

SCOUTS CANADA



2010-2011
ANNUAL REPORT



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Mission:

The mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.

Principles:

Scouting is based on three broad principles which represent its fundamental beliefs. These include:

“Adherence to spiritual principles, loyalty to the religion that expresses them and acceptance of the duties resulting therefrom.”

“Loyalty to one’s country in harmony with the promotion of local, national and international peace, understanding and cooperation,” and “Participation in the development of society, with recognition and respect for the dignity of one’s fellow-being and for the integrity of the natural world.”

“Responsibility for the development of oneself.” This is in harmony with the educational purpose of the Scout Movement whose aim is to assist young people in the full development of their potentials.

Practices and Methods:

We define Scouting Practices as a system of progressive self-education including:

- A Promise and Law
- Learning by doing
- Membership in small groups
- Progressive and stimulating contemporary programs
- Commitment to the values of doing one’s best
- Contributing to the community
- Respecting and caring for others
- Contributing as a family member
- Use of outdoor activities as a key learning resource



A Vibrant Organization with a Bright Future

A message from your Chief Commissioner, National Youth Commissioner and Chief Executive Officer

Before *SCOUTING NOW: An Action Plan for Canadian Scouting* was developed, Scouts Canada was an organization that was rooted in the past.

The programs we delivered were sound, but some of our approaches were outdated. We had made small concessions to the changed world (by creating a website, for example) but we were largely operating from a model designed for a very different society than the one we lived in, and our membership was dropping as a result.

The *Action Plan* was developed as a response to the need for change, yet it recognized that sweeping, immediate change would be met with resistance and created the risk of losing valuable aspects of the program (and valuable volunteers) in the process.

So instead, the plan was a call to action, but action made of incremental steps, of what Professor Gareth Morgan calls “the 15% solution”—a series of small but significant actions that leverage change.

These changes were grouped under five key action items:

1. Making it Easier for New and Current Volunteers
2. Enhancing Our Image, Profile and Expertise
3. Enhancing Organizational Capacity
4. Achieving Meaningful Youth Involvement
5. Recruiting New Members and Finding New Volunteers

The steps contained within each item were clear, definitive and achievable. Some of them involved researching and creating a plan; others involved direct action for change.

With the combined efforts of volunteers, Scouts Canada staff, and professional consultants, the majority of these items have come to pass, and the renewed energy of our organization is the proof that they worked.

Our organization has grown in each of the past three years—something that has not occurred since the 1970s—and we can see change all throughout the organization.

Our volunteers are better trained, they have easier access to program materials and clear direction about our delivery standards, and we have a better system to let them know that we appreciate them. We have a new uniform, a new brand, increased funding sources, and we have a new website to invigorate our online presence.

We have a new public appointments process that has garnered us new, enthusiastic volunteers for key positions, we have new ways for our members to get involved in decision making, and new ways to ensure our leadership structure is working as it should.

We have increased our youth leadership training, focused the roles of our Youth Commissioners, and found more ways for youth to gain international experience.

We have explored different ways to expand our membership and our volunteer base by examining new ways to get people involved in Scouting, and we've strengthened our connections to other community groups, re-establishing ourselves as Canada's leading youth organization.

We started as an organization rooted in the past, but we did not uproot ourselves. Instead we allowed those roots to stay firm, while encouraging the growth of branches to reach into the future. Scouts Canada is a living, vibrant organization with a bright future.

In the *Action Plan*, we said that the work ahead of us was just the beginning. With the majority of that work behind us, we can look forward to the next stage of change as these programs and ideas take root and grow.

Please join us to celebrate our accomplishments at this stage by reading through this report.

We welcome your feedback as we move to the next stage.



Steve Kent
Chief Commissioner &
Chair of the Board of Governors



Dylan Reinhart
National Youth
Commissioner



Janet Yale
Executive Commissioner &
Chief Executive Officer



1. Making it Easier for New and Current Volunteers

We've worked hard to make it easier to join, easier to learn and easier to lead a great Scouting program.



1.1 Orientation

- We launched our Orientation Program, and Woodbadge I Programs for Beaver Scouts, Cub Scouts, and Scouts Leaders in 2010, and Woodbadge I Training for Venturer Scout and Rover Scout Advisors in 2011.
- Over 10,500 volunteers have created accounts in the e-learning system.
- Since September 2010, 5200 members have completed our online orientation.

1.2 Prepared Programming

- 107 (including 48 new) Program Jumpstarts total are available at no cost to Leaders. They can download these pre-packaged themes for use in their Section.
- The online Program Calendar for 2011–2012 is online, and contains more than 60 Jumpstarts, with badge requirements throughout.

1.3 New Scouter Welcome Kit

- In 2010–2011 and again in 2011–2012, we printed and distributed 12,000 New Scouter Welcome Kits directly to groups.

1.4 New Group Action Kit – Jumpstart to Growth

- In August 2011, our Jumpstart to Growth went online, providing guidelines for recruitment activities.

1.5 Resource People Database

- In 2012, we will add a database of Resource People to our website.

“The new prepared programming tools that we have developed have had a huge impact in supporting our Leaders in the field. Scout Wiki, online Jumpstarts, online electronic calendar tool with embedded programming — great tools to help Section Leaders deliver our great programs!”

— Doug Reid, Deputy National Commissioner - Program Services

1.6 Making it Easier to Use Scout Camps and Properties

- 19 of 20 Councils now have a Deputy Commissioner for Camping/Outdoors to ensure that camping stays a vital part of the program.
- We've recruited a Deputy National Commissioner for Camping to focus on developing a coordinated strategy for using camp properties and to help develop camping programs for use across the country.
- Our \$100,000 Pepsi Refresh Project grant helped send Scouts to camp who otherwise would never have been able to go.

1.7 Reducing Barriers to Participation

- In 2012, online registration will be available for Scouts Programs.
- To save time, we've created Quick Reference Guides for our Bylaw, Policies and Procedures.
- We have a new, streamlined screening process, that is just as effective but takes far less time.
- Our leader handbooks and badge requirements are now online, saving Leaders money and time.

1.8 Eliminating Leader Registration Fees

- We have eliminated the national leader fee, and 18 of 20 Councils have eliminated their leader fees.

“An orientation using the New Scouter Welcome Kit starts new volunteers off on the same foot, helping them to identify and access the tools and support that are available to help them succeed. Online basic training further complements this orientation, enabling volunteers to get fully engaged with providing high quality programs from day one.”

— Andrew Price, Deputy National Commissioner - Volunteer Services



2. Enhancing Our Image, Profile & Expertise

We've improved our uniform and our advertising so we can let everyone know what Scouts can do for them!



The 910 Mile Area Members

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S

2.1 Web Development

- A brand new interactive, intuitive Scouts.ca website launched in September 2011 and our Association Management System (myscouts.ca) launches in 2012.
- Our Scout Wiki has had over 15,000 visitors since its launch in March 2011 (wiki.scouts.ca).

2.2 Youth Research and Advocacy Initiative

- We have hired a Director of Outreach and Youth Leadership to ensure that our programming meets the needs of youth.

2.3 Improving the Image of the Scout Uniform

- In March 2011, we launched our new uniform, designed by Joe Fresh. This cool new design was available as of September 2011.
- We had over 110 media hits on our uniform redesign.

2.4 Working with Government and Other Funders

- In October 2010, we helped raise over \$400,000 for the World Scouting Foundation at a Baden-Powell Fellowship Event in Ottawa.
- So far this year, Direct Mail and Individual Giving has surpassed expectations by 45%, and Planned Giving is 20% above expectations. Corporate Sponsorship is 24% above expectations.

2.5 Advertising, PR and Multi-Media Outreach

- 'It starts with Scouts.' — our new advertising strategy shows how Scouting leads to great things. We've produced a series of ads/advertorials in the Globe and Mail and TV PSAs. Scouters can order branded materials from our online brand centre.
- We had 45,000 'Good Turns' reported in our "Good Turn for Canada" campaigns in 2010 and 2011. We expect over 200,000 in our 2012 campaign.

"Scouting needed a new look, and I'd love to wear this uniform outside.
The shirt is simple and you can wear it anywhere."

— Clara Estrella, Scout





3. Enhancing Our Organizational Capacity

We've made our whole organization run more smoothly, so we can support our volunteers and programs 100%.



3.1 Public Appointments Process

- Our public appointments process helped us find eight National Leadership Team Members, 14 Council Commissioners, 13 Council Youth Commissioners plus members of all our working groups.

3.2 Ensuring Greater Democratic Participation

- The talkscouts.ca forum has allowed members to engage directly with senior volunteers and staff.
- In 2010, we invited new volunteers to participate in a survey about their first 90 days in Scouting, and 642 respondents gave us valuable information on the strengths and weaknesses of our support for new volunteers.

3.3 Enhancing Our Service and Support Capacity

- Our Leadership Summit in March 2011 pulled together volunteers from Councils, Areas, and larger Groups, to launch our new Servicing model. We now have a clear plan to support our volunteers.
- In November 2010, we held the first ever National Scout Conference with l'Association des Scouts du Canada and together, we received an \$80,000 grant from Loblaws for environmental projects.
- We launched the Program Quality Awards in March of 2011 and over 50 groups received an award in June 2011.
- In Spring 2011, we distributed 13,000 Milestone Recognition Awards to volunteers with less than five years of service. And we gave 23,000 volunteers a thank-you card and gift.

“The public appointments process is a great way to identify really good people who might not otherwise come forward.”

— Richard Dyke, Council Commissioner





4. Achieving Meaningful Youth Involvement

We're building great leaders by empowering young people to lead!



4.1 Focusing the Role of the Area Youth Commissioners

- We've created a Youth Commissioner Toolkit so our 90 Area Youth Commissioners can be an effective part of the 'Key 3' in their areas.

4.2 Youth Involvement Ratios

- Average age of Board of Governors is 40, down from 51.
- Youngest ever Officer of the Corporation was elected at 24.
- For our National Venturer Event, ADventure 2012, the Event Chair, the Administration Manager and the Special Events Manager are all under 30.

4.3 Creation of Youth Spokesperson Program

- 40 youth were trained as spokespeople in Spring of 2010.

4.4 Connecting More Youth to International Opportunities

- The International Committee has been strengthened. Each member has a specific role to play in ensuring that our Scouts can go anywhere in the world. And they have!
- In 2010 our first ever composite group worked on an international aid project in Africa.
- Our youngest ever contingent attended the Interamerican Scout Conference in Panama in August 2010, and the World Scout Conference in Brazil in January 2011.
- We worked with Me to We and sent Scouts to Ecuador in August 2011 to help build schools and to take part in cultural activities.
- We sent 395 members to the World Scout Jamboree in Sweden in August 2011, our largest contingent in years.

4.5 Youth Leadership Development

- The National Youth Network has developed FAST (Fun Active Scout Training) for Scouts, and FLEX (Fun Leadership Experience) for Cub Scouts, and we've offered 10 of these sessions in the past year.

“Scouting is about providing new opportunities to young people in order to help them develop. By providing youth with early opportunities to lead, they are better prepared for the future.”

— Dylan Reinhart, National Youth Commissioner





5. Recruiting New Members and Finding New Volunteers

We're out in communities across Canada, reaching more people and creating positive connections.



5.1 Creation of an Outreach Team

- We have established four Outreach Teams (in BC,ON,NB and NS) with two more teams under development.
- The Riverton (NB) Rovers held an invitational Winter Challenge Camp to introduce the 36 participants to the Scout program. 5 more outreach events are under review.

5.2 Partnership Development and Renewal

- With our thank you video and certificate, we're letting our partners know they're appreciated every year.
- We're working with over a dozen different organizations across the country to develop new partnerships and find new ways to help youth reach their full potential.

5.3 Extension Scouts

- Schools and Scouting in BC and Ontario have allowed us to introduce students to the outdoors and reach a whole new group of youth.

5.4 Alumni Development

- B-P Guild members and former Scouters can now choose to join an 'active' alumni program that puts them back into the heart of Scouting, without having to make a weekly commitment. A new three-stream alumni program will launch in 2012.

5.5 Investigation of New Group Model

- We're looking at new models of all kinds, but we're most excited about Groups being led by young people (under 35) and extending programming to the Gen Y Volunteer.

“Lots of former Scouts and Scouters would like to still be involved in the program but they think it requires a big time commitment. This program is about illustrating all the ways these alumni can re-engage with Scouting, on their own terms, in a way that matches their lives.”

— Megan Drodge, Project Manager, Action Item 5.4





Recognizing Our Donors

Thanks to the generosity of our donors and sponsors, more than \$1,490,000 has been raised to support our 2010-11 Scouting activities!

These investments have helped us to provide valuable programming that youth will remember for a lifetime.

We recognize those who have made significant contributions in the past year:

GOLDEN MAPLE

(Donating between \$75,000 and plus)

Weaver Popcorn Co. Inc.

GOLDEN CEDAR

(Donating between \$50,000 and \$74,999)

Pepsi Canada

Telus

GOLDEN BIRCH

(Donating between \$25,000 and \$49,999)

Jamieson Laboratories Ltd.

Procter & Gamble Inc.

Sears Canada Inc.

The Ontario Trillium Foundation

GOLDEN WILLOW

(Donating between \$10,000 and \$24,999)

St. Joseph Corporation

The Dominion of Canada General Insurance Company

SILVER MAPLE

(Donating between \$5,000 and \$9,999)

General Motors of Canada Ltd.

Mr. Christopher S. Barltrop

The Sun Products Canada Corporation

SILVER CEDAR

(Donating between \$2,500 and \$4,999)

Mr. Bob Meldrum

Mr. Roger Phillips

The Freeburne Banting Foundation

The Norman & Margaret Jewison

Charitable Foundation

SILVER BIRCH

(Donating between \$1,000 and \$2,499)

BMO Financial Group
Canadian Fellowship of Baden Powell Guilds
CN Employees' and Pensioners' Community Fund
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Joan & Clifford Hatch Foundation
Kal Tire
London Community Foundation
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Mr. Edward S Coombes
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Mr. Rodger Spring
Mr. Ron Greaves
Mrs. Jane Tilden
Mrs. Katherine Waddell
Ms. Sharon Hadden
Scotiabank
Wawanesa Insurance

LOYAL SUPPORTERS

Thank you to our loyal supporters who have helped create real friendships through Scouting for more than 25 years:

Mr. & Mrs. William and Ferne Wyman
Mr. Denny May
Mr. Douglas Jennings
Mr. Gordon McConnell
Mr. John A Edgecombe

2010/2011 was a successful year for us on many fronts:

- Support from individual donors rose by 49% this year and corporate donations and sponsorships grew by 48%
- The No One Left Behind Program benefited 2,928 youth, which is 26% more than last year
- Scouts Canada granted scholarships to 18 youth members

CAMPFIRE CIRCLE OF FRIENDS

The joining of ashes of past campfires to the flames of a new campfire symbolizes the continuity of Scouting ideals and the camaraderie between fellow Scouts.

We thank members of the Campfire Circle of Friends who, through their generous donations, leave a legacy for future Scouts to enjoy all of the fun and adventures that Scouting has to offer.

Mr. John Adams
Mrs. Jeanette Alyea
Mr. & Mrs. Henry * and Lillian* Ballem
Mr. George Barnett
Mr. Alan Bell
Mr. Richard Blair
Mr. Ernest Chiasson
Mr. Bob W. Clark
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Mr. & Mrs. Robert and Lynda Williams
Mr. Allan M. Wright
Mr. Bill Wyman

* *Gone home*



Board of Governors 2010 – 2011

PATRON SCOUT

His Excellency the Right Honourable
David Johnston,
C.C., C.M.M., C.O.M., C.D.,
Governor General and
Commander-in-Chief of Canada

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Her Excellency The Right Honourable
Michaëlle Jean,
C.C., C.M.M., C.O.M., C.D.,
Governor General

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Vice-Chair of the Board – Finance ~
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Kingston, NS

Rick Woodford ~
Yellowknife, NT

*~ Term completed *Resigned*



Summary Financial Statements of
Scouts Canada National Operation
Year ended August 31, 2011



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, 2011 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 generally accepted accounting principles, of Scouts Canada National Operation as at and for the year ended August 31, 2011.

We expressed an unmodified audit opinion on those financial statements in our report dated November 18, 2011.

The summary financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles 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 and for the year ended August 31, 2011 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' with a horizontal line underneath.

Chartered Accountants, Licensed Public Accountants

November 18, 2011

Ottawa, Canada

Scouts Canada National Operation

Summary Statement of Financial Position

August 31, 2011, with comparative figures for 2010 (In thousands of dollars)

	2011	2010
ASSETS		
Current assets	\$ 8,358	\$ 6,762
Investments	10,717	12,442
Capital assets	2,357	1,806
Prepaid pension costs	3,344	2,960
Employee future benefits recovery receivable	1,643	1,790
Loan from related parties	10	20
	\$ 26,429	\$ 25,780
LIABILITIES AND FUND BALANCES		
Current liabilities	2,978	1,750
Loans to related parties	505	605
Accrued employee future benefits	5,955	6,000
Fund balances	16,991	17,425
	\$ 26,429	\$ 25,780

See accompanying notes to summary financial statements.

Scouts Canada National Operation

Summary Statement of Operations

Year ended August 31, 2011, with comparative figures for 2010 (In thousands of dollars)

	Operating Fund	Restricted Funds	Total 2011	Total 2010
REVENUE:				
Membership fees	\$ 3,958	\$ —	\$ 3,958	\$ 4,110
Scout Shops sales	4,386	—	4,386	4,574
Insurance fees	1,230	266	1,496	1,498
Fundraising, donations and sponsorships, grants	1,567	537	2,104	604
Other	375	511	886	693
World Jamboree	—	1,282	1,282	467
	11,516	2,596	14,112	11,946
EXPENSES:				
Salaries and benefits	4,556	—	4,556	3,583
Scout Shops cost of sales	2,279	—	2,279	2,353
Insurance and legal	17	596	613	666
Scouting Life™ magazine	87	—	87	165
World Bureau fees	120	—	120	121
Transfer to World Scout Bureau	—	104	104	51
Amortization of capital assets	219	—	219	225
Other operating costs	4,510	697	5,207	3,178
World Jamboree	—	1,606	1,606	4
	11,788	3,003	14,791	10,346
Excess (deficiency) of revenue over expenses before the undernoted	(272)	(407)	(679)	1,600
World Scout Foundation donations	—	553	553	378
Excess (deficiency) of revenue over expenses	\$ (272)	\$ 146	\$ (126)	\$ 1,978

See accompanying notes to summary financial statements.

Scouts Canada National Operation

Notes to Summary Financial Statements

Year ended August 31, 2011

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, 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 generally accepted accounting principles, as at and for the year ended August 31, 2011.

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 statement of changes in net assets 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.



It starts with Scouts.

1345 Baseline Road
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