



Strategic Plan November 16, 2010

MISSION STATEMENT

It is the mission of the Voyageurs Area Council to make available to all youth the opportunity to participate in a program of Character Building, Citizenship Training, Leadership Development, and Physical Fitness Training.

VISION STATEMENT

To be the premier youth organization providing character development opportunities to a diverse and inclusive membership.

CORE VALUES

The Scout Oath

On my honor, I will do my best to do my duty to God and my country and to obey the Scout Law; to help other people at all times; to keep myself physically strong, mentally awake and morally straight.

The Scout Law

A Scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean, and reverent.

COMPETITIVE ADVANTAGES

1. One hundred years of history
2. Teaching life-long skills
3. Trusted organization
4. Low cost membership
5. Alliances with community organizations

ORGANIZATION-WIDE STRATEGIES

Leadership Excellence and Culture Strategic Pillar

Vision - Scouting's volunteer leaders and employees exemplify leadership excellence across all aspects of the movement.

Strategic Council Objectives

Objective I: The Council Executive Board, the District Committees and the Council Operating Committee Chairs each model leadership excellence in their active, hands-on governance, resourceful commitment and community representation, providing visionary guidance and thorough accountability to oversee the effective management of the council.

Strategies to Achieve Objective:

- Use the designed future statement for Scouting's Second Century as a guide to develop leadership standards and processes that strive for leadership excellence.
- All members of the Executive Board, District Committees and Council Committees have the resources necessary to fulfill their appointed roles.
- Reconnect and re-establish a relationship with the BSA's and the local council alumni and past donors.

Objective II: Scouting, through the council's leadership, recruits, develops and rewards, and retains talented individuals who provide professional leadership and management to the council, its chartered partners and their youth and adult leadership.

Strategies to Achieve Objective:

- The council's management systems emphasize the building and maintaining of an organizational infrastructure and capacity to continually improve our programs for an ever-increasing number of youth and adult members.
- Utilize the current compensation and benefits policies for all employees and reward performance with compensation comparable to those available in the local community.
- Clearly communicate to applicants the realities of the job, in terms of the tangible and intangible rewards and performance expectations.
- Ensure that all employees of the council are provided with the necessary training and mentoring for their assigned positions.

Resources & Finances Strategic Pillar

Vision - The Boy Scouts of America is financially sound at all levels of the organization through a balanced funding model. Funding is not a barrier to providing programs that fulfill our mission.

Strategic Council Objectives

Objective I: The Voyageurs Area Council is financially secure at all levels due to a robust and sustainable funding model that is focused on addressing the current and future needs of all operating, capital, and endowment funds.

Strategies to Achieve Objective:

- Identify and build sustainable and diverse sources of operating funds to avoid an over reliance on any particular source.
- Establish sustainable funding sources for current and future capital needs of the council.
- Seek and secure the necessary resources to fund the growth of the council endowment so it can meet identified income need.

Objective II: The Voyageurs Area Council effectively manages and leverages its resources (e.g. property, finances, members, community supporters, and human) to provide improved or new avenues for revenue growth.

Strategies to Achieve Objective:

- Establish a strategic plan for current council assets (e.g. camps, council service center, Scout shop) that fulfills the vision of the council.
- Leverage the Scouting brand and our relationships with community supporters for new avenues of revenue and collaborations.
- Explore our existing human resources required for revenue generation with a goal to maximize growth in revenue and revenue sources.

Objective III: The Voyageurs Area Council is committed to the highest ethical standards of stewardship, governance and transparency.

Strategies to Achieve Objective:

- Ensure that the council leadership has the personal capacity and commitment to help our council succeed.
- Ensure that our council leadership embraces their fiduciary responsibility to a risk management methodology.
- Enhance the understanding of good governance, fiscal stewardship and financial management throughout the leadership of the council.

Programs and Services -Youth Advocacy & Strategic Relationships Pillar

Vision: The BSA is recognized as an advocate for youth and youth issues. We are known by our members and America's families and communities as a resource for leadership, encouragement, and programs that benefit the country's youth. The strategic relationships of the BSA extend far beyond those with our traditional chartered organizations and keep Scouting relevant and adaptive.

Objective 1: By expanding its role as a leading advocate for youth issues, the VAC creates an environment in which districts and units can succeed.

Strategies to Achieve the Objective:

- Develop a council staff and /or volunteer organizational structure to give leadership to Scouting's youth advocacy initiatives.
- Focus our advocacy efforts on these youth issues:
 - Health, wellness, and fitness
 - Environmental responsibility
 - Education, leadership, and service
 - Strengthening families
- Develop council wide alliances and events to address specific youth issues.
- On every organizational level within the VAC, work with private, community, and government organizations to advocate for youth.

Objective II: The VAC is recognized as an advocate for health and fitness for all youth and adults.

Strategies to Achieve the Objective:

- Incorporate a focus on nutrition, exercise, mental health, youth protection, and safety into existing program content.
- Support contemporary, quantifiable health and fitness requirements for advancement and recognition for both youth and adult volunteers.
- Provide vision, programs, resources, and incentives for each unit to become an advocate for health and fitness in the communities it serves.

Objective III: The BSA takes a leadership position as an advocate for education, youth leadership, community service, environmental stewardship, and strengthening families.

Strategies to Achieve the Objective:

- Strengthen our position as a leading practitioner of informal education and a pivotal partner with formal education.
- Help youth contribute to the success of their families and communities by focusing on leadership skills, citizenship, community service, financial accountability, and career development.
- Showcase and expand existing programs, such as Leave No Trace, as we grow our environmental awareness.
- Establish alliances with other leading organizations in these focus areas and take the lead in advocating Scouting's positions as we support youth.

Objective IV: VAC will position itself to strengthen current relationships with traditional chartered organizations and build relationships with new partners through innovative alliances and youth advocacy.

Strategies to Achieve the Objective:

- Support local council plans for utilizing the full family of Scouting's offerings and provide councils with guidelines and tools for reaching out beyond traditional chartered organizations to establish new partnerships.
- Review and, if required, revamp local council volunteer recognition and rewards programs related to chartered partner and other relationships.
- Study possible new organization, relationship, and sponsorship models to grow the number of Scouting units and youth members.

Objective V: The VAC will establish strategic relationships with federal, state, and local government agencies focusing on outdoor adventure, workforce preparedness, and health and wellness.

Strategies to Achieve the Objective:

- Position the VAC as the premier organization in the service area to positively impact America's youth in the areas of outdoor adventure, workforce preparedness and health and wellness.
- Target key agencies that align well with our aims.
- Leverage the experience of ArrowCorp5, the Order of the Arrow national service project, to create partnerships.

Programs and Services - Dynamic & Relevant Program Strategic Pillar

Vision: Scouting's programs are exciting culturally relevant, and appealing to today's youth, attracting them at an extraordinary rate and retaining them longer.

Strategic Council Objectives

Objective I: The BSA's programs match what today's youth both want and need.

Strategies to Achieve the Objective:

- Evaluate youth organizations in our area to identify indicators of success and opportunities for application to our Council program planning and operations. Organizations to evaluate include but are not limited to: Boys and Girls Clubs, Girl Scouts of America, 4H, hockey sports programs .
- VAC will commit a professional level staff member for the development of non traditional and culturally diverse units.
- Dialogue with culturally diverse communities within our Council to increase our understanding of their needs and how we may best plan programs to meet them. Communities include Native American and, African American.
- We will develop and implement a sustainable outreach program that will enable the Council to increase its market share of all youth in underserved or non-served populations.
- We will sufficiently develop our technology to provide Council, District and Unit level resources that reflect current technological developments. We will commit a support level staff to achieve and maintain these developments. Ie. Webmaster, Facebook, video conferencing.
- The VAC website will be listed within the top 5 responses for internet search responses for: outdoors, youth programming, youth development, camping.
- We will host a youth leadership development conference in conjunction with our Scouting Conference extending invitations to all youth organizations in our region.
- We will acknowledge and plan for lack of technology access in our service areas that may impact program communications and delivery.

Objective II: The BSA is known as the premier outdoor program provider and educator.

Strategies to Achieve the Objective:

- Convene experts in the field of outdoor programming from both inside and outside of Scouting and replicate best practices from around the country.
- Develop Advanced Outdoor Leader Training Program that will promote trained unit leaders that will increase youth and adult participation in the outdoor experience.
- Reach beyond Scouting's membership to ensure that "no child is left inside."
- VAC will be committed to the principles of Leave No Trace and the Outdoor Code in all Council activities.

- *Objective III: The BSA builds tomorrow's leaders through comprehensive youth leadership development curricula.*

Strategies to Achieve the Objective:

- Establish the BSA as the best leadership development program for youth.
- Leverage the Order of the Arrow and National Youth Leader Training as models of youth empowerment.

- *Objective IV: Adult volunteer and youth leaders in every unit, district, and council are sufficiently trained and actively engaged in providing an outstanding Scouting program.*

Strategies to Achieve the Objective:

- Create an environment that embraces training as a top priority and function of the VAC.

Marketing - Building Our Brand Strategic Pillar One

Vision: The Boy Scouts of America is known and valued by the people of our nation. Our brand is so recognized and respected that it empowers our members and enables our success.

Objective I: The BSA measures its success by the increase in the positive, difference-making impact it has in the lives of youth.

Strategies to Achieve the Objective:

- Seek out new measurements to identify a completely trained/untrained leader report at all levels.
- Emphasize on-going Cub Scout training as a Unit.
- Develop communication strategies to promote local scouting Good Turns while promoting Cub Scout's fun and service components.
- Support instant recognition at all Scouting levels while focusing on the positive correlation of instant Cub Scout recognition and retention.

Objective II: The BSA has increased its market share at all levels (unit, district, council, and national) through a robust and comprehensive approach to diversity and inclusion of minorities, women and other underserved groups.

- Design recruiting programs that will result in a membership that reflects our diverse communities.
- Focus on Cub Scout age ethnic diversification in all service areas.
- Strive to diversify the Council Executive Board so that it accurately reflects our diverse community.
- Develop diversity committee on Council Executive Board.
- Emphasize and encourage Units to be 100% Boy's Life Units and recognize its influence as a positive reflection of increased retention.
- Identify talking points annually for District operations and Commissioners.
- Communicate and reach out to other youth organizations and develop partnerships.

Objective III: The BSA has increased its net membership by retaining youth in the Scouting Program longer.

- Emphasize adult leader training and create an environment of fun for the youth. Encourage flexibility and creativity.
- Develop communication of program satisfaction at the Unit level to the Council level.
- Encourage positive parent/unit leader communication (two-way street communication) to encourage retention of parents in Scouts. (Specific goal to include a mentorship program).
- Market the value of Scouting to parents that are not involved at a consistent level, Cub Scout focus. Develop parental awareness and encourage involvement.

Objective IV: The BSA has introduced more comprehensive national recruiting strategies, bringing in an increased number of youth to participate in the dynamic and exciting programs of Scouting.

- Encourage Cub Scout age promotion by older Boy Scout/Venturers that are recognizable and role models to younger boys.
- Promote/market full uniform Cub Scout/Scout participation at public events.
- Promote the Scouting fitness program.
- Demonstrate the relationship between Scouting involvement and scholastic, athletic and civic achievement.
- Open dialogue with Fit City Duluth

Objective V: Council, districts and unit have tools and metrics to effectively assess their performance against BSA's commitment to positively impact youth and adults and to deliver tangible outcomes as a result of their being in Scouting programs.

- Encourage MyCouncil participation and support MYCouncil training and direction.
- Develop Youth Protection awareness at the unit level.
- Encourage two way communications and 360 degree feedback between council and units.
- Develop communication strategies, Commissioners Corner's, blogs, chat options.
- Customer/volunteer focused operations and communications. Create an environment of understanding what the volunteer truly wants, needs, and/or expects.