

Membership Meeting – April 16, 2011



Vision 2012



Introduction

April 16, 2011

➤➤ **Roberta Uhrich**

*Secretary, GSNEO Board of Directors and
Co-Chair, Property Committee*



The Value of Outdoor Program

- ▶ Girl Scouts of North East Ohio recognizes that girls grow in personal skills and self-image, learn about their environment, about relationships, and community living skills when they participate in outdoor programs
- ▶ Girl Scout properties provide an environment that supports the Girl Leadership Experience and tie to one or more of the 15 national leadership outcomes

Prioritizing Resources

- ▶ When GSNEO was formed in 2007, it became a Council of 18 counties with 13 camps
- ▶ It was recognized that the staffing and maintenance of all these properties required significant financial commitment, and the budget was balanced by using funds held in reserve
- ▶ In Spring/Summer 2009, the GSNEO Board of Directors approved the recommendation of the Property Committee to relinquish four properties, sell two, and limit use of Camps Great Trail, Crowell and Hilaka

GSUSA Land Use Planner

A GSUSA Consultant, conducted a review of seven of the GSNEO Properties and provided a report in October 2009

- ▶ *“The council wants to provide programming for day and overnight use with a good number of beds to support resident and weekend camping with a percentage for growth...and capacity for peak time during Spring and Fall...”*

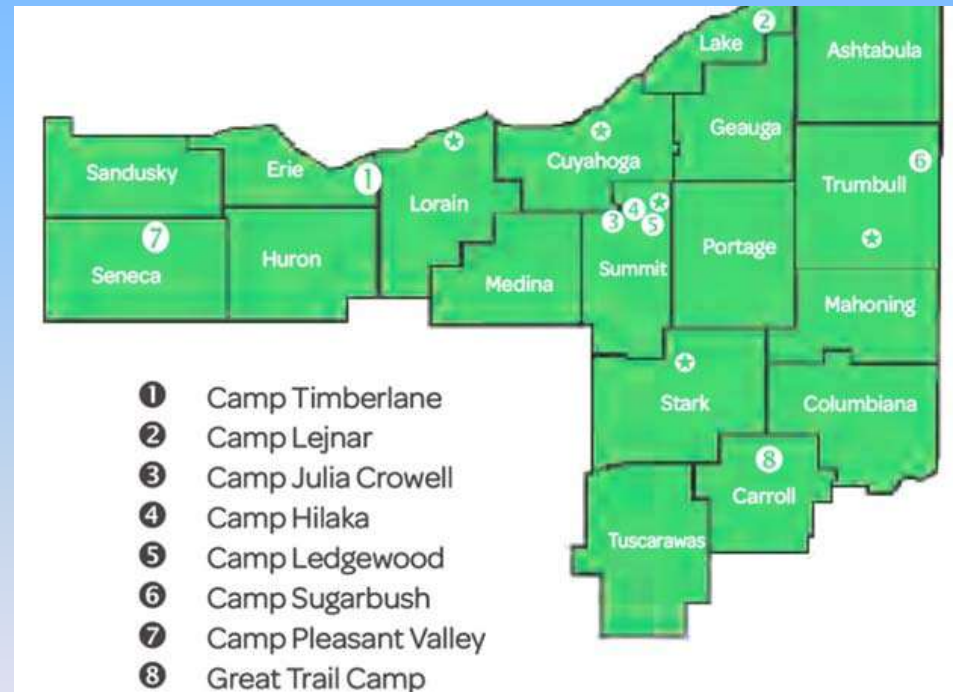
GSUSA Land Use Planner: Importance of Camp Sites

*GSUSA Consultant's opinion
of the camp sites are:*

- ▶ Most Important
 - Timberlane
 - Ledgewood

- ▶ Important
 - Sugarbush

- ▶ Least Important
 - Great Trail
 - Crowell Hilaka
 - Lejnar
 - Pleasant Valley



The Future is Now

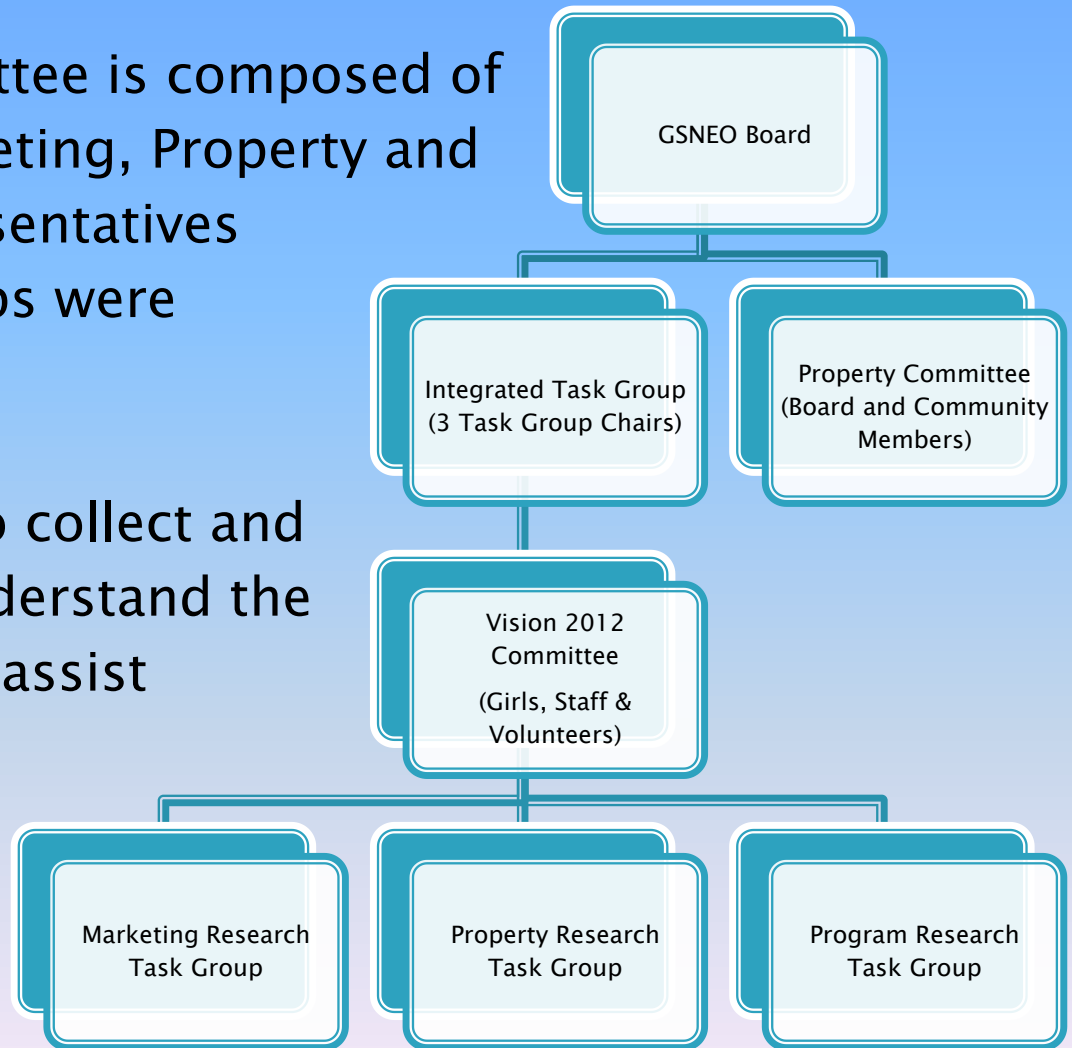
The Vision 2012 Committee was initiated in October 2009 by the GSNEO Board of Directors, as part of the strategic plan, to:

- ▶ assess the condition, value and programs that take place at camp properties and
- ▶ make recommendations regarding the future use of the properties that support a safe place for girls to Discover, Connect and Take Action

Outdoor Property Planning Process

The Vision 2012 Committee is composed of three task groups, Marketing, Property and Program. Member representatives from the 13 legacy camps were invited to participate

Each group was asked to collect and review data to better understand the state of the Council and assist with planning and evaluation





Market Research

➤➤ **Roberta Uhrich**

*Secretary, GSNEO Board of Directors
and*

Co-Chair, Property Committee



Property Task Group

- ▶ The task group started with report from the GSUSA Land Use Consultant
- ▶ Camp sites were visited and assessed
- ▶ Please refer to the Consultant's report for the comprehensive evaluation



Market Research

Girl Scouts, parents, troops, and volunteers were asked to participate in a survey about Girl Scout camps.

- ▶ The purpose of the survey was to determine views on camping preferences and activities
- ▶ The survey began October 2009 and was extended through mid-January 2010. Concern was expressed that the online survey tool limited response, so paper surveys were offered as well

Market Research Results:

- ▶ 512 girls and 1099 adults responded
- ▶ Camper vs. non-camper ratio was 3:2

Survey Results: Important Camp Features

1. Indoor flush toilets
2. Swimming pool
3. Sleep in a cabin
4. Electricity
5. Showers
6. Kitchen w/appliances
7. Sleep on a cot
8. Sleep in a tent
9. Swim in a lake
10. Telephone access

Girls

1. Indoor flush toilets
2. Sleep in a cabin
3. Electricity
4. Swimming pool
5. Showers
6. Sleep on a cot
7. Kitchen w/appliances
8. Sleep in a tent
9. Telephone access
10. Swim in a lake

Adults

Decision Factors

- ▶ Enhanced program experiences and girl preferences
- ▶ Cost to maintain/deferred maintenance
- ▶ Property Tax value
- ▶ Usage pattern
- ▶ Travel time
- ▶ Revenue capacity
- ▶ Duplication of other camps/parks within 30, 60, and/or 90 miles
- ▶ Subsidy per camping experience
- ▶ Unique features of camp



Guidelines for Planning

- ▶ Build a sustainable model by reducing costs and increasing diverse revenue streams while maintaining affordability for GSNEO members
- ▶ Use properties for leadership programming
- ▶ Encourage energy conservation and environmental awareness
- ▶ Modernize facilities to attract members

Integrated Task Force Recommendations

Increase
Membership

Strategic
Goal

50,000

Increase
Revenue

Increase
Camp use by
members

Market to
non-
members

Decrease
Expense

Increase
trained
volunteers

Recruit short
term expert
volunteers



Looking into the Future

»» Julie Grossi

*2nd Vice Chair, GSNEO Board of Directors
and Member, Property Committee*



Survey Results: Program Activity Preferences

1. Cook out/Camp fire
2. Horseback riding
3. Swimming
4. Arts & Crafts
5. Boating
6. Hiking
7. Animal care
8. Music, singing
9. Nature/environment
10. Helping younger girls

Girls

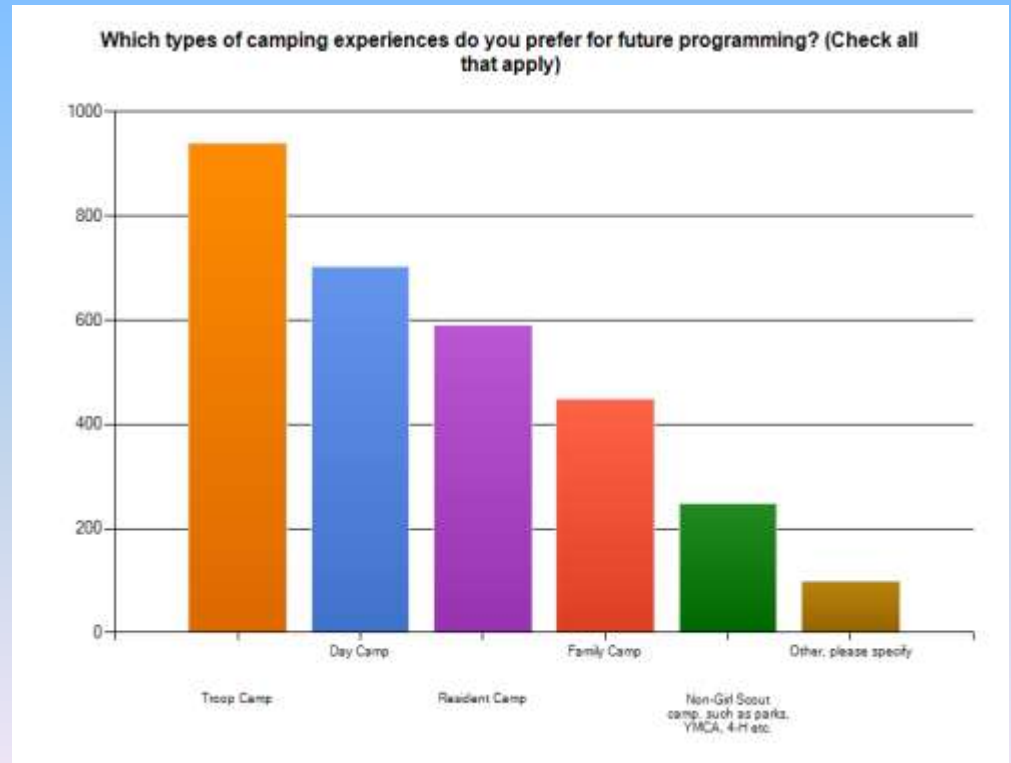
1. Cook out/Camp fire
2. First Aid
3. Service projects
4. Helping younger girls
5. Leadership programs
6. Nature study
7. Ceremonies/flag
8. Wilderness survival
9. Hiking
10. Arts & Crafts

Adults

Findings

When asked what type of camp experience is preferred for the future, the majority ranked troop camping as number one.

1. Troop Camping
2. Day Camp
3. Resident Camp
4. Family Camp
5. Non-GS Camps



Unique Features

There is potential to develop unique features to attract and distinguish camps.

- ▶ STEM Campus or Institute instead of camp
- ▶ DRAMA Center instead of camp
- ▶ Recruit professionals to volunteer for short term special projects
- ▶ High Adventure Camp (rock walls, rope courses, etc.)

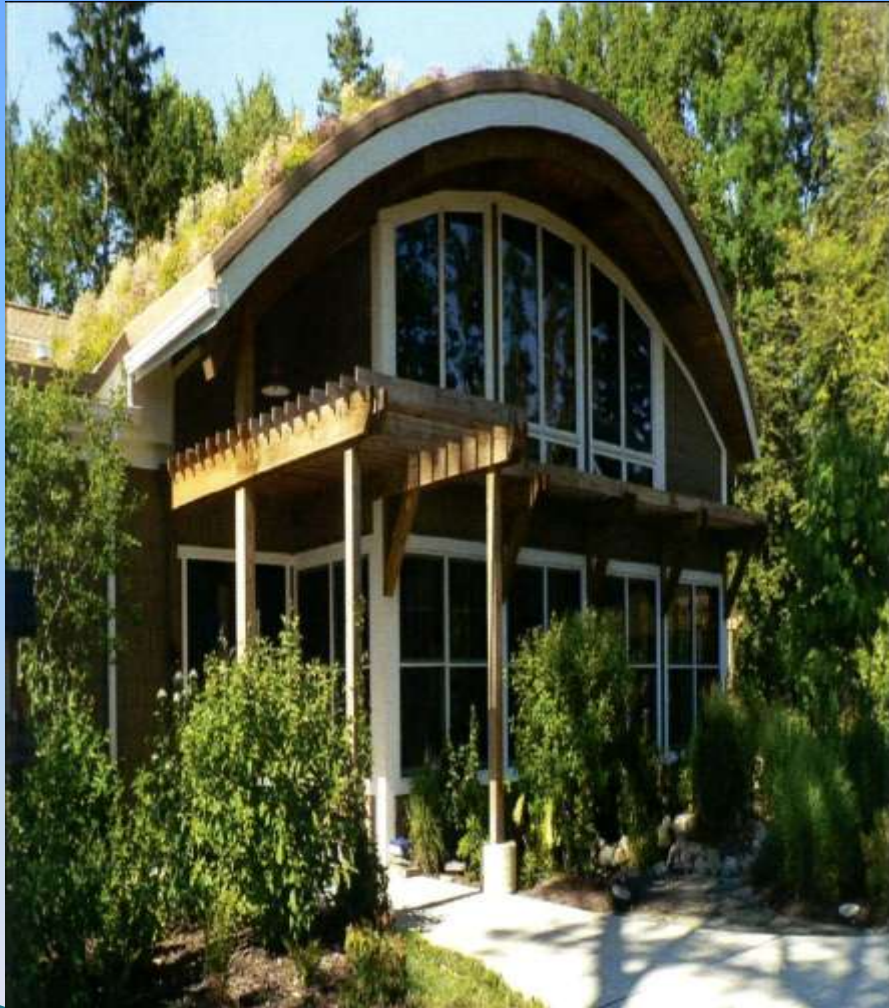
Prioritize Properties Through Programs

- ▶ Change camps into unique learning centers or program centers
- ▶ Establish exciting and innovative programs
- ▶ Improve marketing of unique features of each camp year round
- ▶ Obtain corporate sponsorships for campers, troops and targeted programs

Increase membership

Use Camps as a recruitment tool

- ▶ Incentive to bring a friend to camp (in process)
- ▶ Add comfort items such as flush toilets to sites
- ▶ Improve housing to attract campers
- ▶ Invest in a bus to travel to each county to meet with members, promote program and centennial
- ▶ Invest in world-class program centers such as: STEM Labs, Performing Arts Center, High Adventure activities



What the Future Could Look Like

- ▶ **Brent Gardner**
- ▶ *Member, GSNEO Board of Directors and
Co-Chair, Property Committee*













March 2, 2011 Decision

- ▶ The Board of Directors decided to elevate Camps LedgeWood and Timberlane to premier camps and leadership centers.
- ▶ GSNEO will fund the improvements to Camps LedgeWood and Timberlane by selling:
 - Camp Crowell/Hilaka (Summit County),
 - Great Trail Camp (Carroll County),
 - Camp Lejnar (Lake County),
 - Camp Pleasant Valley (Seneca County), and
 - Camp Sugarbush (Trumbull County).
- ▶ GSNEO is reallocating capital resources to fund the type of facilities that can support the programs our girl and adult members deserve and want today. Our camps were built based on usage and size of 1950s or earlier. They are not designed for 21st century outdoor program needs.

Moving Forward – 2011

- Hire Master Site Planners
- Re-engage Vision 2012 group:
 - Rebrand camps
 - Inventory camp property
 - Transfer memorials
 - Closing ceremonies
 - Prioritize programs
- Closing Ceremonies held by December 11, 2011
- Prepare camp for sale
 - Perform seller due diligence
 - Begin competitive bidding process

Questions and Answers