

PROJECT THRIVE

The Adventure West Council's Strategic Plan
2026 - 2031

Project Thrive is our 5-year strategic plan and our shared roadmap for advancing the mission of Scouting within our communities. It reflects our commitment to delivering exceptional programs, developing strong leaders, responsibly stewarding our resources, and ensuring that every young person has access to a safe, engaging, and life-changing Scouting experience today and for generations to come.

5-YEAR OBJECTIVES

- We have maintained a culture of safety and are a leader in safeguarding youth.
- We operate 200 units and serve 3,800 youth.
- Our finances are stable, with a 6-month operating cash reserve, and net assets in all three funds are positive.
- Camp usage revenue generates a net surplus on each property.

STRATEGIC PILLARS OF IMPACT

Project Thrive is built upon eight interconnected pillars, each representing a critical area of focus for advancing Scouting in our Council and the achievement of our 5-year objectives. Together, these pillars articulate a clear vision and outline our annual goals, objectives, and tasks.

Administrative | Operations | Commissioner Service | Development

Membership | Marketing | Program | Properties

Top Priorities

PRIORITY	TEAM
Increase Direct Support over 2025 <i>(National Standard)</i>	ADMINISTRATIVE
End 2026 with an operating (Fund 1) surplus <i>(National Standard)</i>	
Increase Cub Scout Retention to 65% by Dec 31 st , 2026	COMMISSIONERS
Surpass ICL goal of \$700,000 by Dec 31 st , 2026	DEVELOPMENT
Secure 3 transformational gifts by Dec 31 st , 2026	
Product Sales Budgeted Net (\$253,210) achieved by Dec 31 st , 2026	
Increase traditional new youth recruited by 5% over 2025 <i>(National Standard)</i>	MEMBERSHIP
Achieve a net increase in Packs by Dec 31 st , 2026 <i>(National Standard)</i>	
Start 10 new units by Dec. 31 st , 2026	
Achieve the attendance goals for summer camps by July 31 st , 2026	PROGRAM
Achieve the attendance goals for Anglers Basecamp by Sept. 30 th , 2026	
Surpass the budgeted camp usage revenues by Dec. 31 st , 2026	PROPERTIES

Administrative Pillar

Goals & Tasks		Year 1												Year 2			
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	
F I S C A L	Goal 1: Improve statements by March 1st			★													
	Goal 2: Audits Completed by Feb 19 th / April 30 th / July 31 st			★				★									
	Goal 3: Complete the liquidation of Joe Henry Estate												★				
	Goal 4: Increase Direct Support over 2025													★			
	Goal 5: End 2026 with operating (Fund 1) Surplus													★			
G O V	Goal 1: Update Camp Employee Handbook by April 15 th				★												
	Goal 2: Update Council Bylaws by Dec 31 st , 2027																
B O A R D	Goal 1: Establish a structured pipeline for cultivating prospective board members												★				
	Goal 2: Recruit 8 new board members by Jan 15 th , 2027														★		
	Goal 3: Create a plan to improve engagement by March 15 th , 2026			★													
	Goal 4: Create a plan to improve onboarding process by Oct. 31 st , 2026												★				

Operations Pillar (cont.)

Goals & Tasks		Year 1												Year 2		
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
FINANCE	Goal 1: Surpass ICL goal of \$700,000 by Dec 31 st , 2026												★			
	Goal 2: 50% of units receive a family presentation by June 30 th , 2026						★									
	Goal 3: Donor retention rate of 80%												★			
	Goal 4: Product Sales Budgeted Net achieved by Dec 31 st , 2026												★			
PROGRAM	Goal 1: Every District has a Marketing Chair by Aug. 31 st , 2026												★			
	Goal 2: Increase the % of leaders trained to 60% by Dec. 31 st , 2026												★			
	Goal 3: Ensure 80% of our troops attend summer camp in 2026							★								
	Goal 4: 20% of Cub Scouts from each District attend Cub World or AOL Camp							★								
	Goal 5: Each District collects at least 1 impact story by Oct. 31 st , 2026											★				

Commissioner Pillar

Goals & Tasks		Year 1												Year 2					
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M			
U N I T S	Goal 1: Unit Commissioner 1:3 Ratio by Dec. 31 st . 2026	[Progress bar from J to D]												★					
	Goal 2: Units visited 4 times by Unit Commissioner by Dec. 31 st . 2026	[Progress bar from J to D]												★					
	Goal 3: Unit Connection Report completed with every Unit by Dec. 31 st , 2026														[Progress bar from M to D]	★			
	Goal 4: 6 Roundtables per District each year	[Progress bar from J to D]												★					
	Goal 5: Monthly Commissioner Meetings held	[Progress bar from J to D]												★					
R E T E N T I O N	Goal 1: Unit Excellence Award Conversations by Aug. 31 st , 2026													[Progress bar from M to A]	★				
	Goal 2: District Key 3's Unit Health Reviews by Mar 31 st , 2026													[Progress bar from F to A]	★				
	Goal 3: Increase Cub Scout Retention to 65% by Dec 31 st , 2026													[Progress bar from J to D]	★				
	Goal 4: Annual Council Chartered Unit Reports completed by Aug 31 st , 2026													[Progress bar from J to A]	★				
R E L	Goal 1: Each Partnering Organization Visited during the year	[Progress bar from J to D]												★					

Membership Pillar

Goals & Tasks		Year 1												Year 2			
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	
G R O W T H	Goal 1: <u>District Opps</u> – Every District has a VC of Membership by Apr. 30 th , 2026	████████████████████				★											
	Goal 2: <u>District Opps</u> – All existing packs have held a sign-up by Oct 31 st , 2026									████████████████	★						
	Goal 3: <u>District Opps</u> – Participate in 15 Community events by Oct 31 st , 2026	██										★					
	Goal 4: Achieve 1.5% growth by Dec. 31 st , 2026													★			
	Goal 5: Increase traditional new youth recruited by 5% over 2025													★			
U N I T S	Goal 1: Achieve a net increase in Packs by Dec 31 st , 2026												★				
	Goal 2: Start 10 new units by Dec. 31 st , 2026												★				
	Goal 3: <u>District Opps</u> – Each District has secured 2 new orgs by Dec 31 st , 2026												★				
O R G S	Goal 1: <u>District Opps</u> – 25% of Elementary school principals visited by July 31 st , 2026												████████████████	★			
	Goal 2: <u>District Opps</u> - Meet with at least 25 community orgs and secure opportunities to invite youth to join Scouting by July 31 st , 2026												████████████████	★			

Marketing Pillar

Goals & Tasks		Year 1												Year 2			
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	
B R A N D	Goal 1: <u>District Opps</u> – Every District has a Marketing Chair by Aug. 31 st , 2026	█		★													
	Goal 2: BDSR, CBB, & YHAO Brand Guides completed by Aug. 31 st , 2026							█	★								
	Goal 3: Cub World Brand Guide completed by Dec 31 st , 2026	█										★					
P R	Goal 1: Non-Profit Google Adds grant secured and Phase 1 buildout completed by March 31 st , 2026 / Phase 2 completed by June 30 th , 2026	█		★			█	★									
	Goal 2: Multi-year advertising plan created by Oct. 31 st , 2026											★					
	Goal 3: <u>District Opps</u> – Each District collects at least 1 impact story by Oct. 31 st , 2026							█				★					
	Goal 4: Strategic partnerships expanded & impact story provided by Dec. 31 st , 2026																
S O C I A L	Goal 1: Update Social Media Playbook by June 30 th , 2026	█					★										
	Goal 2 : Update LinkedIn by June 30 th , 2026	█					★										
	Goal 3: Increase LinkedIn Followers by 25% by Dec. 31 st , 2026													★			

Properties Pillar

Goals & Tasks		Year 1												Year 2		
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
S A F E	Goal 1: Establish a Risk Management Committee plan												★			
	Goal 2: Ensure incidents are reported in Riskconnect within 48 hours												★			
	Goal 3: Risk Management Committee meets quarterly throughout the year												★			
N C A P	Goal 1: Long-term camps are NCAP Accredited															
	Goal 2: Short-term camps are compliant with NCAP standards												★			
	Goal 3: Review of 5-year authorization plan to achieve key objectives												★			

