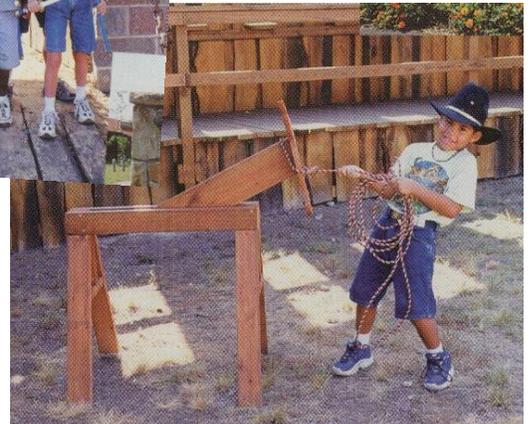
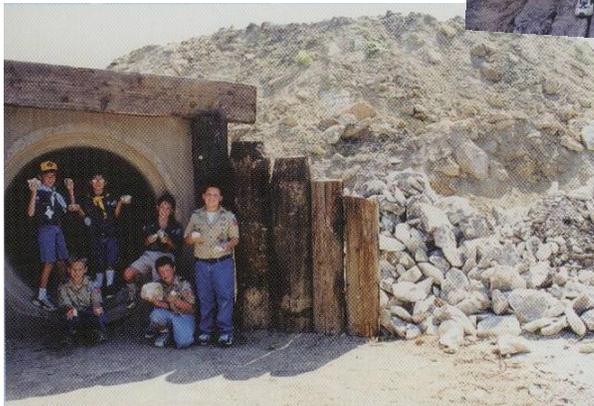
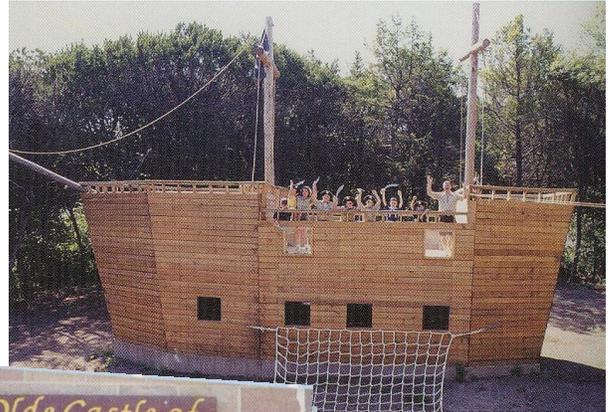
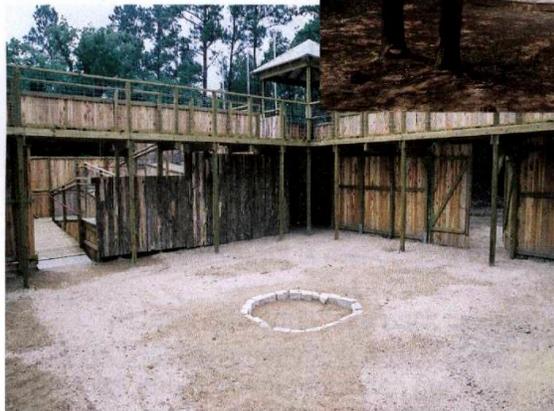
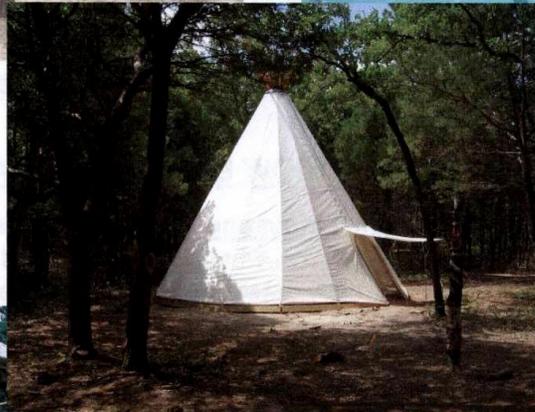


CUB WORLD PLANNING AND PROGRAM GUIDE



BOY SCOUTS OF AMERICA®



Acknowledgments

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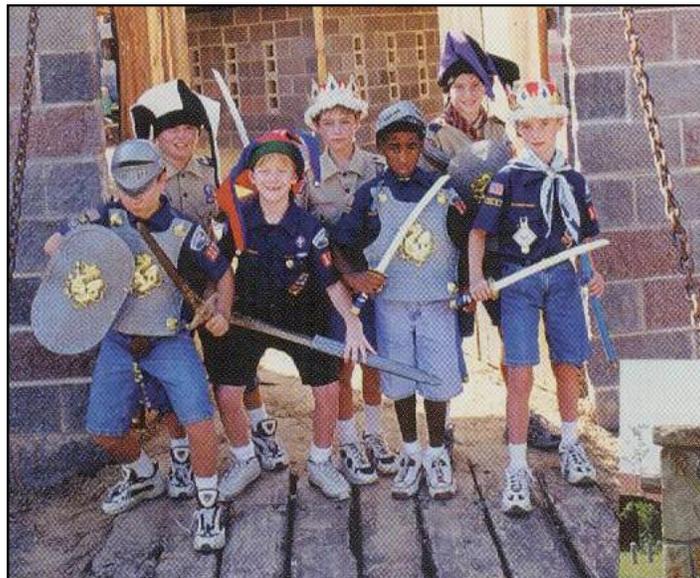
Thanks to all of you for your time and love of the Boy Scouts of America.

Cub World Planning and Program Guide



CUB WORLDS

Where Imagination and Values Build Character



BOY SCOUTS OF AMERICA®

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CUB WORLD OVERVIEW

The Purpose of the *Cub World Planning and Program Guide*

This guide has been developed to do the following:

1. Encourage and provide basic information and resources to councils that are considering establishing a Cub World.
2. Suggest ways to keep an existing Cub World alive and exciting through good financial planning, facility maintenance, promotion, programming, and thematic usage.

Having stated the purpose of the *Cub World Planning and Program Guide*, the concepts herein are directed toward local councils interested in the benefits of a superior outdoor program for Cub Scouts. The council fulfills its promise of outdoor adventure with attainable goals of advancement, increased membership, and retention.

Therefore, the *Cub World Planning and Program Guide* will be of particular interest to volunteers and professional Scouters at every level of council administration. Notably:

- Scout executives whose responsibilities encompass all facets of the local Boy Scouting activities. Information is provided for decision making on the benefits of a Cub World, financing, capital campaigns, planning, construction, maintenance, and programmatic use of the Cub World. Assistance with many of these key tasks is available from the BSA national office.
- Executive board of directors who develop a long-range council strategic plan that encompasses a quality outdoor program with a Cub World component and then formally approve and adopt the plan.
- Executive committees that plan the overall operation of the local council and establish the leadership of standing committees dedicated to improving the council's outdoor program.
- Vice presidents of the program who are dedicated to administering quality outdoor program experiences that uphold the aims of Scouting. The vice president of program is a principle overseer of the operation of the Cub World with quality programs for Cub Scouts and for other groups.

- Cub World planning committees who establish the mission and scope of a Cub World as an integral part of the BSA outdoor experience.
- Cub World administrative and program directors who are responsible for the program experienced by the youth and adults who participate in events at the Cub World.

Fitting the Goals of the BSA and the Cub Scouting Program

How does the creation of a Cub World and its program fit into the goals of the Boy Scouts of America and the Cub Scouting program?

The Mission and Aims of the Boy Scouts of America

The mission of the Boy Scouts of America is to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Scout Law.

This statement also encompasses the values of the Cub Scout ideals. To accomplish its mission, the BSA has developed an educational program for boys and young adults to meet three basic aims:

- To build desirable qualities of character
- To train in the responsibilities of participating citizenship
- To develop personal fitness

The Purposes of Cub Scouting

Cub Scouting is a year-round, family-oriented BSA program designed for boys who are in first through fifth grades (or are 7 through 10 years of age). Parents, leaders, and organizations work together to achieve the 10 purposes of Cub Scouting:

- Character development
- Spiritual growth
- Good citizenship
- Sportsmanship and fitness
- Family understanding
- Respectful relationships
- Personal achievement
- Friendly service
- Fun and adventure
- Preparation for Boy Scouting

Character Development

Since its origin, the BSA program has been an educational experience concerned with values and character. Character development should extend into every aspect of a boy's life, including Cub Scouting. Scouting teaches values to boys and helps them develop character. An outdoor setting provides leaders and parents a great opportunity to teach values. Cub Scouting is a character-building program that embraces the following 12 Core Values:

1. **Citizenship:** Contributing service and showing responsibility to local, state, and national communities.
2. **Compassion:** Being kind and considerate, and showing concern for the well-being of others.
3. **Cooperation:** Being helpful and working together with others toward a common goal.
4. **Courage:** Being brave and doing what is right regardless of our fears, the difficulties, or the consequences.
5. **Faith:** Having inner strength or confidence based on our trust in God.
6. **Health and Fitness:** Being personally committed to keeping our minds and bodies clean and fit.
7. **Honesty:** Telling the truth and being worthy of trust.
8. **Perseverance:** Sticking with something and not giving up, even if it is difficult.
9. **Positive Attitude:** Being cheerful and setting our minds to look for and find the best in all situations.
10. **Resourcefulness:** Using human resources and other resources to their fullest.
11. **Respect:** Showing regard for the worth of someone or something.
12. **Responsibility:** Fulfilling our duty to God, country, other people, and ourselves.

Outdoor Program for Cub Scouts and Families

Boys want to be outdoors. They desire fun, excitement, and adventure. Going outdoors is one of the most exciting parts of Scouting. When a boy and

his family join Cub Scouting, they join an organization that values the fun and excitement of experiencing the outdoors. The outdoor setting is a unique way to fulfill the promise made to our Cub Scouts and to deliver the mission and aims of the Boy Scouts of America, the purposes of Cub Scouting, and to develop the positive qualities in Cub Scouting's 12 Core Values.

The Cub and Webelos camping program represents the first steps in the evolution of the Scout from novice to explorer. To make the experience enjoyable and successful, the program should reflect the evolution of skills and the developmental stage of the child: family/day camp for Tigers Cub and Cub Scouts, and two- or three-day resident camp for Webelos Scouts.

Cub Scouts and their families enjoy outdoor day activities such as hikes, picnics, field trips, sports, service projects, and nature and conservation experiences. The Cub Scout outdoor program also includes camping program features such as Webelos den overnight camping, pack overnight camping, day camp, resident camp, council-organized family camping, and Webelos-ree. The ideal method of camping for Cub Scouts involves parent/guardians and the pack. Good planning using Cub Scouting guidelines should ensure a positive experience and ensure that all activities are appropriate for the target age group and are parent/youth or family oriented. Cub World provides an excellent venue for the outdoor program and Cub Scout camping opportunities.

Outdoor Program References

- **Cub Scout Outdoor Program Options chart (shown below):** Cub Scout camping opportunities for Tiger Cubs, Wolf and Bear Cub Scouts, Webelos Scouts, and their parents and leaders.
- **Guide to Safe Scouting, No. 34416:** Includes the Age-Appropriate Guidelines for Scouting Activities chart. This publication is updated annually and is available online at www.scouting.org/scoutsourc/HealthandSafety/GSS.aspx.
- **Camping and Outdoor Program Committee Guide, No. 34786:** [This publication](#) brings focus to program planning, market assessment, and facilities.

Cub Scout Outdoor Program Options

Type of Camp	Who Attends?	Site Approval by	Reference	Primary Leaders	Leader Training
Cub Scout day camp	Tiger Cubs and adult partners, Wolf and Bear Cub Scouts, Webelos Scouts	Local council	<i>Cub Scout Day Camp Administration Guide</i> , No. 430-338; Day camp standards, No. 430-109	Camp director and program director	Camp director and program director trained in National Camping School Cub Scout day camp administration
Cub Scout resident camp	Wolf and Bear Cub Scouts, Webelos Scouts	Local council	<i>Resident Camping for Cub Scouting</i> , No. 13-33814; <i>National Standards for Cub Scout/Boy Scout/Venturing Resident Camps</i> , No. 430-111	Camp director and program director	Camp director trained in National Camping School Management or Resident Camp Administration section; program director trained in Program Director or Resident Camp Administration section of National Camping School
Pack overnights	Tiger Cubs and adult partners, Wolf and Bear Cub Scouts, Webelos Scouts, parents (siblings, if there is a separate program for them)	Local council (See the Pack Overnighter Site Approval Form, No. 13-508.) An established campground should be used.	<i>BALOO</i> , No. 34162; Pack Overnighter Site Approval Form, No. 13-508	Pack leaders and parents	Pack leader trained in BALOO (Basic Adult Leader Outdoor Orientation), which is conducted by the local council or district training team
Webelos den overnight campouts	Webelos Scouts and parent(s) as dens	Local council	<i>Outdoor Leader Skills for Webelos Leaders</i> , No. 513-366	Webelos den leader and parents	Webelos den leader trained in Outdoor Leader Skills for Webelos Leaders, which is conducted by the district or council training team
Webelos-Ree	Webelos Scouts and parent(s) as dens	Local council		Council or district leaders	Webelos den leader trained in Outdoor Leader Skills for Webelos Leaders, which is conducted by the district or council training team
Council- or district-organized family camp	Entire families or parent(s)/sons (More than one pack attends.)	Local council	National Standards for Council-Organized Family Camps, No. 430-408	Council or district on-site family camp director (could be the council family camp administrator)	Family camp administrator trained in National Camping School resident camp management; on-site family camp director trained by family camp administrator

What Is a Cub World?

A Cub World is a special place for Cub Scouts to go and have an outdoor adventure. It is a council camping facility where Cub Scouting themes and boys' imaginations come alive. Imagine a boy standing in awe before a medieval castle with banners flying from the parapets. Area leaders dressed in period costume step out to greet him and guide him over the moat and through the castle gates into the interior. All around the inside walls, he sees activity stations for juggling, jousting, making heraldic shields, forging a knight's sword, and being knighted by the king. For a Cub Scout-age boy, it can't get any better than that. That is a Cub World!

- The objective of a Cub World facility is to provide Cub Scouts, parents, and leaders an exciting and memorable thematic adventure.
- A Cub World can be a small area with one thematic structure, or it may be much larger with different thematic areas.
- A local council may opt to reserve a portion of a camping property or designate an entire property for the construction of a Cub World.
- The thematic structures are essentially the program areas for the boys.
- The Cub World also includes support areas such as camping or sleeping sites, kitchen and dining areas, restroom and shower facilities, and all of the other amenities (including current Americans With Disabilities Act recommendations) necessary to meet BSA national camping standards.
- Another facet of the Cub World is the staffing needed for administration, program, and facilities maintenance. Staffing will be dependent upon the frequency and types of usage.
- The Cub World facility supports district and council Cub Scout/Webelos Scout camping program features such as day camp, resident camp, family camp, and Webelos-ree.
- The Cub World also serves the pack's outdoor program activities such as day activities, Webelos den overnights, and pack overnight campouts.

Cub World Features/Activity Areas

A thematic feature is a structure constructed to be a specific theme item, for example, a western fort. Within each theme-oriented area, the Cub Scouts, leaders, and parents enjoy the activities planned for that feature.

Permanent Structures

Cub World features are usually permanent structures where a boy can become immersed in the thematic program idea. A Cub World may have one or more features, and structures might include the following:

- Fort or stockade
- Ship with a tall mast
- Castle with parapets
- Mine entrance with short tunnels
- Miners' cabin
- Teepee/Indian village
- Frontier/Western town
- Train car (caboose, coach, boxcar)
- Train station
- Rocket ship or space station

Activity Venues

A venue is simply a place where the child and parent go to receive program and to have fun! A venue can be as simple as an open field for sports and games, or structured like a fort. The design focus should be on what activities happen in the venue. The activities drive the physical shape, size, and complexity of the structure.

Removable Facades

Another consideration, instead of building permanent feature structures, is to use general structures, such as picnic pavilions and nondescript buildings that can be designed to have changeable facades to accommodate a variety of themes.

Every camp has an area (or areas) used for an activity station. This is usually a concrete pad with posts supporting a roof. It may be more substantial with siding and doors and possibly a metal-frame structure with removable side panels for ventilation, much like a kiosk or pavilion. At a minimum, it may be a temporary device, such as a carport with a lightweight metal post or a shade canopy.

These activity-area structures can be made to look like thematic centerpieces of a Cub World with a little camouflaging magic. Develop and prepare removable facades, or panels, with attachments that can be hung again on the frame of the activity structure. The panels can be made from wood, canvas, cloth, or vinyl and can be painted and decorated to look like masonry/stone work for a castle, logs for a stockade or cabin, planks for a ship, or tent sides for a circus theme. Hang the panels of the motif of choice and the structure becomes the centerpiece of a boy's imagination. Add flags, banners, heraldic shields, or hitching posts for exterior decorative details. Interior decorations can be added by a creative staff to enhance the effect. Contact a local artist's group, art school, or theatrical prop group for help with designing the facades and decorations.

Storage and maintenance of the rolled or stacked panels for the various themes should be planned so that the themes can be used on a rotating basis.

Advantages of a Cub World

An established Cub World serves the council, its districts, and its units in many ways, including the following:

- **Cub Scout program facility.** The Cub World provides a facility for pack, district, and council Cub Scout outdoor program activities.
- **Increased outdoor program opportunities.** The Cub World provides greater opportunities for boys to participate in a superior outdoor program.
- **Advancement opportunities.** Advancement is the result of an exciting, well-planned program. Cub World is an excellent venue for advancement opportunities.
- **Theme and program features.** The thematic features are capable of carrying a programmatic theme to a different and higher level. Boys can live in the past, present, and future simply by being carried away by imagination. The types of facilities a camp provides will heighten and amplify the boys' imaginations. Themes come alive at a Cub World.

- **Attractive to families.** Support areas make the entire facility very attractive to boys and their families. These include kitchens and dining facilities, showers and restrooms, campsites, tenting or dormitories, a first-aid station, a trading post, a snack bar, and ample parking
- **Increased membership retention.** Cub Scouts, parents, and leaders will stay in the program longer as the result of a successful Cub World experience. Participants leave camp eager for the next Scouting activity.
- **Recruitment tool.** Enthusiastic boys and adults will leave camp and tell everyone about their great adventure. This personal communication to others of their positive outdoor experiences is a great recruiting tool.
 - **General Scouting usage.** Although the facility may be designed for Cub Scout camping, it can also be used for other Scouting purposes such as council and district trainings, picnics, and reunions. It would be an excellent site for Order of the Arrow, Boy Scout troop, and Venturing crew activities.
 - **Non-Scouting usage.** Usage by non-Scouting groups, such as schools, family reunions, weddings, receptions, youth programs, religious groups, and community organizations, provide fees that are an extra bonus.
 - **Financial benefit.** A successful Cub World will provide long-term financial benefits to the council versus a considerable capital investment. Properly assessed fees and maximum usage of the facility will generate enough income to financially support the camp with a positive profit margin.

DEVELOPING A CUB WORLD

Development of a Cub World

Is your council thinking about creating a Cub World? A council's consideration to include in its long-range strategic plan the development of a Cub World facility or the expansion of an existing Cub World facility is governed by many factors. Generally, a task force is charged with the responsibility of gathering the information needed to make an appropriate decision for the council. The Cub World task force may consist of a task force manager and committee members with subcommittees created for each of the planning elements.

Considerations

The decision-making process includes consideration of several of the following factors:

- **Council needs.** Evaluate the Cub Scout outdoor and camping program in the council. Do the boys and their families have ample opportunity to participate in council outdoor activities? Is there a need for a Cub World facility to enhance and expand the program?
- **Membership needs.** Look at the Cub Scout membership numbers. Councils always strive to increase the number of Cub Scouts. A Cub World can be a good retention and recruitment tool. On the other hand, does the council have enough Cub Scouts and families to support a Cub World?
- **The cost of building the facility.** It takes a large financial outlay to build a Cub World. A high level of infrastructure (flush toilets, hard housing, and generous parking) is generally associated with a Cub/Webelos facility. Is the council ready to make this investment? Consider total use of the facility versus the dollar investment. How will the money be raised?
- **The cost analysis.** Consider income derived from usage fees, concessions, contributions, and endowments, and consider both operating and capital expenses.
- **Usage fees.** The Cub World must support itself. Consider all the costs involved, including maintenance costs, and develop a reasonable usage fee.
- **The area available.** Is there area available on camp property or other council property? Is there area for campsites by the Cub World features? Is there an area to expand an existing Cub World? Will the acquisition of new property be needed?
- **Usage.** Remember usage versus dollar investment! A Cub World should not sit idle.
What will the Cub World facility be used for?
When will it be available for use? Will it be year-round or just seasonally in warm weather?
Who will be using the facility? A Cub World is developed for the Cub Scouting program, but what other Scout groups may want to use it? Consider outside usage by the community organizations, such as schools, religious organizations, service groups, sports teams, etc.
- **The size.** How many people will the facility need to accommodate at one time? Assess the number of participants and size of the groups.
- **Sleeping arrangement considerations:** Will campers be sleeping inside the Cub World structures or outside in tents or in separate cabins? If participants will be sleeping inside a Cub World structure, an indoor feature must be planned such as a dormitory, bunkhouse, or cot area. To support the BSA Youth Protection policies, sleeping arrangements of male and female leaders and of male and female youth participants must be considered. Adults and youth of the same gender may occupy dormitory or single-room accommodations provided there is a minimum of two adults and four youth. A minimum of one of the adults is required to be Youth Protection-trained. Adults must establish separation barriers or privacy zones such as a temporary blanket or sheet wall in order to keep their sleeping area and dressing area separated from the youth area. See the *Guide to Safe Scouting*, No. 34416.
- **Safety and sanitation.** Consider safety features for all structures and program activities as well as proper sanitation needs such as restrooms, showers, food preparation, and trash/garbage management. Include a member of the council's risk management committee on the task force.

- **Local weather and climate patterns.** The plans for shelter from the elements will vary with each council's local climate. Adequate shade and shelter from sun and rain is vital. If the Cub World structures are out in the open, it may be necessary to include shade trees in the landscaping plan or build shade pavilions to create shelter.
- **Location.** A 45- to 90-minute drive to the facility generally defines the core market: Cub Scouts and their parents and families. If the facility isn't nearby and convenient, Cub Scout parents will be discouraged from coming.
- **Governing regulations.** County, state, and federal regulations that relate to the development of the property must be addressed. This may include environmental impact studies.
- **National camping standards.** For Scouting usage, the facility, personnel, and program must meet all requirements in the appropriate national camping standards. How will this be accomplished, and who will be responsible to see that the requirements are met?
- **Staffing/personnel.** Who will provide the manpower for the programs and the administration of the facility? Consider paid versus volunteer staff. When will program staff be needed?
- **Maintenance.** The Cub World facility will require upkeep and repairs as needed. The facility must be kept in a safe and attractive condition. Include maintenance costs in the usage fee.
- **Promotions and marketing.** What type of promotional materials will be needed and who should the audience be? The success of the Cub World depends on good attendance/usage. Usage is a result of good promotion to the right audiences and satisfactory customer service.

Planning

As the task force assembles the data that will inform its deliberations, members will reach a point when they can move ahead with the strategic planning process, which involves developing a vision, establishing goals, gathering data, and laying out plans. It is important to know that advance planning for a Cub World can begin even if a site has not yet been selected. The Outdoor Adventure Group's Design and Development Team can be an important

resource in the planning and design phase of the project.

Four Basic Planning Steps

1. **Develop a vision.** Develop a motivational picture of future success for the Cub World. This is a statement of what is possible for the facility in years to come. The vision provides a long-term commitment to the operation of a Cub World and an enduring course of action that will guide decisions in the future. The council's long-term strategic plan for camp properties should include a Cub World segment.
2. **Establish goals.** Goals are the steps or actions that lead toward fulfilling the vision established by the council. Some Cub World goals might include offering a variety of types of camping activities, opening the property to a wider range of users, or constructing new facilities. For goals to be of value, they need to be specific, measurable, attainable, relevant, and timely.
3. **Gather data.** Good decisions cannot be made without accurate and current information. The Cub World task force might want to look at the following:
 - Current status of the council and its camp properties
 - The acquisition of new property
 - Identification of stakeholders (who will use the facility) and determination of their needs.
 - Accessibility to users
 - Status of the Cub Scout membership and growing membership trends
 - Future trends for Cub Scout day camp and resident camp and family camps
 - Council outdoor facility and program needs
 - Council camps financial operation (income and expenses)
 - Marketing to users (Scouts and outside groups)
 - Disability awareness
 - Neighboring councils and other organizations
 - Cub World features (which structures and how many)
4. **Lay out the plans.** Develop a simple, effective, and workable plan using the What, How, When, and Who planning tool: When task force members lay out a plan for reaching a goal, they can test whether it is complete by explaining

what the plan is, how it will be accomplished, when it will be done, and who has the responsibility for carrying out the plan.

Planning Resource: The Design and Development Team

The Outdoor Adventures Group's Design and Development Team located at the BSA national office in Irving, Texas, offers cooperative support for all aspects of council properties and facilities. The Design and Development Team staff maintains specialists in a wide range of fields as a resource to councils. One specialty area is the development of camp properties and facilities. A basic function of the team is to act as a clearinghouse of information about what has worked well (and possibly not so well) for councils that have already been down the property development trail. Design and Development Team consultants do not come into a council with any sort of agenda but typically will help the council to determine (1) what it wants to do, and (2) how to do what it has decided to do. It is worth emphasizing that all of the services typically provided by the Design and Development Team are offered at no cost to the requesting council.

Much of the work with councils involves creation of or updates to the council's long-range plans for development of Boy Scout and Cub Scout resident camps. Councils have asked for assistance when planning a Cub World camp to enhance their Cub Scout outdoor program. The Design and Development Team can contribute valuable input for every phase of a Cub World, starting even before the acquisition of a property and continuing through the camp opening, ongoing operations, maintenance, and future development and/or expansion. The team can provide valuable advice on the best organizational structure within the council and tried-and-true procedures for managing the entire process from earliest planning through the facility ribbon-cutting.

A key service that the Design and Development Team provides is advice and guidance in project management, a discipline that organizes and structures the work of planning, executing, and controlling a one-time endeavor, such as a Cub World.

Each council must make it a top priority to carefully and deliberately establish a documented master plan of development for a Cub World camping asset. Such a master plan must be based on the council's updated strategic plan, its vision for a top-notch Cub Scout

outdoor program, and the formal adoption of the plan by the council executive board. Cub World construction may, and usually does, require a notable capital outlay. As a result, all plans must be the result of the council's own official determinations and vision in the form of a documented master plan. The plans must also be supported by a firm policy that requires authorization for the project to be predicated on the project being a part of a camping facility master plan for the council.

Whether for a new property or an existing one, the basic processes to create a master plan are essentially the same. The first step is to determine all of the requirements and then get them organized, prioritized, and documented.

The following seven questions of organization become invaluable tools for self-assessment and for finding the most objective and applicable solutions:

1. **Who** will be the users of the facility (Cub Scouts, other Scouting programs, outside usage by community groups)?
2. **What** will the users be doing or accomplishing at the facility?
3. **When** will the users be at the facility (year-round uses, seasonal, overnight, day uses)?
4. **Where** will the facility be located (any special advantages to the site)? Where will the users be fed, showered, housed, and doing activities?
5. **Why** (benefits boys, Scouting, councils, communities)?
6. **How** many people will the facility need to accommodate as a maximum?
7. **How** will a requirement be accomplished (financing, design, construction, maintenance, marketing, staffing)?

The methodical documentation of the results is called the Program of Requirements. It is hard to overstate the value of going through the process of formally establishing a Program of Requirements as the initial effort in creating a master plan for the development of a Cub World. The Design and Development Team can help councils expedite what would otherwise be a set of formidable tasks. The team applies hands-on experience and works directly with leaders and volunteers to get the project done. The greatest value of formal documentation of a Program of Requirements is that it provides a consistent foundation for making rational, objective judgments for every question that arises. This document is what

guides the council's designers and local engineers. Also, it is a fact of life that divergent opinions among council members are frequent factors to be resolved. It is therefore especially important that the Program of Requirements be formally approved by the council executive board because such a document clearly stating the council's "board approved" intent is a truly invaluable guide in such cases.

Once the requirements have been determined, the Design and Development Team is prepared to assist in every facet of the project. Help is available with on-site assessments of existing or potential properties regarding their suitability and preparation of layout proposals for site development. For the facility planning phase, the Design and Development Team can provide prototypical planning information for virtually any kind of structure for camp or work with council designated persons to develop plans for the council's own unique requirements. As part of this work with many councils, the Design and Development Team maintains a library of examples of Cub World facility types for sharing among all

councils. This includes site plans, floor plans, building elevations and cross sections as well as outline specifications for materials and preliminary cost estimates. Be aware that these are not refined enough to be construction drawings but are schematics that enable the council project committee to make all the significant decisions in the process. The council should rely on locally licensed design and construction professionals for the actual construction plan drawings. The Design and Development Team can provide guidance on selection of local architects, engineers, and contractors, and also has model contract documents for both design and construction services tailored for use at a local level should the council request it.

A major facilities project such as a Cub World can be an enormous challenge for a council. The Design and Development Team offers the kind of help and assistance that will not only make it manageable but will also provide the best assurance that the results are exactly as intended.

CUB WORLD CONSTRUCTION

Local Building Agencies

After all the development and planning phases are accomplished, construction of the Cub World facility is one of the most exciting aspects. Yet, several steps are required even before the first shovel of ground is turned.

The council-approved Cub World construction master plan must be reviewed by the local building agency having jurisdiction. The local building agency, upon plan approval, will issue the necessary construction permits. Before the construction begins, the council must establish a bank account for financing the construction.

Construction will usually be awarded to a local contractor capable of carrying out the task of hiring subcontractors for building materials, site work, grading, installation of utilities, foundations, and so on. The Design and Development Team can again be of assistance here as it will provide guidance on selection of contractors and have model contract documents for construction tailored for use by the council. More importantly, the team can provide advice and guidance in the area of project management. There are many proven tools and techniques available to manage and control this phase of the work.

Groundbreaking Ceremony

Next, arrange a groundbreaking ceremony where council leaders, the Scout executive, local community leaders, and other individuals who have been involved with the project from its inception can participate in the event and see the results of their work. The news media should be informed and the council marketing committee will no doubt have an opportunity to showcase Scouting to the community. Construction is the highly visible culmination of all the planning and should be shared and celebrated with a great deal of satisfaction!

Help From Volunteers

Whenever possible, Scouting volunteers may be able to participate in some aspects of the construction process. There are any number of jobs that can be done by concerned individuals and boys who will enjoy use of the facility upon completion. This may be a once-in-a-lifetime chance for boys to participate in such an important project. They can say as adults that they helped in a small way to raise a facility that will serve as a great outdoor adventure center for many years to come. Because a construction site is governed by strict safety regulations, certain consideration must be given in conference with the contractor to assign work crews and projects to volunteers that are easy and risk free.

Documentation

A council historian will surely want to chronicle the progress of the construction with photographs and possible interviews with professional construction crewmen as well as volunteer youth and adults. Local news media can be kept up-to-date with progress, and the marketing committee may invite prospective community supporters to join with Scouting.

Ribbon-Cutting Ceremony

When construction is complete, a suitable ribbon-cutting ceremony should be scheduled to announce that operations will begin. Again, like the groundbreaking ceremony, council leaders, the Scout executive, local community leaders, and all those who have been involved with the project can participate. This is the premiere of the Cub World facility and should be a big event.

FACILITY MAINTENANCE

It's finally done; a Cub Scout's fantasy camp is ready for that all-important first season. The registration table opens and 100 Cub Scouts with their families rush in with ear-to-ear smiles. You exhale a huge sigh of relief. Behind you are all the late-night meetings with the project planning committee, the facilities committee, the program committee, the Cub Scout roundtables, even the Order of the Arrow lodge chief. The fundraising visits, dinners, and breakfasts are all over. The hard-hat meetings on the job site, change orders, unexpected soil problems, and late material deliveries now seem like such small problems. This one is put to bed and you can move on to the next project right?

Not yet! There is still a critical part of the project that has not yet been addressed. You need to make sure that all that hard work, all those hard-won dollars, and all those Cub Scout smiles will last for years. The only way to be sure of that is to realize that the project is never over, that there needs to be a plan to care for your creation long after the tradespeople and landscapers are gone. As tempting as it is to walk away in triumph, the maintenance plan must be completed, and it must be done now, while everything is still fresh in your mind. The planning of the camp is not complete without the facility maintenance plan. It is as much a part of the camp as the dining hall, the BB-gun range, and the mountain man cabin

The Facility Maintenance Plan

You built the camp with a plan. The Cub World Committee and the council camping committee each have a plan for the camp. The camp superintendent and/or the camp ranger need a plan to keep the camp in good, safe condition, so it will still be as exciting a place five or 10 years from now as it is today. The folks who supported the development of the camp with their money, time, and sweat deserve to know that the fruits of their money, time, and sweat will be taken care of and not squandered.

People—even rangers—have employment changes. They move or retire, taking their institutional memory with them. And of course, memories fade, and reasons some things were done the way they were are forgotten. Nobody can recall the location of the seldom used reset switch, or the service manual

for the walk-in refrigerator gets lost. These things may not be disasters or expensive, but at best they will cost time, perhaps some money, and certainly some needless frustration. Of course, disaster may be exactly what you get, such as when the appliances in the kitchen fail because of a lack of preventative maintenance, when a booked cabin is uninhabitable because a failed roof has resulted in a moldy interior, or when all the showers are cold for the Cub Scouts on spring-break weekend.

So how do we avoid such problems? It starts with a plan—a written plan. Writing it down helps ensure that it will be followed and that it persists year after year. Writing it down allows it to be a fluid document that adapts and changes to meet the needs of the camp and the campers, without reliance on individual memory. The overall operations of any camp facility, including the Cub World, are governed by a camp operations manual, which is written by the council. This document must include all the facility maintenance issues. The plan should be reviewed annually. The manual should be kept in a three-ring binder and stored where accessible to the camp staff and camp ranger. A second copy, or an electronic copy, should be maintained at the council office or council service center.

Creating the facilities maintenance plan accomplishes several objectives:

- Keeping the facility operational, safe, and attractive for customers
- Meeting local, county, state, and federal regulations
- Meeting BSA national camping standards
- Preventing major facility and equipment failures that would result in loss of valuable program time and money
- Instilling pride of ownership and property stewardship

Who Writes the Facility Maintenance Plan?

Just like building the rest of the camp, creating the maintenance plan must a collaborative effort, involving many hands.

Cub World Task Force. The overall development of the plan should be the responsibility of the Cub World planning task force manager who can create a subcommittee to ensure that the maintenance plan is researched and written. The task force members responsible for each separate element of the camp should provide the specific maintenance plan information for their area.

Camp ranger. The person in charge of the camp, the ranger, the superintendent, the caretaker—whatever the on-site resident person in charge of the property is called in your council—absolutely must be at the forefront in the development of the maintenance plan. After all, he or she will be the person responsible for implementing the plan. Camp ranger responsibilities might include the following:

- Providing practical input on the maintenance plan.
- Providing a reality check for the plan's maintenance schedule.
- Being the technical expert for the development of the maintenance items.
- Performing an annual review and update of the plan.
- Adding new material to the plan for all changes and new equipment, appliances, and facilities added.
- Providing an annual report on the status of the camp's upkeep to the council Cub World Committee or subcommittee of the council properties/facilities committee.
- Performing, with the assistance of paid and volunteer assistants, all the maintenance called for in the plan and necessary for the upkeep of the camp.

Cub World Committee. Even before the Cub World task force has completed its planning and the facility has been constructed, a group must be created to oversee the day-to-day operation of the Cub World. This Cub World committee could be a part of the council camping committee and have a member sit on the council properties committee. The Cub

World committee responsibilities in regard to maintenance might include:

- Approving and adopting the maintenance plan.
- Assuring adequate financial and personnel resources are available to implement the plan in its entirety.
- Receiving an annual report of the status of the camp.

What Does the Maintenance Plan Include?

Each council camp is different and unique. Types and composition of structures, weather conditions, and seasons of usage will affect the items listed on the plan as well as the scheduled frequency. Each part of the plan has specific requirements and a time schedule. The plan is also an integrated continuum, with each part dependent on and part of the whole. Preventive maintenance will have little impact if regular maintenance is not performed, and so forth.

Some general maintenance issues to include in the plan might include:

- Infrastructure: electricity, plumbing, heating, fuels, water system, sewage system, structure repair, and trash/garbage disposal
- Opening and closing of camp: Does the camp stay open all year long, or is it closed down during winter seasons? What maintenance items are needed to open the camp in the spring and then close it back down for the winter?
- Current as-built drawings
- Hazardous materials handling system, staff training for leaks and spills, and material safety data sheets (MSDS)
- Schedule of maintenance and surveillance
- Documentation of maintenance and repairs
- Manufacturers' service manuals for equipment
- On-site program equipment upkeep and storage

Maintenance Categories

The Cub World maintenance plan can be broken down into three basic parts: general maintenance, equipment maintenance, and emergency repairs.

1. General Maintenance

General maintenance consists of tasks that are more visual and eye pleasing rather than those that assist with camp operation, but they are nonetheless important items that give campers and staff a certain sense of pride in ownership. No one likes to come to a camp that looks like it is rundown or unkempt. General maintenance is certainly connected in many ways to providing a safe environment for campers that is consistent with national BSA safety and risk management policies. Items on a scheduled list of general maintenance tasks may include but are not limited to the following:

Grounds and landscaping

- Weed abatement, including toxic species
- Lawn mowing
- Path and trail repair (raking, clearing broken glass)
- Removal of hazardous trees
- Defensible space fire plans
- Paved travel and parking areas
- Storm water drainage/flood prevention
- Exterior lighting
- Signage

Facility

- Building and structure repair (walls, floors, roof, ceiling, windows, door locks, etc.) This includes all the structures of a Cub World and program kiosks, armadas, and pavilions as well.
- Paint (exterior and interior)
- Rodent proofing
- Injury hazards (bare wood, broken rails, broken windows, electrical shock, lightning protection, etc.)
- Smoke and carbon monoxide detectors
- Exterior lighting

2. Equipment maintenance

Equipment is a category that encompasses everything operational at camp from camp vehicles, rowboats, heaters, refrigerators, and cook ranges, to power tools and fire extinguishers. Equipment has moving parts that occasionally need attention and certainly periodic, scheduled maintenance is often necessary to keep up the warranty on many larger items, and expensive, pieces of equipment. It is a wise investment to get the full amount of service from

equipment purchases even after the amortization period. Good operation is dependent on regular and scheduled maintenance.

A good plan will have a checklist of scheduled maintenance and a history of dates of service and repairs. Items to consider for a full maintenance plan may be, but are not limited to the following:

- Camp vehicles for general camp operations, camp gear, materials, etc., as well as personnel
- Generators, electrical delivery equipment
- Kitchen equipment, such as stoves, ovens, refrigerators, freezers, dishwashers, and sanitizers
- Heating and cooling equipment, such as hot water heaters for kitchen and showers, space heaters for cold weather, freezers, etc.
- Camp tools for camp upkeep (e.g., lawnmowers, chain saws, power tools, compressors, etc.)
- Swimming pool equipment (if present), such as pumps, filters, sanitizing chemical feeders, etc.

3. Emergency repair

A well-organized and effective maintenance system supported by an adequate budget line item is a very good defense against costly, untimely, and unnecessary repairs. But we must be aware that circumstances arise that are beyond anyone's control. Such contingency and emergency times may occur because of severe storms, power surges, the failure of protective devices, or even just plain vandalism. The camp operations manual for Cub World developed by the council should provide a section on emergency operations with a plan and staff instructions on what to do during an emergency. It is highly recommended that a small inventory of parts for equipment and repair materials be kept on hand for the emergency situations. Many so-called emergencies can be interdicted early before they become a large problem. Some items that would be useful to include in a small inventory may be but are not limited to the following:

- Electrical replacement breakers
- Pipe nipples and fittings
- Waterproof tarps
- Epoxy for plastics and metal applications, as well as an assortment of other adhesives
- Several bags of diatomaceous earth, fuller's earth, or plain kitty litter for adsorbing small quantities of spilled liquid hazardous material to encapsulate the spill until additional help can be obtained
- Several 4-by-8-foot sheets of different thickness of plywood

Documentation

The importance of proper documentation cannot be overstressed. No maintenance has officially occurred unless it has been documented in writing. How will the Cub World committee or the council camp facilities committee know if the facilities maintenance plan has been followed? Create a chronological log for all items and dates of maintenance that describes the task and includes signatures of the person or agency completing the work. Include a chart with columns for repair frequency, completion dates, and names.

Maintenance Item	Frequency		Date Completed	Name/Contractual Agency	Notes
	During Camp Season	During Off-Season			

Council Properties Management System Software Program (CPMS)

The Design and Development Team has developed and released a software program called Council Properties Management System, or CPMS. This software assists the property manager in documenting facilities and equipment, and scheduling and tracking routine, planned, and emergency work on those facilities and equipment. A copy may be obtained from the Design and Development Team at the national office through a written request, preferably by email to john.stewart@scouting.org. This software will facilitate the implementation of all of the recommendations listed above.

CUB WORLD PROMOTION

Camp Promotion

Camp promotion, the advertising and filling of camp, is a critical component of a successful Cub World program. Potential campers, their families, leaders, and packs must be contacted via multiple methods to provide the most penetration into the Cub Scouting program. Continuous promotion throughout the year is beneficial in contacting more campers. Cub World success is dependent on good attendance; good attendance is a result of good promotion and marketing to potential customers at the right times.

There are seven basic elements in successful Cub World promotion.

1. **Last year's reputation.** Good attendance is directly related to the reputation the camp has established in past years. The experiences the boys, parents, and leaders had at the last year's activities at Cub World will affect their desire to come again the next year.

2. **Program plan.** It is easier to promote your Cub World when the details of the program are in place. Know the "what, when, where, who, and how" of all that will be happening at the Cub World so you'll know what to promote.

3. **Promotional plan.** Create a written promotional plan and determine what you will need. Supplies might include paper for brochures, posters, and placemats. Identify electronic resources for websites and DVDs. Plan promotional activities and media exposure. Don't overlook promotional gadgets, patches, and a Cub World logo.

4. **Promotional team.** A great promotional plan can't work without a promotional team. Recruit volunteers, as well as members of your staff, to be exciting ambassadors for the Cub World.

5. **The right audience.** It is important to target the right audience. Who is the potential customer? Obviously, the packs are a built-in customer base. Cub Scouts benefit from attending camp, but the decisions to attend camp are made by the adults. Therefore, marketing efforts should be directed to the parents as well as the boys. Address mailings to "the

parents of ..." and target promotional materials to parents and leaders so they can make good decisions about attendance at Cub World.

6. **The right information.** It can be disappointing to have a flashy promotional brochure or an entertaining video with incorrect or outdated information. It is important that all promotional materials contain correct and necessary information, be quick to read (or view), and be understandable.

7. **Variety of promotional tools.** Think about the many ways you can promote Cub World. Be creative and use a variety of venues.

Promotional Vehicles

Pamphlets, Mailers, and Postcards

At a minimum, design a brochure that outlines the facilities, dates, themes, and pertinent information for the programs offered at your Cub World facility. Ideally, there will be different program themes depending on whether the facility will be used on the weekend or during the summer for residential use. As a result, more than one brochure per year would be preferable. Brochures, postcards, and mailers should be sent to Tiger Cubs, Cub Scouts, and Webelos Scouts; new pack leaders; and unit leadership at various times throughout the year. Use mailed correspondence and email to send promotional information. Fliers that advertise summers and weekends can be used as handouts and mailers.

After new Cub Scouts and leaders register with a pack, they should receive information on weekend camping opportunities at Cub World. Early in the spring, unit leadership and Scouts should receive information on summer resident camping opportunities. This should occur at the same time as information on district and council day camps is becoming available, so that parents and leaders can accommodate both in their pack and personal summer calendars.

Designing or revising a slick color brochure every three years can renew interest in the camp. Even changing the paper color of the printed materials provides a new look if other changes are not possible each year. It is important that all promotional materials contain correct and necessary information, and are quick to read and understandable.

Promotional DVD

Soon after the camp is built, new program areas are added, or existing program areas are renovated, a promotional DVD can be created. A combination of still photos, aerial photos, and video is effective. The DVD should showcase all aspects of the camp, including camp sites, dining hall, shower houses, and best of all, the program areas. It is most effective to fill the program areas with happy campers and their families during filming. This can be accomplished by recruiting a willing pack for the video shoot.

The DVD can be provided to interested parties who contact the camp looking for more information. It can also be provided to the council library for checkout to the district executive pool, and it can be shown at district events such as roundtable or Cub Scout leader training sessions. Some packs have even used DVDs provided to them as recruiting tools during fall and spring recruitment nights to show the new boys some of the fun they will have later in the year.

Special Events

Using the Cub World for special events can also be a way to introduce the facility to new Cub Scouts. These special events might take the form of a fishing derby day (or another day activity) that is held at Cub World as recognition for new recruits to Cub Scouting registered by a certain date, or a district event weekend where all the packs from an area camp on the same weekend. Webelos-ree type events are also a good way to utilize the camp.

Council Website

Information about Cub World should be provided on the council website under the camping section. Design informational materials to easily fit the parameters of the website. There should be various discussions, links to brochures and online registration, and, if possible, a photo section and link to the video. The website should be updated annually. The goal should be to update pertinent information as well as attract campers by describing and illustrating the program. In addition to a general overview of the camp, some of the typical sections to include on a council website are:

General Camp Information

- Directions and map to reach camp
- Map of the Cub World camp facility
- List of what to bring to camp
- Cub Scout camping guidelines
- Guide to weekend camping
- Guide to summer residence camping

Cub Scout Summer Day Camping, Resident Camping, and Weekend Family Camping

- Available sessions and theme
- Reservation form
- Camping roster
- Camp FAQs
- Volunteer opportunities for adults
- Volunteer staffing needs

Special Events Calendar

- New-recruit activity event
- Seasonal fishing derby
- Webelos-ree

Other Electronic Promotional Vehicles/ Social Networking Sites

- Email
- Facebook
- Twitter

Campmaster (Wagonmaster) Corps

The campmaster corps is a group of selected, trained, and registered Scouters who serve at council camps whenever units are using any part of the camp property. They render commissioner-type service to the units in camp, working with and through unit leaders. Campmasters select their own time and frequency of service, but they generally serve two to four times a year. The group is organized under the leadership of the council camping and outdoor program committee. The entire project is responsible to the Scout executive or the camping director. The campmaster corps at a Cub World facility is often referred to as the wagonmaster corps. The two-day campmaster training program is available at www.scouting.org/scoutsource/BoyScouts/Campmasters/03.aspx.

Creating a campmaster program for weekend staff and volunteer staff is another way to promote the camp and encourage continued interest and loyalty to the Cub World. This program identifies and develops volunteers to run registration and program areas, which tends to generate word-of-mouth and repeat business. Campmaster volunteers are an excellent source of experienced and enthusiastic presenters.

Presentations

Presentations at multiple venues are one of the best ways to promote Cub World camp, facilities, and programs. Units may hear about Cub World for the first time even when the presentations have been

occurring for multiple years at multiple venues. Some examples include:

- **Pack meetings.** Unit presentations led by district promotion team members are effective means of promoting to the top potential customers, the pack membership, which includes the Cub Scouts, families, and leaders. Show the camp video, do a skit, wear theme-oriented costumes, distribute brochures, or hand out a unique promotional gadget such as a refrigerator magnet, button, pencil, or sticker.
- **Council and district training venues.** The Cub Scout council and district training venues such as pow wow, University of Scouting, and leader training courses are ideal places to promote your Cub World.
- **Cub Scout roundtable.** District roundtable events are a good venue to promote your Cub World. It's effective to have a guest speaker who is knowledgeable about the camp, as well as a local unit leader who has attended, to tag-team the presentation. This is a great time to show a camp video.
- **Scout Shows.** Scout shows are a great opportunity to showcase Cub World to Scouts, leaders, and families. Have a booth with a DVD or online video playing and literature available. Use the old-fashioned idea and have a person roam around the show wearing a sandwich board to advertise the Cub World.
- **Annual program kickoff.** The council or district annual program kickoff meeting is an ideal place to introduce the upcoming year's Cub World program.

Update Your Program

Lastly, keep adding to and updating the program. Facilities that include rowboats, paddleboats, a miniature golf range, nature trails, campfire bowls, trading posts, and shooting sports ranges will help keep Scouts and their families coming back! Add new program activities and rotate program themes each year to ensure returning customers. Offering sponsorships of the camp at many levels with appropriate recognitions builds loyalty to the camp and its program. These sponsorships and donations can take the form of money, equipment, or time.

CUB WORLD PROGRAM

The program selected for a Cub World will depend upon who is using the facility, the theme, and Core Values, consideration of equipment and safety, and personnel to present the program.

Objectives of the Cub World Program

A Cub World is a magical place. At Cub World, a boy can become a knight in a medieval castle, a pioneer in an Old West fort, or a gold miner in an 1849 camp. The purpose of a Cub World program is to fulfill the purposes of Cub Scouting by providing campers with an exciting and rewarding array of activities and new experiences. The Cub World program has many objectives that work toward this purpose:

- To teach boys an appreciation and understanding of the outdoors
- To provide fun and a sense of adventure
- To instill the values of Scouting
- To offer a sense of personal achievement through advancement opportunities
- To help boys make new friends and strengthen current relationships
- To promote physical fitness
- To give boys new challenges and opportunities to learn about themselves
- To teach good citizenship and sportsmanship
- To develop character and learn the importance of friendly service
- To prepare Cub Scouts for the Boy Scouting program

Every element of the Cub World program should be planned to meet or enhance these objectives. At camp, a boy is isolated from the outside world. It is a safe place for him to learn more about himself and his strengths and weaknesses, and to build a stronger character by learning to forge relationships with others. A successful Cub World program will offer campers opportunities to meet these challenges head-on and come out on top, all while having a fun and memorable experience.

Creating a Cub World program that fulfills this mission can seem a daunting task, but with a strong camp staff, a lot of creativity, and the many resources

of the Cub Scouting program available for support, the magic will happen. And the campers will reap the rewards of your hard work by having the time of their lives while learning to become quality young men.

Consider the Needs and Interests of Young Boys

The Cub World program must reflect the needs and interests of young boys. Campers are ages 7 to 10, a wide range in terms of social and physical development, so it is necessary to take into consideration how a boy will be engaged with an activity and how he will react to situations. Every boy is different, coming to camp with different experiences, a different background, and different interests and fears. The program must be varied enough to offer excitement to every camper while keeping in mind what is appropriate for each boy's level of development and maturity.

Young boys often have many needs in common. First and foremost, they need to feel comfortable and safe. A boy may be apprehensive about an activity he has not done before. This fear can come from not understanding how something works, why things are done a certain way, or what will happen to him if he participates. A little explaining goes a long way, and answering questions a boy may not know to ask can help him overcome his apprehension. Leaders provide an adult presence that assures boys that they will be taken care of. They not only watch out for his safety, but they also comfort him if he is unsure of himself and direct him if he is unsure what to do next.

Boys also need to be able to understand what they are being asked to do. Strong, well-planned programs, in combination with staff that can effectively instruct the program, will aide a boy in becoming engaged with a new activity. If a boy is unsure of what he is being asked to participate in, he will not feel comfortable and will most likely not enjoy it.

The interests of Cub Scout-age boys vary, but the Cub World programs can offer many exciting activities that will keep their attention. Most boys love to learn about nature and enjoy being in the outdoors. A Cub World nature program can teach

them interesting facts about animals and plants. The outdoor skills that are part of the Cub Scout advancement program will teach boys how to be self-sufficient in the outdoors.

Cub Scout Outdoor Program

Cub World is a multiuse facility. All of the work it takes to plan, develop, and maintain a Cub World will best pay off by using it year-round. What is the payoff? It is an increasing number of Cub Scouts and their families enjoying the camp and benefiting from the Scouting programs it offers. The more programs held at your Cub World, the greater the number of people will visit. And with more people visiting, attendance will rise as they tell their friends and fellow Scouts about the wonderful facility at their disposal.

When developing and planning a Cub World, keep in mind the variety of ways that it can be used.

Day Camps

One of the most popular Cub Scouting programs is Cub Scout day camp. At a day camp, campers come for one to five days during the daytime or early evening. The campers do not stay overnight. A day camp is a theme-oriented program packed full of young boys' favorite activities such as BB shooting, archery, swimming, crafts, games, and more. Day camp is also a great opportunity to work on some of the advancement requirements that can only be completed at camp or in the outdoors. A good reference for more information is the *Day Camp Administration Guide*, No. 430-338.

Cub World is a great facility to hold a day camp at any time of the year. Because the camp is built with the national camp standards in mind, many required standards will already be met. The buildings and structures at camp will make great areas to run programs. Restroom facilities, dining areas, and other essentials will already be available, thereby requiring less of an infrastructure expense from the day camp program.

Resident Camps

A Cub Scout resident camp is an overnight program that lasts at least two nights. A resident camp at Cub World can be a completely immersive experience for a camper. Not only will he get to participate in many themed activities, but he may also be living and sleeping in or near the themed areas. This allows the imagination to endure from the beginning until the

end of camp. Refer to *Resident Camping for Cub Scouting*, No. 13-33814.

A boy that is part of a castle program may actually believe himself to be a medieval knight by the end of his week at camp. The games he plays, the skills he learns, and the excitement of sleeping in a real-life castle will immerse him in an unforgettable world all his own. Staff in costume, period decorations, activities, and songs can add to the experience.

Building a resident camp program requires the most planning. Typically, but not necessarily, a council will offer several resident camp sessions over a summer. This requires a full-time staff living on-site, a regular food service, and abundant sleeping quarters for the many campers.

Considerable thought should be given to planning out the day in time blocks and ensuring that rotation through the venues does not overload any particular venue.

Multiple activities can take place within a given time frame and venue. For example, in a two-hour time frame at a venue, the Cub Scout might do the following:

- Participate in crafts.
- Hear stories.
- Participate in living history.
- Shoot BB guns.
- Make a clay pot.
- Participate in play-acting.
- Shoot catapults.

Council-Organized Family Camping

There are several varieties of family camping, but all are geared toward strengthening the bond between a Cub Scout and his family members. Fun with Son is one type of program, with a camper attending with a parent or guardian. Mom and Me or Dad and Lad programs target specific relationships. True family camping may offer a program to an entire family unit, including siblings, cousins, or other close family members.

Family camping programs should be designed to develop family relationships. Each activity should involve both the Cub Scout and his family members equally, while keeping in mind the age-appropriate guidelines. Teamed games or sports offer a chance for families to work together toward a goal. Crafts can be a great way for parents and children to

collaborate to create something new. Family camping is an opportunity for families to build memories, have fun, and spend some quality time together.

- Family camping at a Cub World provides adequate and easily accessible facilities that family members need.
- Family camping is a good introduction to the Scouting program.
- A strong family outdoor activity can also be of interest to the Hispanic community. In this context, the emphasis should be on family and the outdoors, not necessarily on camping.

Pack Overnight Camping

Your Cub World facility is a wonderful place for the Cub Scout pack to hold its overnight camping activity. It comes ready-made for the boys, families, and leaders. The facility is definitely council-approved and has all the amenities required for pack camping. Packs usually can reserve one of the program elements for one night. The pack provides its own program activities in the select program area.

Pack Orientation Guide. A Cub World pack orientation guide can be developed to help the packs plan and might include the following topics:

- Cub World introduction
- Orientation meetings
- Required training: BALOO, shooting sports
- Program theme areas
- Open activity areas
- Reservations, applications, fees
- Cub World policies and regulations
- Program planning
- Arrival and departure procedures
- Safety issues
- Trading post
- Environmental awareness

Program Theme Guides. Develop a program theme guide for each of the theme program areas for the packs. This program material should prepare the pack for its journey to the selected theme area and provide suggested program activities.

Introduce the theme program area in an exciting manner. Give its history. Describe how it was built, what life was like, cooking methods, types of food, entertainment, clothing, and interesting facts. Include a terminology list for the theme. Have a section on

games, sports, and other fun activities. Show how to make a theme-related neckerchief slide and other craft activities. Also have a section on costumes and props that the boys can make ahead of time to use at their adventure. Lead the pack through pre-opening activities, opening and closing ceremonies, skits, stories, cheers and applause stunts, and songs. Get the boys, families, and leaders excited about their upcoming Cub World experience. In addition, provide a suggested schedule and daily plan.

Shooting Sports and Swimming Guide. Part of the pack experience may be the use of the archery and BB gun ranges. The pack must have a certified range master for each range. This means the council must provide shooting sports training for the packs at regular intervals to fulfill this requirement or provide the required personnel. If the pack is going to use the swimming pool or waterfront, the Safe Swim Defense plan must be in use.

Off-Season Usage

A great way to make sure the Cub World facility is getting its full use is by offering off-season rentals and reservations for both Scouting units and non-Scouting organizations.

Scouting Units

When the camp season is over, Cub World can make an excellent destination for pack activities such as pack overnight campouts, Webelos den overnights, blue and gold ceremonies, advancement ceremonies, day activities, and more. Allowing packs to explore and use the camp on their own time will add a very valuable tool to their program planning calendar.

The Cub World can also be an attractive location for Boy Scout troop and Venturing crew activities, such as courts of honor, planning meetings, service projects, and pack-troop campouts.

The Order of the Arrow may find the facility a good meeting or fellowship location.

The council and districts may schedule planning meetings, trainings, camporees, or Webelos-rees.

Non-Scouting Organizations

The Cub World is a good location for meetings and retreats for churches, schools, sports programs, and community organizations. The facilities available will attract various youth and adult organizations.

Reservations

Reservations for camp usage should be made through the council office to ensure that the facilities are ready and available. A campmaster (wagonmaster) can aide in assisting units and/or organizations with their plans upon their arrival. The campmaster corps help groups gain access to the facilities and provide equipment, programs, and other friendly services to visitors.

Themes and Core Values

One of the greatest benefits of a Cub World is that it inspires a boy's imagination. Themed program areas and unique buildings and structures provide backdrops for an unmatched experience.

Themes are the heart of the camp program, giving it a direction and focus, and making it come to life in the minds of the campers. When a boy feels like he is part of the theme, he is engaged in something unique, and he will feel connected to the camp community that is sharing in his experience. Camp themes build excitement and encourage camp spirit. Incorporate Cub Scouting's 12 Core Values along with the themes to enhance character building.

Refer to Appendix A for the Thematic Ideas chart and Appendix B for Cub Scout Character Development: Ideas for Connecting Core Values with Outdoor Activities chart.

Program Considerations

The activities and events planned for the Cub World programs can seem great on paper, but there is a lot to consider when planning for the programs and designing the Cub World.

Storage

All of the equipment, costumes, craft materials, and other supplies will require space to store them. Each program area should have an appropriate amount of storage to keep all of the equipment safe, clean, and out of the elements. Preferably, all storage should be lockable, especially for shooting sports and other potentially-hazardous equipment. Cleaning supplies and tools should be inaccessible to campers. Storage of other necessary supplies, such as toilet paper, paper towels, and trash can liners, should also be considered so they can be quickly restocked.

Reusing Equipment

Program supplies can be one of the largest expenses against the Cub World budget. The expense can be managed by reusing equipment in creative ways. Keeping an inventory of all program supplies and sharing the information with key camp staff will let them know what is available for use and help them determine if new equipment is truly necessary or if materials already on hand will do. Costumes and decorations can be altered to fit a different theme than the one for which they were originally intended. For example, hula hoops can become a giant ring toss game. Leftover crackers from lunch can become exploding BB targets. Creatively reusing the supplies you already have can lead to some of the best program ideas.

Planning for storage space and thinking through the actions of storing, retrieving, and maintaining program equipment is an important step in the Design Development process.

Health and Safety

The old adage "safety first" is especially true at Cub World, where a large number of campers, staff, and leaders are all being active in the outdoors. Every camp should have written emergency procedures for all applicable emergencies, despite their likeliness. All activities should be supervised by trained adults. The policies and guidelines of the Boy Scouts of America are the starting point for keeping campers healthy and safe. The following BSA resources will aide in reducing hazards and minimizing risk:

- *Guide to Safe Scouting*, No. 34416, which includes the Age-Appropriate Guidelines for Scouting Activities chart
- National Standards for Local Council Precamp and Operational Accreditation of Cub Scout/Webelos Scout Day Camp, No. 430-109
- National Standards for Council-Organized Family Camping, No. 430-408
- National Standards for Cub Scout/Boy Scout/Venturing Resident Camps, No. 430-111
- Bloodborne Pathogens (from OSHA)
- Unit Fireguard Chart, No. 33691
- Keep it Cold, No. 34230; Keep it Hot, No. 34231; and Food Safety Cooking Chart, No. 34310
- First-Aid Log for Council/District Activities, No. 680-127; First Aid Log for Resident Camps, No. 33681
- *Camp Program and Property Management*, No. 20-920

- *Boy Scouts of America National Shooting Sports Manual*, No. 30931
- Safety Afloat, No. 34368
- Safe Swim Defense, No. 34370
- Weather Hazards
- *Resident Camping for Cub Scouting*, No. 13-33814
- *Day Camp Administration Guide*, No. 430-338
- Youth Protection policies, at www.scouting.org/Training/YouthProtection.aspx

Other resources will also help guide the camp toward being a safe place. Contact local organizations and administrative offices to secure these items to be sure the camp is in compliance with local laws.

Cub World Personnel/Staffing

So you have a great program plan, awesome facilities, and a council full of excited Cub Scouts who can't wait to go camping at your new Cub World. But once the boys arrive at camp, who is going to make the magic happen? The camp staff is the key to a lively and creative Cub Scout camping experience that will have your Scouts returning year after year. The camp's facilities may be the best in the world, but without a great camp staff, there won't be much to write home about.

Providing a quality program requires a large group of committed and trained personnel. From the camp rangers, who provide the physical support for the camp, to the camp staff, who plan and execute the programs, to the leaders and volunteers that attend with the campers, everyone must work together toward bringing the program to life for the boys. The council decides whether the Cub World will provide program staff for all the camping options offered at the facility, such as day camping, resident camping, and family camping, or whether each of the activities will provide their own program staff.

Number of Camp Staff

The number of camp staff required to run the Cub World programs depends on several factors:

- The number of anticipated campers
- The number of anticipated leaders to help in supervisory roles
- The number and type of program areas the Cub World offers
- The logistical needs of the camp (food service, administrative tasks, etc.)
- Budgetary restraints of the program
- Whether the staff will be paid or volunteer

- Whether staff members are needed for weekend pack camping. The packs may do their own program with their own leaders.

Some areas of camp will require more staffing than others. If the Cub World offers an aquatics program, a definite number of lifeguards will be required to meet the ratio (one lifeguard per 10 swimmers). The shooting sports ranges also require a definite number of trained instructors to operate a range. Since these numbers cannot change, the program plan will have to be adapted accordingly to work with the number of staff available to the camp. While a staff member can work in multiple areas of camp, it is important to take into account the reality of the program and how that will impact the staff.

Structure of the Cub World Camp Staff

It is essential to have a clear structure of how the camp staff operates. Without this operational structure, responsibilities are confused and accountability is lost. In general, staff members operate in three groups within the staff structure:

- **Program staff:** These staff members are assigned to a program area and work directly with the campers. They lead the activities, teach new skills, and staff most of the areas on the front lines of the camp.
- **Support staff:** These staff members work behind the scenes to make sure the program is supported and the logistical operations of camp are functioning. This group may include the ranger, dining staff, the trading post staff, the camp clerk, and the facilities personnel.
- **Management staff:** This group includes the camp director, the program director, the camp commissioner, and the business manager. They drive the direction of the camp, do the majority of the overall planning, and manage the camp staff on a day-to-day basis.

Although each staff position should fall into one of these three functions, in practice, it may be prudent not to draw too fine a distinction between the groups. The camp staff should work together as a team, filling in where necessary and stepping into different roles as the camp requires. This way of categorizing positions can be used to create the staff structure and help identify the strengths of potential staff recruits.

It is also important to define a staff hierarchy or chain of command. Every staff member should be responsible to a director or supervisor. This method gives each staff member a person to go to for

direction or support, while also increasing the accountability and effectiveness of each person. The chain of command should be simple and manageable—each director should have a limited number of staff members for which they are responsible. It would be overwhelming for the camp director to directly supervise each staff member, and a staff member may not receive the attention needed if he or she has to compete for time with every other person on staff.

Design the camp staff structure so that each area of camp is managed by a single position. Sometimes called area directors or activity directors, these key staffers can help make a large operation very manageable. Together, an area director and his staff will feel responsible for their area of camp and will become an effective team that provides a quality experience to their campers. This method of management can be applied to every area of camp, including the dining staff, office staff, and trading post staff.

Staff Recruitment

Cub World staff recruitment is a process that should be ongoing throughout the time between camp seasons. Recruiting quality staff requires finding a large number of applicants and identifying the best people for your camp's program.

If you have a successful camp and a quality program, you should have little trouble recruiting staff. Past Cub World staff members that have had a rewarding experience are your best recruitment tool. To recruit staff and maintain a collection of quality individuals requires strong recruitment efforts. Consider the following ideas of how to recruit potential applicants:

- Organize a booth at local college and high school job fairs.
- Post fliers on local college and high school bulletin boards.
- Place an announcement in the council's newsletter.
- Make a camp staff Web page on the council's website.
- Post an announcement on the council's website.
- Submit ads to local newspapers.
- Make announcements through the local Order of the Arrow lodge.
- Ask current camp staff members to identify friends or offer a recruitment bonus.

- Ask members of the council's camping committee for their recommendations.
- Perform a camp staff recruitment presentation at Boy Scout troop meetings or Venturing crew meetings.
- Have applications available at all council events, especially camporees, council Eagle Scout courts of honor, and other events where older Scouts will attend.
- Send a target mailing to older Scouts in the council.
- Make a presentation to the campers at your Boy Scout summer camp.

Keep staff applications handy and be ready to pass them out to anyone who might be a good addition to your camp staff. Ensure that your camp meets your state's labor regulations.

Interviewing applicants is an important process to ensure that your camp staff is the best it can be. If there are more applicants than positions, this process will help to narrow down the best people for your camp's program. In an interview, you can identify an applicant's strengths and weaknesses for best position placement. During the interview, keep in mind the following characteristics of the best Cub World staff members:

- High level of enthusiasm.
- The ability to engage families with young children.
- Dramatic abilities or comfortable performing in front of a group.
- Availability for the majority of the camp season.
- Comfortable or familiar with the outdoors.
- Ability to be a team player who works well with peers. Is comfortable away from home for an extended period of time.
- Camping or Scouting skills that will enhance the camp's program.
- Ability to follow instructions well.

In many camps, the majority of the camp staff is made up of high school and college students—this age group can do wonders in entertaining young boys and coming up with fun and imaginative programs. Older staff members can balance a youthful staff by setting a mature example for them to follow. Be diverse in your recruitment, as each staff member will have something different to bring to the table. By creating a wide pool of applicants, you can be selective of the makeup of your camp staff family.

Training Development

Inadequate training of the staff is frequently cited as the reason for poor repeat attendance at camp.

Training your staff is an important step toward a successful camp season. Each camp staff member has a pivotal role in providing the program; only with proper training can you ensure that the program is effective and that the camp operates safely, efficiently, and according to BSA policies.

The training of staff members begins before they even arrive at camp. Before the job begins, staff members should know what they are in for, the expectations that will be laid upon them, and a general idea of the program. It is a good idea to distribute a job description and a staff manual to every staff member prior to arrival. This will give them a chance to read through the materials, ask any questions they may have about the job, and better prepare for the camp season. Make sure someone, such as the camp director, is available prior to camp for phone calls or emails from staff members who have questions or specific needs.

Cub World should hold camp staff training before campers arrive. This serves several purposes, not the least of which is to have fun. Staff training is a time to instruct staff members on camp procedures, BSA policies, and local codes. It gives the staff a time to create, plan, and prepare programs. The staff will get the physical elements of camp ready and order and organize supplies. Training gives staff members a chance to feel comfortable in the setting and to make friends with their fellow staff. And perhaps, most importantly, it will build a staff camaraderie that will ensure the sense of teamwork that endures throughout the season.

How the staff training is scheduled will depend on the type of camp usage (i.e., resident camp, day camp, family camp, boy-and-pal weekend, or pack overnighter), resources that are available, and the time allotted. There are some training items that may be required. Refer to the current year's editions of the following publications: the National Standards for Local Council Precamp and Operational Accreditation of Cub Scout/Webelos Scout Day Camp, No. 430-109, and the National Standards for Cub Scout/Boy Scout/Venturing Resident Camps, No. 430-111, for exact requirements. Also, be sure to check with the council and review local laws and codes for other required trainings. The local American Camping Association may also be a good resource for training requirements and suggestions.

Many of the camp staff members may be teenagers. Keep in mind the stage of social development they are experiencing. For some, it may be their first long-term experience away from home. They may not have ever lived in a community setting. Sharing living quarters may be a new experience. Daily tasks adults take for granted, such as doing their own laundry, may be foreign or overwhelming. Take some time during staff training to address these issues, and have senior staffers prepared to assist and counsel younger staff members.

During staff training, there is a lot to cover in a short amount of time. But that doesn't mean that your staff training should be all work and no play. If you expect your staff to engage Cub Scouts with fun games and activities, they should feel like they are in a comfortable and exciting environment. Be sure the training has plenty of games, team-building activities, and downtime for staff to get to know one another.

Staff Responsibilities

The ideal camp staff structure will give each staff member a clear expectation of responsibilities while allowing room for flexibility in the daily operations. A job description for each camp staff position should be created and distributed prior to their arrival. While the tasks of each position vary, each member of the camp staff team will be responsible for some common responsibilities:

- Work to ensure a quality experience for every camper.
- Respond quickly to the needs of all campers, leaders, and camp visitors.
- Keep work areas clean and free of hazards.
- Set a good example.
- Wear the uniform correctly.
- Maintain camp equipment and make sure materials are stocked and in good repair.
- Follow all camp policies and procedures and ensure national standards are met.

An area director or a member of the management team will have additional responsibilities. The job descriptions for these positions should include the positions they supervise, as well as camp-wide duties they will perform.

Job descriptions should include the specific daily tasks that a staff member will perform (instructing skills, leading games, cleaning, etc.), but be general

enough to allow the expectation of additional tasks necessary for the operation of camp. It is helpful to include a responsibility of “additional duties as assigned by the camp director”—that way the expectation is set that a staff member may be asked to do something that would otherwise seem like it’s not a part of their job.

Staff Manual

A staff manual is a document that prepares hired staff members for their experience at camp. It lays out the expectations of every staff member and the aims and objectives of the camp as a whole. The manual should include a general description of the camp program, areas of camp, and activities in which campers will participate. Camp policies and procedures should be written in a clear manner so staffers know how they will be expected to behave. The disciplinary plan for not following policies should also be explained to define consequences. The manual may outline the parts of the camp staff uniform, how to obtain them, and how to wear them properly. It should also answer common questions such as how family members can reach a staff member at camp via mail, email, or phone; a description of living quarters; and a list of items to bring (and what not to bring) to camp. The staff manual can also include any paperwork that may be required, such as a vehicle information form, a talent release, and employment forms.

Every staff member should be expected to read and understand the staff manual prior to camp. Younger staff members should be encouraged to review the manual with their parent or guardian. Requiring a “statement of acceptance” is an effective way to ensure that everyone agrees to the expectations laid out in the staff manual. There may still be some questions once they arrive, but they will have a valuable tool to give them a good picture of the experience before them.

Adult Leaders and Parents

Role of Leaders and Parents

Scout leaders play an essential role in camp—without them, the demands on the camp staff would be overwhelming. Leaders provide supervision, aid with program instruction, and help guide Scouts throughout their stay at camp. While the camp staff is responsible for running programs and activities for

the campers, leaders will help make sure boys are acting safely, feeling comfortable, and are having a positive camp experience. Young boys need adult guidance and counseling in order to grow. Leaders meet these needs by closely working with the boys, getting to know them, encouraging them to try new challenges, and keeping an eye out for safety and good behavior.

Every Scout should be under the supervision of an adult leader. Ensure that Youth Protection policies are being met and that each boy is given ample attention to his needs. Leaders have needs of their own at camp, and the camp staff should be prepared to meet them. Having regular meetings for leaders can help to address issues that the staff may not be aware of, while also keeping communication flowing. Keep in mind that being a volunteer leader, while rewarding, can also be tiring—plan relaxing activities such as a leader’s swim or softball game into the camp program to keep them having fun, too.

A camp commissioner or a campmaster can be indispensable in supporting leaders at camp. The commissioner should get to know leaders and talk to them daily about their time at camp. The commissioner should work with the other staff to help solve any issues that may arise. This gives leaders a “go-to” person if they have a problem, question, or need that can improve the experience of their campers.

Pre-Camp Orientation

Just like the camp staff, it is essential to prepare leaders for camp prior to their arrival. The camp should host at least one pre-camp orientation meeting to inform leaders and parents about programs, camp policies and procedures, and their responsibilities as leaders. Veteran camp staffers may take it for granted that leaders understand how camp works, but quite often this is not the case. New Cub Scout leaders may have never been to camp before and may be unfamiliar with BSA policies. An orientation meeting will explain how the camp operates, what to expect from day to day, and how to prepare Scouts for camp. The agenda for the meeting should include the following topics:

- Arrival time and check-in procedures
- Emergency procedures and camp emergency contact information
- Program plans and advancement requirements.
- Camp rules and policies
- An introduction of key camp staff members

- An outline of the roles of leaders and staff in camp
- Forms and paperwork required for campers

Information for Parents and Leaders

Create a local parent and leader guide for adult participants of Cub World and distribute it well in advance of camp. This document will answer many questions parents and leaders may have. Some parents will be apprehensive about sending their son to camp; a leaders' guide that outlines camp

procedures and explains what to expect will help them feel comfortable. The leaders' guide should include as much information as possible about the camp, including the topics discussed at the orientation meeting. Leaders will want to know what to bring, what activities will occur at camp, how to register, what facilities are available, who to contact if there are questions, and how they can best prepare parents and Scouts for camp.

THEMATIC IDEAS: CONCEPTS FOR THEMES AT CUB WORLDS

Themes and Core Values

It is highly recommended that all Cub Scout outdoor activities be planned around a theme and related Core Values. Many benefits are gained by using themed events. Themes appeal to boys (and parents, too) and offer opportunities for achieving the aims and purposes of Cub Scouting. Themes provide an excellent opportunity for leaders to connect Core Values with activities to build character.

Incorporation of themes is also an educational tool. Support literature for many theme groups and specific themes is readily available. It cannot be overemphasized how powerful a tool is at the hands of Cub Scout leaders when the imagination of a boy is sparked by a particular theme.

A key ingredient for use of themes is to rotate the general concept of themes on, at least, a five-year cycle. This is so a boy who attends a family camp as a Tiger Cub and then continues to attend resident camps during his Cub and Webelos years will not repeat a theme. A theme cycle may be Western, circus, adventure, knights, or space, for example.

Theme rotation is made easy when one considers that all themes fall into a relatively small number of categories or groupings. These may be:

- Knights/medieval
- Western
- Sea adventures/pirates
- Transportation/travel
- Circus/carnival
- Adventure
- Space
- Sports/fitness
- Nature/ecology
- Other

Councils with only one Cub World structure, a ship for example, always ask a similar question: "We have done a pirate theme for so many years that the boys, as well as the leaders and staff, are tired of it. What can we do with the ship except pirates?" The answer is everything! All Cub World structures can be used with a little consideration for décor (maybe even

camouflage) and converted into a show piece for virtually any theme.

Consider that the ship can be converted into a castle with banners, panels to the rails, rows of heraldic pennants up the mast, flags on the corners, a drawbridge on the ground, and castle décor inside. Instead of pirates on the top, now there are kings, barons, and knights in simple costumes. Also, the mine tunnel would be great for western lore, gold rush activities, bandits-on-the-trail hideouts, etc., but it can also be the dragon's lair for a knight's quest or the abandoned temple of an archaeological adventure.

Incorporating Themes in Activity Areas

It is also important to keep the boys' imaginations primed by carrying out the theme and weaving it into all the activity areas, not just at the Cub World structures.

For example, consider a Mountain Man Rendezvous theme that uses the stockade structure. The fort/stockade becomes the main point of focus, but activity areas should also have a mountain man title and décor.

An overnight resident camp may have these typical activities, and at each station the boys will become part of the mountain man activities:

- Archery range
 - Hunter/bowman
 - Trail Scout skill
- BB gun range
 - Musket practice
 - Rendezvous target shoot
- Games/fitness
 - Horseshoes
 - Horse barrel relay
 - High-water stilts
 - Indian hoop games
- Camp crafts
 - Medicine bags
 - Dream catcher
 - Possibles box

- (Pocket) knife pouch
- Leather pouch
- Metal bowl
- Nature/ecology
 - Trail tracks
 - Edible plants (identify)
 - Unnatural trails
- First aid
 - Trail injury accidents
 - Wagon accidents
- Camp skills (knots)
 - Hitching post knots
 - Pack mule hitches
 - Tying up the pelts
- Camp cookout (simple food items)
 - Critter burgers
 - Bread on a stick
 - Trail ration (foil meal)
- Campfire
 - Hoedown
 - Tall tales
 - Costumes, hats, etc.
- Star gazing
 - Trail directions
 - Constellation navigation
 - Outposts in the sky

In planning theme-related activities, remember that advancement is not the main objective. Keep the challenge level age-related, as in all Cub Scout outdoor activities. Boys (and parents) come to camp and have a fun time together. Advancement is a result of the successful accomplishment of the activity. Incorporation of Core Values enhances the boys' character-building experiences.

Cub Worlds and creative program planning can be valuable tools in instilling the aims of Cub Scouting and the Core Values in young boys and their families. Careful use of rotating themes at Cub World will leave the campers yearning for more, virtually guaranteeing that they will be return campers during their Cub Scout years and beyond!

Ideas for Changing Program Center Themes

The following pages list general theme categories with various theme names for that general topic, as well as decorative ideas and ways to adapt program areas to that theme.

Appendix A: Thematic Ideas

Medieval/Knights	
Theme Names	Program Center Adaptations
<p>King Arthur's Quest Knights of the Roundtable Cub-a-lot Merlin's Magic Wizard's World Cub Scout Magic Camelot Castle Fun Cubs and Camelot Dragon Fire Medieval Times Knights and Castles Robin Hood Sherwood Forest Robin Hood's Hideout Coat of Arms Shields and Chivalry Medieval Castle Knights and Armor Knights in Shining Armor Steps to Knighthood Joust for Fun Medieval Transportation Wagons and Carts Medieval Science Alchemists at Work Puzzle Castle Key to the Castle Turrets and Moats Castle Fair The Lookout Tower Castle Maze Jesters and Juggling Castle Games Castle Trades and Skills Castle Feast Castle Siege Sir Lancelot Lances and Shields Castle Spy Camelot's Lost Secret Gold of Camelot Merlin's Lost Ledger Merlin's Laboratory Lancelot's Trusty Men</p>	<p>Decorative Ideas</p> <ul style="list-style-type: none"> • Banners • Heraldic symbols and shields • Medieval costumes • Drawbridge and moat • Cannons, catapult, ladders • Simulate stone walls • Armor, swords, dragons, wagons <p>Castle The castle is basically designed for the medieval and knights themes.</p> <p>Stockade The stockade becomes a castle.</p> <p>Ship The ship can become a:</p> <ul style="list-style-type: none"> • Castle, especially the upper levels of a castle. The inside of the ship can be the great hall. • Ship carrying the knights to other lands and adventures. <p>Miner's Shaft/Tunnel The shaft/tunnel becomes a cave or tunnel:</p> <ul style="list-style-type: none"> • Dragon's lair • Hidden treasure • Hidden tunnel out of the castle • Castle maze • Cave in Sherwood Forest • Robin Hood's home <p>Spaceship The spaceship becomes:</p> <ul style="list-style-type: none"> • A siege tower • Merlin's laboratory • A lookout over medieval village <p>The spaceship can be covered with a large tent or parachute for a:</p> <ul style="list-style-type: none"> • Tournament games tent • Medieval circus • Medieval fair <p>Train Car The train car becomes a:</p> <ul style="list-style-type: none"> • Medieval hideout • Castle • Jousting field headquarters <p>Tepee Shelter The tepee becomes a:</p> <ul style="list-style-type: none"> • Sherwood Forest encampment • Knights field encampment • Jousting tournament tent <p>Other ...</p>

Western/Pioneer/Frontier		
Theme Names		Program Center Adaptations
<p>A Day on the Ranch Around the Ranch Bandannas and 10-Gallon Hats Barn Dance Boomtowns of the Old West Buckskin Pioneers California Gold Rush Camp Akela Cattle Drive Cow Town Cub Scout Rendezvous Dream Catcher (American Indians) Emigrant Trails In Old Tucson Indian Villages Iron Horse to Steamship Jobs on the Ranch Life in the Old West Life on the Trail Louis and Clark Mountain Man Rendezvous Music to a Cowboy's Ears Music to a Miner's Ears Out on the Range Pioneer Days Pioneers Ho! Pow Wow Days Railroad Days Ranchers and Cowboys Scouting the West Tales of the West Tall Western Tales The Golden Spike (RR) The Iron Horse (RR) The Last Cattle Drive The Life of a Miner The Lure of Gold The Wagon Train Tracks and Trails Trail Blazers Travels West Wagon Ruts Wagons West Western Wildlife Wild and Woolly West Wild West Outpost Wild Wild West Yee Haw!</p>	<p>Around the Campfire Bronco Busters Chuckwagon Cooking County Fair Cub Scout Roundup Fiesta Happy Trails Native Americans Settlers of the West The Santa Fe Trail Water and Windmills Western Rails</p>	<p>Decorative Ideas</p> <ul style="list-style-type: none"> • Hay bales • Tools and barrels • Miner's band, fiddle, banjo, music • Settlers' store/general store • Blacksmith shop • Frontier/western signs • Lariats and ropes • Cutouts of cattle and horses • Western attire, cowboy hat • Mining equipment: gold pan and scales <p>Stockade The stockade is the frontier/pioneer fort.</p> <p>Castle The castle becomes a frontier fort.</p> <p>Ship The ship can be a ship or river boat that:</p> <ul style="list-style-type: none"> • Takes the prospectors and businessmen to Alaskan goldfields • Carries supplies to mining camps • Transports explorers or trappers <p>The ship can be disguised as a barn on the outside; on the inside:</p> <ul style="list-style-type: none"> • Ladders to the hay loft, tools • Stalls for animals • Barn dance <p>The ship can also become a fort, stockade, or prairie schooner.</p> <p>Miner's Shaft/Tunnel The shaft/tunnel is a western mine. It can also become a cave or lost tunnel.</p> <p>Spaceship The spaceship becomes a:</p> <ul style="list-style-type: none"> • Time travel machine back to the old west • A Wild Wild West futuristic contraption • Tower or lookout • A western circus or fair (by covering the spaceship with a large tent or parachute) <p>Train Car The train car becomes a:</p> <ul style="list-style-type: none"> • Part of a railroad adventure • Travel for a western theme <p>Tepee Shelter The tepee becomes a:</p> <ul style="list-style-type: none"> • Part of an American Indian Village • Rendezvous encampment • Barn for a ranching theme • Station or roundhouse for railroad

Sea Adventures/Pirates	
Theme Names	Program Center Adaptations
<p>A Star, a Sail, and the Wind Abandon Ship Ahoy Mateys Aye, Captain! Blunderbuss Blast Buccaneers Ahoy! Buried Treasure Chests of Gold Compass Heading Cooking With Long John Silver Desert Islands Find the Treasure Gold Doubloons High Sea Adventure Knots, Ropes, and Rigging Land Ahoy! Land Lubber Life Aboard a Pirate Ship Life at Sea Lines, Rigging and Sails Lower the Anchor Navigation and Maps On the High Seas Parrots, Patches, and Gold Pieces of Eight Pirate Cove Pirate Movie Pirate Treasure Pirate Waters Prize Possessions Sabers and Sovereigns Sea Adventures Secrets of the Sea Ship Wrecked Ship's Ransom Shipwrecked Spotted From the Crow's Nest Spyglass Sightings Swashbucklers Swashbuckling Fun Telescope Sightings The Adventure Galleon The Broken Compass The Jolly Roger The Right Course Treasure Chest Treasure Cove Treasure Map X Marks the Spot Yo Ho, Yo Ho!</p>	<p>Decorative Ideas</p> <ul style="list-style-type: none"> • Dock: ropes, barrels, boxes • Signs • Flags • Cannons • Ropes and rigging • Plank • Anchor • Pirate costumes • Treasure chests filled with loot • Gold coins, pieces of eight, doubloons • Maps • Pirates' code of conduct • Music <p>Castle The castle becomes a pirate fortress.</p> <p>Stockade The stockade becomes a shoreline fort or walled town. Include storeroom, businesses, and quarters.</p> <p>Ship The ship becomes a pirate ship.</p> <p>Miner's Shaft/Tunnel The shaft/tunnel becomes a cave or tunnel:</p> <ul style="list-style-type: none"> • Hidden treasure hunt • Cave on a deserted island • Hidden tunnel out of the pirates' lair • Pirate home while marooned <p>Spaceship The spaceship becomes a:</p> <ul style="list-style-type: none"> • Lighthouse • Coastal lookout • Time travel machine back to pirate days <p>Train Car The train car becomes a:</p> <ul style="list-style-type: none"> • Pirate hideout or lookout • Lost train/treasure hunt • Ship (outfit with a main mast and lines) <p>Tepee Shelter The tepee becomes a:</p> <ul style="list-style-type: none"> • Hidden cave cavern • Pirates' hideout or lookout • Pirates' inn • Island hut for the marooned pirate crew <p>Other ...</p>

Transportation	
Theme Names	Program Center Adaptations
<p>Railroad Themes All Aboard! Cub Scout Express Dinner in the Diner Golden Spike Hear the Whistle Blow Iron Horse Next Stop ... Ribbons of Iron Ride the Rails Scenic Views Station Stop Tickets Please Whistle Stop</p> <p>Boats/Ships/Water Themes Anchors Away Cub Boat Cruise Lines Don't Tip the Canoe Drifting on the Mississippi Follow the Porpoise High-Sea Tales Jungle Cruise Life at Sea Life on the Mississippi Noah's Ark On a Slow Freighter On the High Seas Sea Breeze to the Tropics See What You Can Sea Steamboat Whistle Steamboats a' Comin' Steaming Up the River That Old Man River Under the Sea Water Carnival Water Fun</p> <p>Aviation Themes Cub Scout Aviators Up, Up, and Away Cub Scouts Soar</p> <p>General Travel Themes Around the World in 80 Days Journey to Other Lands Mystic Lands Passport to Adventure Passport to Other Lands Planes, Trains, and Automobiles Things That Go Time Travel</p>	<p>Decorative Ideas</p> <ul style="list-style-type: none"> • General: tickets, stations, signs, cutouts of transportation means, travel posters • Steamship: stacks, paddlewheel, railings • Ships: masts, rigging, ropes, gangplanks • Railroad: rails, spikes, coal, coach setting, diner car setup for meals <p>Castle The castle becomes a:</p> <ul style="list-style-type: none"> • Destination resort • Port fortress • Exotic city on the travel adventure <p>Stockade The stockade becomes a town:</p> <ul style="list-style-type: none"> • Port town • Railroad stop • Exotic city on the travel adventure <p>Ship The ship becomes a:</p> <ul style="list-style-type: none"> • Steamboat or steamship • Cruise ship • Ocean freighter • River barge • Boat on a jungle river • Boat on the Nile River • Prairie schooner • Noah's ark • Railroad station <p>Miner's Shaft/Tunnel The shaft/tunnel becomes:</p> <ul style="list-style-type: none"> • A railroad tunnel • A subway tunnel • An undersea station • A space station <p>Spaceship The spaceship becomes a:</p> <ul style="list-style-type: none"> • Vehicle for space travel • Futuristic plane for supersonic travel • Time travel machine to exotic lands and times <p>Train Car The train car becomes:</p> <ul style="list-style-type: none"> • Part of a railroad or travel adventure • Steamship (outfit with stacks and flags) • Noah's ark <p>Tepee Shelter The tepee becomes:</p> <ul style="list-style-type: none"> • Station or roundhouse • Part of an Indian village along the river • Spaceship

Circus/Carnival	
Theme Names	Program Center Adaptations
<p>A Day at the Circus Animal Crackers Animals on Parade Baloo's Circus Big Top, Big Show, Big Fun Carnival Fun Circus Acts Circus Animals Circus Days Circus Fun Circus Magic Circus Parade Circus Train Clown's Workshop Clowning Around Clowns and Sounds Clowns, Calliope, and Cotton Candy Cub Scout Circus Family Circus Ferris Wheel Fun Ladies and Gentlemen Lions, Tigers, and Bears Lots of Laughs Makeup, Wigs, and Baggy Pants Midway Magic Popcorn and Crackerjacks Ring the Bell Ringmaster's Show Sawdust, Spangles, and Dreams Space Circus (Alien animals) The Animal Fair The Circus is Coming to Town! Three Ring Extravaganza Three Rings of Fun Under the Big Top</p>	<p>Decorative Ideas</p> <ul style="list-style-type: none"> • Tents • Bleachers or benches • Three rings for acts, sawdust • High-wire/trapeze props • Animal cages with cutouts of circus animals • Midway games • Booths for vendors, tickets, midway • Circus tickets and programs • Calliope music • Ringmaster and clown costumes • Circus food: popcorn, peanuts, cotton candy, hot dogs, corn dogs <p>Castle The castle becomes a huge circus tent, midway, or arena area.</p> <p>Stockade The stockade becomes a circus town.</p> <p>Ship The ship becomes a circus tent:</p> <ul style="list-style-type: none"> • Place parachute or large tent around mast • Benches for bleachers • Rings for acts • Use ship rigging for high-wire props <p>The ship could also be a ship that carries the circus and all of its animals, and all of the people to ports.</p> <ul style="list-style-type: none"> • This could show how a circus community lives while on tour. • Practicing acts, food, animal care, makeup <p>Miner's Shaft/Tunnel The shaft/tunnel becomes a:</p> <ul style="list-style-type: none"> • Midway ride • Fun house • Circus mystic tunnel <p>Spaceship The spaceship is a:</p> <ul style="list-style-type: none"> • Vehicle for space travel for the space circus. • Time travel machine to old-time circuses. Do research into the history of the circus and time travel to act it out. • The spaceship can be covered with a large tent or parachute becoming a circus tent. <p>Train Car The train car becomes part of the circus train or circus housing.</p> <p>Tepee Shelter The tepee becomes a:</p> <ul style="list-style-type: none"> • Circus animal shelter • Circus tent or sideshow tent • Ticket booth

Adventure	
Theme Names	Program Center Adaptations
<p>A Spy's Adventure Cave Art Gallery Cub of the Cave Bear Cub Scout Detective Cub Scout Mystery Theater Cub Scout Safari Cubby Goes Hollywood Let's Make a Movie Cubstruction Dinosaur Valley Dinosaur Tracks Dinosaur Egg Hunt Digging Up the Past (Archaeology) Explorers Fantasy on Parade Fiesta Freaky Friday Gateway to the Orient Indiana Adventure I Spy Into the Pyramids It's a Jungle of Fun King Solomon's Mines Jungle Cruise Jurassic Jungle Land of Make Believe Land of the Pharaohs Egypt's Forgotten Crypt Legends and Lore Lights, Camera, Action Lost Incas Marooned Movie Magic On Safari Pages from the Past Prehistoric Adventure Reel to Real Sea Rescue Silly Summer Fun Sound Stage Sunken Trove The Mist of Machu Picchu Time Travel Treasure Relic Turn Back the Clock Up the Congo Up the Nile Viking Discoverers Weird Science</p>	<p>Decorative Ideas</p> <ul style="list-style-type: none"> • Spy: map, magnifying glass, clue posters • Jungle or safari: cutout of jungle animals • Cubstruction: tools, ladders, signs • Pyramids, temples, lost treasure • Cutouts of dinosaurs • Movie set, props, clapboard, lights • Time travel machine <p>Castle or Stockade The castle or stockade becomes:</p> <ul style="list-style-type: none"> • An outpost in exotic lands • A temple • A jungle outpost • A movie set • A construction zone • A mystery city (for spies and detectives) • A viking castle • An Egyptian city with bazaars and passageways <p>Ship The ship becomes a:</p> <ul style="list-style-type: none"> • Temple • Pyramid or ancient ruins • Ship buried in the sand • Boat up the Nile or on the Congo • Movie set • Viking ship • Cruise ship for a detective or spy story <p>Miner's Shaft/Tunnel The shaft/tunnel becomes:</p> <ul style="list-style-type: none"> • The inside of a temple or pyramid • An archeological dig site • A treasure hunt • A movie set • A mystery cave or tunnel for a detective or spy story • A cave home while marooned <p>Spaceship The spaceship becomes a:</p> <ul style="list-style-type: none"> • Movie set • Time travel machine <p>Train Car The train car becomes a:</p> <ul style="list-style-type: none"> • Part of a lost city • Temple • Egyptian house • Movie set • Mystery train ride <p>Tepee Shelter The tepee becomes an:</p> <ul style="list-style-type: none"> • Egyptian pyramid or ancient temple • Archeological dig shelter

Space	
Theme Names	Program Center Adaptations
<p>3-2-1-Ignition!</p> <p>Adventures in Space</p> <p>Alien Adventure</p> <p>Around the World in 90 Minutes</p> <p>Blast Off to Fun</p> <p>Blast Off!</p> <p>Constellation Cruising</p> <p>Cubs in Space</p> <p>Galaxy Quest</p> <p>Galaxy Trek</p> <p>Journey to Another World</p> <p>Life on Another Planet</p> <p>Lost in Space</p> <p>Moon Walk</p> <p>Outer Space</p> <p>Pilots, Probes, and Planets</p> <p>Planet Hopping</p> <p>Planetary Travel</p> <p>Rocket Pioneers</p> <p>Space Buddies</p> <p>Space Camp</p> <p>Space Journey</p> <p>Space Schooner</p> <p>Space Station</p> <p>Space Travel</p> <p>Space Trek</p> <p>Space: The New Frontier Through the Black Hole</p> <p>To Infinity and Back</p> <p>Tomorrow's World</p>	<p>Decorative Ideas</p> <ul style="list-style-type: none"> • Flying saucers • Spaceships and space stations • Stars and planets • Aliens • Space suits • Robots • Surface space vehicles • Space terrain simulation • Music • Maps of the universe • Space travel food • Computers <p>Castle or Stockade</p> <p>The castle or stockade becomes a:</p> <ul style="list-style-type: none"> • Space outpost • Alien fortress or temple • Space observatory • Outer space city <p>Ship</p> <p>The ship becomes:</p> <ul style="list-style-type: none"> • An alien temple • A space schooner • A spaceship <p>Miner's Shaft/Tunnel</p> <p>The shaft/tunnel becomes:</p> <ul style="list-style-type: none"> • The inside of a space vehicle • An alien cave • A space probe or pod <p>Spaceship</p> <p>The spaceship is a space vehicle.</p> <p>Train Car</p> <p>The train car becomes a:</p> <ul style="list-style-type: none"> • Space laboratory or station • Robot vehicle <p>Tepee Shelter</p> <p>The tepee becomes a:</p> <ul style="list-style-type: none"> • Space station or laboratory • Space vehicle <p>Other ...</p>

Conservation/Ecology/Nature/Science	
Theme Names	Program Center Adaptations
<p>A Bug's View A Bug's World A Whale of an Adventure Back to Nature Below the Surface Bugs and Things Conservation Station Caution! Critter Crossing Creepy Critters Creepy Crawlers Cubs and Critters Cubservation Discover Our Planet Explore More Field Guide Field Station Fire Lookout For the Birds Forces of Nature Garden Fun Geology Rocks Kids to the Rescue Leave No Trace Theater Mad Scientist Natural Habitat Nature Niche Nature Outpost Nature Study Noah's Ark Pollution Solution Protect our Earth Ranger Station Rock Hounds Save It For Us Save Our Planet See the Forest for the Trees See What the Eagle Sees Spider Web Take a Closer Look The Balance of Nature The Ecology Frontier The Joy of Nature The World Around Us Trails, Treks, and Tracks Under the Sea Watching Wildlife What Is That? Wildlife Basics Your Ecosystem</p>	<p>Decorative Ideas</p> <ul style="list-style-type: none"> • Nature/conservation posters • Plastic bugs, worms, and critters • Nature sounds • Firefighting equipment: rakes, shovels, bucket • Maps: weather, topographical • Weather gauges • Trail food • Ranger hat and attire • Cutouts of trees, mountains, and animals <p>Castle or Stockade The castle or stockade becomes a:</p> <ul style="list-style-type: none"> • Ranger station or conservation outpost • Jungle or tropical outpost • Discovery center • Nature center or museum <p>Ship The ship becomes a:</p> <ul style="list-style-type: none"> • Ship for island-to-island nature study • Ship for marine study • Ranger station or conservation outpost • Fire station lookout • Weather station <p>Miner's Shaft/Tunnel The shaft/tunnel becomes a:</p> <ul style="list-style-type: none"> • Underground habitat study area • Mine shaft for mineral study • Cave life study • A mole's view (or earthworm's view) <p>Spaceship The spaceship becomes a:</p> <ul style="list-style-type: none"> • Lookout tower • Star observatory • Nature laboratory • Space study laboratory <p>Train Car The train car becomes a:</p> <ul style="list-style-type: none"> • Conservation station • Travel through a wildlife area • Nature museum • Ranger station <p>Tepee Shelter The tepee becomes a:</p> <ul style="list-style-type: none"> • Lookout tower • Conservation/ecology field station

Sports/Fitness	
Theme Names	Program Center Adaptations
<p>Adventures in Sports Athletic Prowess Balls, Bats, and Bases Be A Good Sport Belt Loopy, Pin Crazy Building Muscles Catch the Spirit Cub Olympics Cub Scout Fitness Cub Scout Sports Cub Sport-oree Cub Triathlon Cub's Gym Cubnastics Do Your Best! Fair Sports Affair Field Sports Days Fitness Camp Fitness Circus Fitness Fun Fitness Games Fitness Quest Fitness Tournament Fleet Feet Foot Power Game World Hercules at Camp Muscle Madness Muscle-Bound Muscleman Physically Fit Play Ball Power Up Ready, Set, Go! Relays and Races Shooting Sports Camp Skills, Sportsmanship, and Stadiums Spark the Fun Sporting Extravaganza Sports Camp Sports Fun, BSA Sports Heroes Sports Quest Sports World Sportsmanship Rules Stadium Seats Tag, Teams, and Targets Take Me Out to the Ball Game Team-Building Toughen Up</p>	<p>Decorative Ideas</p> <ul style="list-style-type: none"> • Sports equipment: balls, rackets, etc. • Trophies • Sports attire • Fitness equipment • Posters of sports heroes • Fitness foods: energy bars, drinks • Locker room, lockers, towels, benches <p>Castle or Stockade The castle or stockade becomes a:</p> <ul style="list-style-type: none"> • Sports arena or stadium • Field house • Sports complex • Gym <p>Ship The ship becomes a:</p> <ul style="list-style-type: none"> • Cruise ship with games and fitness • Mini golf course • Games midway • Sports/fitness store • Athlete dormitory <p>Miner's Shaft/Tunnel The shaft/tunnel becomes a:</p> <ul style="list-style-type: none"> • Tunnel to stadium for team entrance • Cave exploration area • Dugout for baseball team <p>Spaceship The spaceship becomes:</p> <ul style="list-style-type: none"> • An announcer booth • A large trophy • A trophy-awarding area <p>Train Car The train car becomes a:</p> <ul style="list-style-type: none"> • Locker room • Fitness room • Sports/fitness store • Hall of fame <p>Tepee Shelter The tepee becomes a:</p> <ul style="list-style-type: none"> • Sports shelter • Trophy-awarding area • Fitness arena

Appendix B



Ideas for Connecting Core Values with Outdoor Activities

Character Development

	Citizenship	Compassion	Cooperation	Courage
Hikes 	Hike to a polling place during an election. Hike to a museum or historical building and learn about the history of your community. Take an historical hike.	Take turns carrying items for each other on the hike. Do an "inch hike" to become aware of small animals we may harm if walking quickly.	Plan a hike that includes opportunities for problem solving by teams (set these up ahead of time). Discuss how following the leader can help the team.	Meet the challenges of the trail. Plan ahead for situations that will challenge the boy's courage, including hug a tree if "lost."
Nature Activities 	Clean up trash in a designated area. Observe a certain species to see how its citizens live together and what "laws" they obey.	Make bird feeders and keep them filled for at least one winter season. Play the Camera Game (<i>Cub Scout Leader How-To Book</i>).	Watch an anthill and point out cooperative behavior. Pair boys to work together when doing an activity.	Study a certain species and how it reacts to danger, paying attention to how adults are courageous when guarding their young.
Service Projects 	Raise the flag at the local school every morning for a specific period of time. Do some community clean-up projects.	Give service to elderly or disabled people, such as helping with trash, filling bird feeders, planting flowers, sweeping, watering, taking in newspaper, etc.	Have den or pack collect recyclable materials to earn money for a good cause.	Arrange for a safe visit to a food kitchen or homeless shelter and talk about how it takes courage to ask for help from others and courage to help those who are different than we are.
Games and Sports 	Play a team sport and discuss how the whole is greater than the sum of the individuals making it up. Relate this to everyday life and our society.	Experience a disability in a game or sport (for instance by being blindfolded or having an arm rendered unusable). Show understanding when others have trouble with a game. Never tease. Show how winning is doing one's best.	Play some games that involve cooperation of team members. (There are many outdoor games involving cooperation in the <i>Cub Scout Leader How To Book</i> .)	Play a game in which a boy has to ask for help from someone else. For some people, admitting they need help is having courage.
Ceremonies 	Hold a ceremony to inaugurate the denner or to graduate Wolf Cub Scouts to Bear or Bear Cub Scouts to Webelos Scouts, complete with "tux," "top hat," and judge."	Hold a ceremony to recognize compassionate behavior, especially to peers.	Demonstrate cooperation in a ceremony. (Example: one boy alone cannot light a candle with a match if the wind is blowing, but can do it when another boy shields the wick from the wind.)	Award the "Lion's Heart" to a boy who shows real courage in any appropriate situation. Place flags at a cemetery on Memorial Day.
Campfires 	Reenact the signing of the Declaration of Independence or other historic event. The boys could even be in costume and use a huge feather pen.	Give a skit showing opportunities for compassionate behavior. Don't laugh if someone makes a mistake. Clap for everyone.	Give a skit showing cooperative behavior. Boys show cooperation by joining in with songs and other campfire elements.	Give each boy a speaking part in the campfire, even if some fear speaking in public; give plenty of praise for their efforts. Do a skit about a hero.
Den Trips 	Visit a local governing body—city council, county commission, school board—to see government in action. Have lunch with the mayor or chief of police.	Visit shut-ins or elderly people at times other than holidays. Be patient and compassionate when waiting for others who need to rest or who are slower.	Visit a grocery store or other business and talk about how the employees cooperate to make the whole enterprise work smoothly.	Visit a dentist's office. Many people are afraid of dentists. Visit with a firefighter, or EMT.
Pack Overnighter 	Boys make up "laws" to govern their "tent city," discussing how good law benefits all citizens.	Bring someone who needs friends (child or adult). Share belongings with others who may have forgotten something. Be kind to those who may feel uncomfortable being away overnight.	Every boy brings one item for a special dessert or breakfast treat or craft project. Careful planning is necessary to ensure the project will not work if not all the parts are there.	Have a story-sharing hour around the campfire where adults share their experiences of being afraid or uncertain, and how they handled it. Plan a camp at military installation.

	Faith	Health and Fitness	Honesty	Perseverance
Hikes 	Conduct a Scouts Own hike. Hike to a place of worship.	Go on an exercise hike with stations to do specific exercises (many local parks have these already set up). Learn to take your pulse when walking to see how your body is reacting to the exercise.	Follow the Outdoor Code when hiking. After a hike, report accurately, what was observed or done.	Plan a hike where boys encounter obstacles similar to those an early explorer might have encountered. Talk about how pioneers and early explorers persevered to reach their destinations.
Nature Activities 	Identify divinity in the big and small things of nature.	Study what a certain species eats and how it lives. Discuss how eating right relates to health. Harvest healthy food (with permission or at a pick-your-own farm) or plant an edible crop.	Listen to boys when they are participating in an activity and praise honesty when you hear it.	Study plants that survive difficult environments. Encourage boys to keep trying when an activity is difficult.
Service Projects 	Help clean up a local place of worship or help with one of their activities (feeding the homeless or conducting a blanket drive).	Make gifts using recycled materials. Make exercise equipment for a local shelter.	Make posters that address being honest with parents about offers of drugs. Make posters discouraging shoplifting. Aim posters at peer group.	Institute a tutoring program. Boys can plan rewards for the students who persevere until they finish.
Games and Sports 	Remind boys that their physical abilities are a gift and reinforce that they should be thankful that they are so wondrously created.	Challenge each boy to compete against himself to become more fit. Record initial abilities and record again at end of a specific period to see improvement. Give a Fit Youth Award to all who improve. Most outdoor games and sports help to make bodies more fit.	Play a game in which each player must apply the rules to himself. Discuss how honesty makes playing games more fun. Discuss how winning feels when you are dishonest.	Play a game related to pioneers and discuss their perseverance to complete their journeys. Tell boys that those who persevere improve their skills.
Ceremonies 	Hold a trail devotion. Hold recognition ceremonies and pack celebrations outdoors in the beauty of nature.	Incorporate exercise equipment (real or prop) into a ceremony. The Cubmaster could jump rope across the room or lift "barbells" to find awards for boys.	In a ceremony, tell the George Washington-cherry tree story or one about Abraham Lincoln.	"Lewis and Clark" could conduct an awards ceremony. "George Washington" could also, after "crossing the Delaware". Pioneers could deliver awards from a covered wagon.
Campfires 	Include an item related to duty to God. Sing a song for the closing ceremony that incorporates faith (applicable to all members' faiths). Tell a story that incorporates the concept of faith.	Plan an entire campfire around this theme. Use songs with physical movements. The opening and closing ceremonies and skits could all use health and fitness themes.	Incorporate some good stories about the benefits of honest behavior.	Pioneer and frontier days are good themes to incorporate.
Den Trips 	Take a field trip to a place of worship. Visit an early church or mission and learn about the history and faith of people who lived in your area earlier.	Visit a local water treatment plant to see how this vital liquid is made safe for the population. Visit a farm or a place where healthy food is processed. Attend a sporting event.	Visit a local bank or courthouse and include a discussion of honesty. Visit a local retail store and talk about security and shoplifting. Turn something in to "Lost and Found."	Visit a local gym and talk with a personal trainer. Visit with a doctor and talk about education. Visit a local outdoor track facility and talk with a long-distance runner. All of these demonstrate perseverance.
Pack Overnighter 	Conduct a Scouts Own service, even if the overnighter does not take place on a traditional day of worship. An after-dark or sunrise Scouts Own could also be planned.	Boys plan the meals, discussing good nutrition. Discuss the need for lots of water.	If the campground is an "honor-system type, have boys fill out envelopes and pay fees. Perhaps set up a camp "store" that operates on the honor system. Involve boys in counting the money so they see whether everyone was honest in paying. Discuss what the result will mean for future overnighters.	Plan some Dutch oven cooking and open campfire cooking so boys experience something like pioneer life.

	Positive Attitude	Resourcefulness	Respect	Responsibility
Hikes 	Have fun even when it is hard to do. If possible, plan a hike that is challenging (lengthy or difficult terrain). Have boys explore how to make this a good experience with positive attitudes.	Take a "search and find" hike. Look for different animal homes and discuss how resourceful they are in finding or making shelter.	Involve boys in getting permission to hike in a city, state, or national park. Work with park rangers in planning hikes on the public lands. Don't pick plants or harm wildlife.	Pair up with a buddy and be responsible for him throughout the hike. Stay on the trail. Leave no trace.
Nature Activities 	Visit a herpetologist or entomologist to talk about how insects and snakes contribute to world ecology. Relate this to having a positive attitude about everyone's place in the world.	Find nature everywhere: in a backyard, a puddle of water, a vacant lot, a flowerpot. Examine different birds' nests and discuss how resourceful birds are in finding materials to use.	Watch nature at work, but do not disturb it. Talk about respect for life.	Each boy brings a specific nature item to the meeting, demonstrating he is responsible to remember his assignment. Also, each boy is to show responsibility by bringing items that can be returned as they were found, and not disturbing any nature preserve or ecology site.
Service Projects 	Make cheery cards for others. Mail these to an "adopted" elderly or shut-in person on a regular basis. Look for opportunities to serve friends or family members who are having a tough time.	Have the boys make a quilt from materials they glean from their closets (with parents' permission) or extra material the families have. Donate the quilt to a local shelter.	Demonstrate respect for family by offering to help family members with tasks before being asked.	Mow the grass for an elderly neighbor for a specified time. Make a duty roster.
Games and Sports 	Bowling and golf are good games that bring the importance of positive attitude to mind. Design a game where boys have to turn "don'ts" and "can'ts" into "do's" and "can's". Always have a good attitude, whether you win or lose.	Play some problem-solving games. Have boys create their own game, or choose a pioneer-style game or a game from another culture.	Play croquet, which is a good game that requires respect for other players—waiting to take turns, conducting oneself in a courteous manner, etc.	Have each boy bring a certain piece of equipment to play a game (bat, ball, glove for baseball).
Ceremonies 	Discuss the positive attitude shown by the recipient of a public recognition, especially when it is for advancement.	Point out the resourcefulness of a boy in accomplishing advancement. Talk about pre-historic people and how they made tools from what they found. Note that we all must work with what we have.	In a ceremony, show respect for parents or leaders who helped teach the skills to meet requirements for the award.	Do a den ceremony where each boy is responsible to act or say his part. Adults model responsibility by having advancement.
Campfires 	Use a story about positive attitude. Talk about why we applaud and join in when others are performing. Discuss why it's important not to grumble or complain about your part in a skit or ceremony.	Have boys build an "indoor campfire" for those times when they want a campfire setting but cannot be outdoors.	Involve boys in planning appropriate activities for a campfire. Discuss the importance of respecting others' feelings while having fun: no put-downs or negative cheers.	Boys could help set up and clean up the campfire area, making sure the fire is completely out.
Den Trips 	Visit with someone who has overcome an adverse situation through positive attitudes. Thank others who show a positive attitude when they have to wait in line, or take second choice on something.	Visit a recycling center. Visit a quilt shop and talk about the history of quilts—how early Americans used everything they had. Discuss how early Americans had to raise and grow all of their own food.	Visit a local courthouse. Talk about the jury system in America and how our law respects each citizen by presuming innocence until guilt is proven. Note that it is not that way in all countries. Conduct a mock trial during the visit or in the den.	Visit a local bank or credit union and talk about how these institutions are responsible for safeguarding other people's money.
Pack Overnighter 	Present boys with obstacles to overcome in order for overnighter to happen (can't get campground we wanted; rain forecast for that weekend; not enough tents or sleeping bags, etc.). Guide them to a resolution, emphasizing a positive attitude.	Have an indoor overnighter—playing board games, cards, or games the boys have made themselves.	Involve boys in setting rules for overnighter (quiet hours, duty roster, who eats first). Discuss how many of these relate to respect for others.	Have boys help plan one of the overnighter activities. Be sure to discuss afterwards how success is related to responsible behavior.