

CAMP AMNICON STRATEGIC PLAN
Approved by Board of Directors 01/25/2018

Vision: Camp Amnicon: Grace beyond your comfort zone.
Taglines:

Unplug into Adventure (for primary summer programming)

Wonderfully Inconvenient (for promoting hermitage ministry)

The Mission of Camp Amnicon is to equip people to experience grace beyond their comfort zone through adventure-centered programming, life in Christian community, and access to wild places in God's creation.

Core Values:

At Camp Amnicon we:

- Welcome people just as they are, valued and loved by God.
- Foster Christ-centered community that affirms the individual and builds meaningful relationships.
- Promote growth, confidence, and change through wilderness challenge and adventure-based camping.
- Model and teach stewardship of God's creation and nurture of nature.
- Provide Christian programming that helps participants find faith on the trail and equip them to navigate life's challenges.
- Develop and train competent staff who plan and lead fun and safe wilderness experiences.

BHAG: Camp Amnicon is the standard for innovative wilderness adventures that outfit disciples for life.

STRATEGIES & GOALS

Preamble:

Camp Amnicon was first conceived as a "laboratory for Christian community." Our belief in the resurrection of Jesus Christ leads us to ask: How is God resurrecting our ministry for today's realities? The following strategies and goals aim to create a framework within

which Amnicon can experience and share God's resurrecting power. We invite you to engage this document and to consider all subsequent decisions through the dual lenses of the Christian Gospel and innovation for the Gospel's sake. With this mindset, and given its assets, Camp Amnicon is poised to become the standard for innovative wilderness adventures that equip disciples for life.

STRATEGY A: Create and implement a leadership development plan.

Goal: A-1: Strengthen and equip the board by evaluating board documents, by-laws, policies and expectations.

Outcomes Expected:

- a. Every board member embraces Amnicon's vision, mission, and core values, commits to investing significant time, being a donor, and promoting the camp
- b. Board members are chosen who represent one or more of the following skill sets and experience:
 - Experiential wilderness industry
 - Theological training
 - Financial acumen
 - Organizationally connected
 - Deep Amnicon history
 - Site/property expertise
 - IT/marketing/social media
 - Legal expertise
 - Human resource experience
- c. Develop effective sub-committees and task forces based upon bylaw and policy review.
- d. Create regular pattern of board evaluation.
- e. Create regular pattern of board training to fill effectiveness gap.

Persons Responsible: board chair, governance/nominations executive director, bylaws review task force

Goal A-2: Conduct executive search

Outcomes Expected:

- a. The executive director has the following skill set:
 - Broad outdoor ministry and wilderness experience
 - A mature Christian who is committed to implementing Amnicon's mission
 - An innovator
 - Technologically savvy

- Willing to reside in the Twin Cities to better focus on the metro marketplace
- Can build relationships with potential and key donors
- Can lead and direct effective fundraising efforts
- Can recruit, train, and retain premier staff who meet the standards of the most respected outdoor service organizations
- Can develop role descriptions for permanent and seasonal staff, including evaluation and "lifelong" follow-up and faith/personal development
- Can develop a procedure for participant follow-up and engagement/support

Persons Responsible: board chair, search committee

Goal A-3: Create regular pattern of direction, evaluation and development of executive director.

Outcomes Expected:

- a. A culture of director evaluation is established.

Persons Responsible: board chair, executive officers

STRATEGY B: Revitalize the Amnicon site for hospitality, aesthetics, functionality, and safety.

Goal B-1: (Longer-Term) Create a forward-leaning site master plan with help of a consultant.

Outcomes Expected:

- a. Ecological stewardship
- b. Simple luxury
- c. Wilderness around every corner

Persons Responsible: property committee

Goal B-2: (Longer-Term) Reconsider building use.

Outcomes Expected:

- a. Maximize under-utilized spaces to fill program needs
- b. Activate small, high-impact investments in public spaces
- d. Plan for building needs as program grows
- e. Utilize the whole site
- f. Intentionally consider fire safety

Goal B-3: (Shorter-Term) Create a "wow" first impression.

Outcomes Expected:

- a. Improve signage along road and in site
- b. Clean or cover up eyesores
i.e. pole barn, greenhouse, behind kitchen
- c. Open up vistas and create ways to enjoy them
- d. Strategic logging and clearing

Persons Responsible: property committee, commercial logger

- e. Trails
- f. Spots for reflection
- g. Maintain ecological integrity
- h. Get rid of everything unnecessary

Persons Responsible: property committee

STRATEGY C: Develop flexible and innovative programming around the vision of "Grace Beyond Your Comfort Zone" that incorporates Jesus' love, adventure, and wilderness experience.

Goal C-1: Develop a board and staff culture of brave experimenters by questioning these assumptions:

- a. Camp operates from Sunday through Friday
- b. Staff get a weekend together
- c. Groups come pre-formed
- d. Trips are limited to 12 people
- e. Trips are pre-formed and pre-programmed
- f. Our major "users" are churches
- g. Our major "users" are kids
- h. Our programs happen in the summer
- i. Trips are primarily in Wisconsin
- j. We are a canoe camp
- k. Program staff are college students
- l. Camp has to teach the staff everything
- m. Camp is hard for staff
- n. We are apologetic for our "faithiness"

Goal C-2: Innovate programs.

Ideas:

- mystery trips
- women's trips
- couples' trips
- adult trips
- intergenerational trips
- corporate trips
- team-/community-building trips
- "glamping" (glamour camping)
- environmental education trips
- trips for the underserved, at-risk individuals, or those otherwise unable to attend
- the whole site is used

Goal C-3: Implement consistent evaluation.

Outcomes Expected: TBD

Persons Responsible: executive director, program committee

STRATEGY D: Grow the camp and its impact through partnerships, fundraising, outreach and marketing.

Goal D-1: Develop new partnerships with organizations, individuals, and corporations who share Amnicon's values

Outcomes Expected: TBD

Goal D-2: Explore ways to share staff and tasks, fundraising, programs, and users.

Outcomes Expected: TBD

Goal D-3: Explore Lutheran Outdoor Ministries connections for education and registration resources

Outcomes Expected: TBD

Goal D-4: Activate best practices for fundraising, using adaptive models to seek new funding streams.

Outcomes Expected:

- a. Develop and maintain donor database
- b. Acknowledge donations in timely manner
- c. Solicit large-donor sponsorship for experimental programming
- d. Develop metrics to discover results
- e. Revisit Gitchegumnee Society concept, develop and implement if feasible

Goal D-5: Focus energy on telling the Amnicon story to various audiences

Outcomes Expected:

- a. Develop and commit to a communications plan
- b. Develop avenues to keep in touch with past staff, parents of staff, users and partners

Persons Responsible: executive director, development committee