead supporters and donors for 2013-2014

Golden Maple (\$75,000+)

Trail's End Popcorn
Government of Canada
David and Faye Huestis
Imperial Oil Foundation and Exxon Mobil Canada Ltd

Golden Cedar (\$50,000-74,999)

Gordon Hougestol

Golden Birch (\$25,000-49,999)

Sears Canada Inc
KUUS Inc.

Golden Willow (\$10,000-24,999)

Estate of Anthony Peetz
Estate of Vera Hoiwey
Hot Wheels
Preferred One
Sustainable Forestry Initiative Inc.
Kenneth Mader
Telus
Zone West Enterprises Ltd

Silver Maple (\$5000-9999)

Robert Meldrum
John Neysmith
General Motors of Canada Ltd.

Silver Cedar (\$2500-4999)

Robert Eisner
Canadian Badgers Club
Anne Scott
Mark Porter
Patrick McNally
Andrew Price
John Gemmill

CENSUS

Total Volunteer Membership

21,437

Total Youth Membership

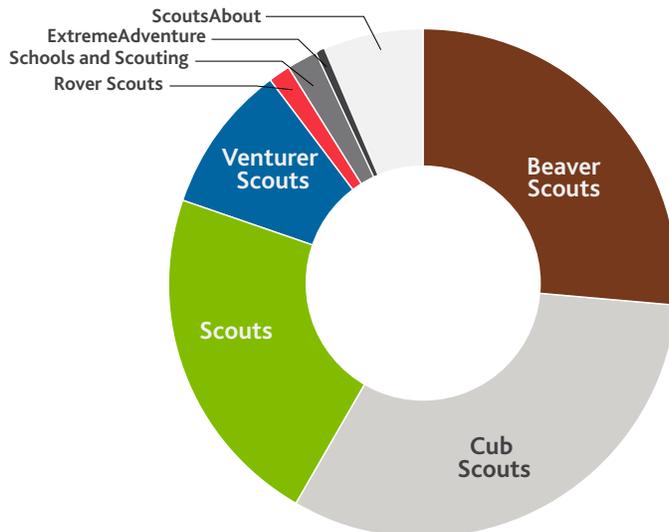
66,741

Total 2013-2014 Membership

88,453

Employees

275



| | |
|-------------------------------|---------------|
| Beaver Scouts | 17,598 |
| Cub Scouts | 21,367 |
| Scout Scouts | 14,788 |
| Venturer Scouts | 6,191 |
| Rover Scouts | 1,062 |
| Schools and Scouting | 1,163 |
| ScoutsAbout | 4,242 |
| ExtremeAdventure | 330 |
| Total Youth Membership | 66,741 |

Report of the independent auditors on the **SUMMARY FINANCIAL STATEMENTS**



To the Board of Governors of Scouts Canada National Operation

The accompanying summary financial statements of Scouts Canada National Operation, which comprise the summary statement of financial position as at August 31, 2014 and the summary statement of operations for the year then ended, and related notes, are derived from the audited financial statements prepared in accordance with Canadian accounting standards for not-for-profit organizations, of Scouts Canada National Operation as at August 31, 2014, and for the year then ended.

We expressed an unmodified audit opinion on those financial statements in our report dated November 6, 2014.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations applied in the preparation of the audited financial statements of Scouts Canada National Operation. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Scouts Canada National Operation.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in note 1.

Auditors' Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements".

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Scouts Canada National Operation as at August 31, 2014 and for the year then ended are a fair summary of those financial statements, in accordance with the basis described in note 1.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, slightly slanted style. Below the signature is a horizontal line that starts under the 'K' and ends under the 'P', with a small upward tick at the end.

Chartered Professional Accountants, Licensed Public Accountants
November 6, 2014
Ottawa, Canada

SCOUTS CANADA NATIONAL OPERATION

Summary Statement of Financial Position

August 31, 2014, with comparative information for 2013

(In thousands of dollars)

| | 2014 | 2013 |
|--|----------|----------|
| <hr/> | | |
| ASSETS | | |
| Current assets | \$6,646 | \$ 6,885 |
| Investments | 12,792 | 11,134 |
| Tangible capital and intangible assets | 1,866 | 2,458 |
| Prepaid pension costs | 4,738 | 4,169 |
| Employee future benefits recovery receivable | 338 | 984 |
| | <hr/> | <hr/> |
| | \$26,380 | \$25,630 |
| <hr/> | | |
| LIABILITIES AND FUND BALANCES | | |
| Current liabilities | \$4,640 | \$ 3,697 |
| Deferred capital contributions | 395 | 593 |
| Loans payable to related parties | 205 | 305 |
| Accrued employee future benefits | 5,593 | 5,756 |
| Fund balances | 15,547 | 15,279 |
| | <hr/> | <hr/> |
| | \$26,380 | \$25,630 |
| <hr/> | | |

See accompanying notes to summary financial statements.

Summary Statements of Operations

Year ended August 31, 2014, with comparative information for 2013 (In thousands of dollars)

| | Operating Fund | Restricted Funds | Total 2014 | Total 2013 |
|--|----------------|------------------|------------|------------|
| REVENUE: | | | | |
| Membership fees | \$4,476 | \$ – | \$4,476 | \$4,578 |
| Retail | 3,995 | – | 3,995 | 4,518 |
| Fundraising | 1,956 | 28 | 1,984 | 1,917 |
| Other | 1,385 | 345 | 1,730 | 1,083 |
| Canadian Jamboree | – | – | – | 3,667 |
| | 11,812 | 373 | 12,185 | 15,763 |
| Expenses: | | | | |
| Salaries and benefits | 4,311 | – | 4,311 | 4,200 |
| Retail | 2,966 | – | 2,966 | 3,274 |
| Program services | 617 | – | 617 | 379 |
| Grants | 457 | – | 457 | 406 |
| Technology services | 312 | – | 312 | 393 |
| Financial services | 860 | – | 860 | 514 |
| Marketing and communications | 796 | – | 796 | 1,001 |
| Fundraising | 163 | – | 163 | 265 |
| Administration | 638 | – | 638 | 563 |
| Compliance and governance | 463 | 550 | 1,013 | 1,407 |
| Human resources & Volunteer services | 551 | – | 551 | 343 |
| Canadian Jamboree - direct expenses | 33 | – | 33 | 3,217 |
| Restricted funds - other | – | 333 | 333 | 185 |
| | 12,167 | 883 | 13,050 | 16,147 |
| Deficiency of revenue over expenses before the undernoted | (355) | (510) | (865) | (384) |
| Unrealized gains on investments | 640 | 456 | 1,096 | 216 |
| World Scout Foundation donations | – | 37 | 37 | 279 |
| Excess (deficiency) of revenue over expenses | \$285 | \$(17) | \$268 | \$111 |

See accompanying notes to summary financial statements.

Scouts Canada National Operation

Notes to Summary Financial Statements

Year ended August 31, 2014

Scouts Canada is a national organization operating programs aimed at contributing to the development of young people in achieving their full physical, intellectual, social and spiritual potential as individuals, as responsible citizens and as members of their local, national and international communities through the application of Scouts Principles and Practices.

Scouts Canada was incorporated on June 12, 1914, by an Act of the Canadian Parliament and is a registered charity under the Income Tax Act (Canada), and as such is not subject to income taxes. Scouts Canada National Operation is responsible for the national activities of Scouts Canada and provides services to the Provincial and Regional Councils of Scouts Canada.

1. Summary financial statements:

The summary financial statements are derived from the complete audited financial statements, prepared in accordance with Canadian accounting standards for not-for-profit organizations, as at August 31, 2014 and for the year then ended.

The preparation of these summary financial statements requires management to determine the information that needs to be reflected in the summary financial statements so that they are consistent, in all material respects, with or represent a fair summary of the audited financial statements.

These summarized financial statements have been prepared by management using the following criteria:

- (a) whether information in the summary financial statements is in agreement with the related information in the complete audited financial statements; and
- (b) whether, in all material respects, the summary financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related complete audited financial statements, including the notes thereto.

Management determined that the statements of changes in fund balances and cash flows do not provide additional useful information and as such have not included them as part of the summary financial statements.

The complete audited financial statements of Scouts Canada National Operation are available upon request by contacting the management of Scouts Canada National Operation.

One Scouts Canada – THE NEXT THREE YEARS

Five years ago, Scouts Canada challenged itself to revitalize Scouting in Canada and make it better than ever before. We wanted to make Scouting a more relevant and more exciting option for youth and their parents. The Scouting Now Action Plan guided the Movement through an exciting period of momentum and growth, and the mission continues as we work together to make Scouting a more relevant and more exciting option for youth and their parents.

Scouts Canada's Strategic Plan for the next three years is the result of a year of national consultation and collaboration by Scouts and Scouters. Our plan includes three pillars that will support our continued success:

- **YOUTH:** Building a program that is more relevant to young people than it has ever been.
- **STAFF AND VOLUNTEERS:** Ensuring our Staff and Volunteers have the support they need to deliver high quality programs.
- **ORGANIZATIONAL STRENGTH:** Ensuring we have the kind of organization that is strong and vibrant.

The Strategic Plan sets us on a course to apply our shared vision, energy and passion for the Movement towards making Scouts Canada bigger and more vibrant than ever before. We will be One Scouts Canada, Growing Together.



Shared
Vision

+

Energy

+

Passion

=

One
Scouts Canada,
Growing Together



Scouts Canada Strategic Plan

| | |
|--|---|
| <p>VISION: Canadian youth making a meaningful contribution to creating a better world.</p> <p>MISSION: To help develop well rounded youth, better prepared for success in the world.</p> | <p>VALUES: Duty to God. Duty to Others. Duty to Self.</p> <p>PROMISE: On my honour, I promise that I will do my best to do my duty to God and the Queen, to help other people at all times, and to carry out the spirit of the Scout Law.</p> |
|--|---|

Strategic Areas

| | | |
|--------------|-----------------------------|--------------------------------|
| Youth | Volunteers and Staff | Organizational Strength |
|--------------|-----------------------------|--------------------------------|

Strategic Visions

| | | |
|--|--|---|
| Scouts Canada will provide a place for youth to engage in their own Scouting program of safe adventures and discovery. The program will be as diverse as Canada. | Scouts Canada Volunteers and staff have the knowledge, support, passion and commitment to safety and sense of belonging they need to deliver on our mission. | Scouts Canada is a vibrant, sustainable and safe organization, recognized as a leader in the development of young people. |
|--|--|---|

Objectives and Strategies

| | | | | | | |
|---|--|--|--|---|---|---|
| <p>PROGRAM RELEVANCE</p> <ol style="list-style-type: none"> 1. Ensure key elements are built into program: outdoors, camping, fitness, environment, STEM, international, community service. 2. Develop tools for youth and parents to understand the value of their Scouts experience. | <p>YOUTH LEADERSHIP</p> <ol style="list-style-type: none"> 3. Offer a program where members choose their desired path. 4. Expand opportunities for members to assume leadership roles. 5. Drive the transition from Leader to Scouter. | <p>EFFECTIVE RECRUITMENT</p> <ol style="list-style-type: none"> 6. Focus recruitment of staff and Volunteers to ensure appropriate aptitude and fit. | <p>SUPPORT AND ENGAGEMENT</p> <ol style="list-style-type: none"> 7. Effectively implement the existing Volunteer Support Strategy; expand engagement to professional staff. 8. Reduce the administrative burden placed on Volunteers. | <p>STRONG RESOURCES</p> <ol style="list-style-type: none"> 9. Grow revenue by developing alternative revenue streams. 10. Make change more effective and manageable. 11. Leverage assets to enhance program delivery. 12. Test new models to deliver Scouting. | <p>SAFETY LEADERSHIP</p> <ol style="list-style-type: none"> 13. Develop and execute a clear safety strategy, ensuring Scouts Canada is a safety leader. | <p>BUILD THE BRAND</p> <ol style="list-style-type: none"> 14. Bring the Brand to life in all levels. 15. Promote the value and impact of Scouting inside and outside of Scouts Canada. |
|---|--|--|--|---|---|---|



It starts with Scouts.

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Ottawa, (Ontario) K2C 0A7

[Scouts.ca](https://www.scouts.ca)