

STRATEGIC PLAN

2021-2025





We all know it takes a Village to raise a child.

For 85 years, Agassiz Village has been the place where youth from under-resourced neighborhoods can go to feel safe and learn and grow in a healthy environment.

Agassiz Village was established in 1935 as a nonprofit youth development organization situated on 450+ acres of land on Thompson Lake in Maine. At this Village, Agassiz offers kids a fun, safe overnight summer experience allowing Villagers to develop and practice leadership, social, emotional and life skills--a transformative experience impacting their future educational, family, career, and community experiences. Agassiz is a magical place, a lifeline for children experiencing homelessness, fostercare or living in an unsafe situation.

Thank you for being a part of our village.

It's passionate people like you, who believe our children are our future, who will help Agassiz to continue to deliver its strong legacy for today's youth navigating today's challenges.





A Message From
Board President,
Leslie Hoyt
and
Executive Director,
Lisa Carter

Dear Village Supporters,

To understand where we are going we must remember where we came from. At age 12, Harry Burroughs left Russia as a stowaway on a boat to America. He landed in Portland, Maine with no money and speaking no English. Harry walked to Boston and found work selling newspapers on a Beacon Hill street corner. With the help of some loyal and supportive customers, he got an education and became a successful lawyer. Burroughs committed himself to helping boys like him--boys with lots of potential and little opportunity-- become happy, responsible, contributing members of society. In 1926, he founded the Burroughs Newsboys Foundation and in 1936, Agassiz Village, a residential summer camp in Maine that allowed impoverished inner city kids to experience nature, swim in a lake, tend a garden, see stars at night, form lifelong friendships, and learn skills to be successful in life. **Eighty-five years later, more than 50,000 children have experienced the magic of Agassiz Village.** Harry Burroughs experienced the hardships that children without parents, guidance or money go through. Despite it all, he tenaciously pursued education and personal growth and success followed. This is what he imagined for all children who struggle with poverty.

To continue the rich history and vision of our founder, we began a strategic planning process in July of 2020 to ensure we are providing the greatest impact and outcomes for today's youth living in poverty. With that in mind, **we will focus on these six priorities over the next four years: Deliver More Impactful Programming, Measure What's Important, Communicate Impact, Build Best in Class Facilities, Create a Sustainable Future, and have Big Leadership and Bold Ideas.**

We know we can't carry out this bold plan without YOU. We invite YOU to join us as we chart a path to empowering more young people. Together, we can successfully carry out this strategy and make a difference in thousands of more children's lives.

YOU have the power to help us become stronger, continue our success, and give more children the opportunity to experience Agassiz Village. You know what being a part of this village can do for young people, now join us in giving this opportunity to many more young men and women who deserve a respite from city streets and a safe and secure place to call home. We look forward to working alongside you to make a difference in the lives of those we serve.

OUR ULTIMATE GOAL



Agassiz Village will build on our current success to sustainably deliver a quality, impactful year-round program experience to diverse underserved youth from Maine to Massachusetts providing youth with powerful, life-shaping experiences that unlock their full potential.



We will expand our impact...

more outreach, more results.

We will extend our successful summer program into a year-round model, and recruit youth from Maine to Massachusetts to make an even deeper impact for more Villagers that results in strong futures for our children.



We will improve our quality...

quality programs and facilities.

We will make necessary improvements to ensure safe and secure facilities and will evaluate our outcomes for Villagers to deliver best in class programs and services that expose underserved youth to new possibilities.

Agassiz Village's

6

Strategic Priorities

Agassiz Village is more than a summer camp. Agassiz Village is a youth development organization giving children from under-resourced communities the tools to change their life circumstances, believe in themselves and build a brighter future. With that in mind, we will provide...

IMPACT



MORE IMPACTFUL PROGRAMMING



MEASURE WHAT'S IMPORTANT



COMMUNICATE IMPACT

QUALITY



CREATE A SUSTAINABLE FUTURE



BEST IN CLASS FACILITIES



BIG LEADERSHIP. BOLD IDEAS.



#1

MORE IMPACTFUL PROGRAMMING

CREATE A YEAR-ROUND PROGRAM

Agassiz Village will re-envision its current programming and evolve from a summer program to a quality, impactful year-round experience for diverse underserved youth from Maine to Massachusetts. A year-round mentorship program wrapped with financial education will provide Villagers more consistent and deeper connections at a critical time in their lives.

SERVE MORE YOUTH

Agassiz will extend our reach and serve more children in and around Poland, Maine where the Village is located. We will continue to serve just as many kids from Massachusetts, but will increase our capacity serving 20-40% more kids over the next four years.

EMPOWER STAFF

We will empower staff with critical and innovative training to carry out our new programming and support Villagers in achieving positive outcomes.

MEASURE WHAT'S IMPORTANT

IMPACTFUL RESULTS FOR YOUTH

Agassiz Village will examine our current results for kids and will consider how we can make the most impact for today's youth by creating new short and long-term outcomes that have the ability to change a child's life trajectory.

NEW TRACKING TOOLS

We will develop a new measurement tool and dashboard tracking Villagers' success year after year. We will utilize this data to continuously improve our impact.

EVALUATE OURSELVES REGULARLY

We will continually monitor our performance and our progress to ensure we are seeing improved results for Villagers and adjust and evolve as needed.



#2





#3

COMMUNICATE IMPACT

DEVELOP MAJOR MESSAGING

Agassiz will create supportive and positive messaging that communicates our true impact for Villagers in a way that resonates with families, donors and supporters.

PLAN FOR SUCCESS

Agassiz will develop a strategic communications and marketing plan that will help raise our public footprint and ensure we are reaching more kids in need while introducing Agassiz Village to a broader audience.

SHOW OUR IMPACT

We will develop essential collateral materials including brochures, stories about our Villagers, and impact videos that will help to communicate our true impact. We will provide our supporters with an impact report and annual report each year to share Agassiz's good news and results for kids.

CREATE A SUSTAINABLE FUTURE

EXPAND OUR FUNDRAISING

As a nonprofit organization, we fundraise 100% of our budget from foundation grants, corporate sponsorships, and events. Starting now, we must more aggressively cultivate corporation, foundation and major donors to raise an additional \$200-\$300K annually to sustain operations.

INCREASE RENTAL INCOME

We will create a business plan to increase revenue from wedding rentals as well as rentals from youth groups, corporate retreats, and family reunions.

FUTURE CAPITAL CAMPAIGN

Once we have created a sustainable model, we will consider a capital campaign to raise additional funds to support facility repairs, improvements and additions.

#4





#5

BEST IN CLASS FACILITIES

FACILITY IMPROVEMENTS

We will audit Village buildings to determine current facility conditions and create a plan for long-term maintenance in order to provide Villagers with state of the art facilities that align with our renewed vision.

FACILITIES TIED TO IMPACT

We will have the right facilities that deliver the right impact. As Agassiz develops its new vision for youth empowerment, we will consider adding new facilities that will help to deliver our innovative improved results for children.

FACILITY MASTER PLAN

We will create a Master Facility plan that considers a broader review to determine additional priorities for buildings that might be part of the longer-term expansion of the camp.

BIG LEADERSHIP. BOLD IDEAS.

THINK BOLDLY

We will consider creative ways to utilize our property to increase funding - ice fishing, mountain biking trails, or cross-country skiing, etc.

POWERFUL PARTNERSHIPS

We will continue efforts to build powerful partnerships. We are actively looking for a university or college partner to help provide funding, staffing, interns, and volunteers. We will also actively pursue and think creatively about community partnerships that will allow Agassiz to thrive long into the future.

EXPAND OUR BOARD

Our goal is to recruit 4-6 future leaders annually for Agassiz's Board of Directors, Committees, and Young Professionals Board. More volunteers giving their time, talent, and treasure will increase Agassiz's reach and scope.

#6



Lives You Are Changing

“AT AGASSIZ, I HAVE BOTH THE SAFETY FROM THE STREETS AND THE FREEDOM TO BE ME. AGASSIZ IS MY SAFE HAVEN.”



MEET ALEX

Alex needed a safe haven. His father is not often around. His mother is a caregiver for her partner battling cancer. Kids at school tease him adding to his struggles. His brother got involved with the wrong crowd and ended up in prison. Alex was on the same path until something changed.

Two years ago, Alex found Agassiz Village (or perhaps we found Alex) and things started to change for him. Alex was met with the incredible support we call Agassiz Village.

The skills he learned from the Agassiz staff, as well as his fellow campers, gave him the foundation to build his home away from home—a place to challenge himself, to try new experiences and make new friends. For Alex, he found meaning in every activity, interaction, and workshop which gave him confidence and pride in himself.

Alex will tell you the last two summers he has spent at Agassiz Village have changed his life. "Agassiz has changed how I do things, how I react to different situations, whom I choose as friends, and how I approach life," said Alex.

MEET AMANDA

Amanda has been a part of our Village for 3 years. Her first year at Agassiz, Amanda was living with her mom and didn't want to come to camp, but her mom convinced her it would be a fun experience.

"I was scared when I arrived as I did not know anyone or know what would happen, but after a while I made a

lot of friends and came out of my shell. Camp taught me that life can be fun and life was not always going to be as difficult as it was at that time," said Amanda.

Shortly after that summer, Amanda was placed in foster care. Her daily routine got harder as she lived further away from school, her friends, and her biological family. "If I had not been able to come to Agassiz Village that year, I would have been making my situation worse. At my foster home, I kept running away to spend time with my mom and my sister. Agassiz Village was a breath of fresh air because I got a break from all this pressure," said Amanda. Agassiz became a lifeline for Amanda. A place she could enjoy being a kid surrounded by counselors and friends who loved her.

**"WITHOUT YOUR
HELP MANY KIDS
WOULD NOT GET
THE CHANCE TO
EXPERIENCE
AGASSIZ VILLAGE."**





Thank you for Supporting Our Bright Future

GIVE

Your donation to Agassiz Village empowers Villagers with the life, leadership, social and emotional skills they need to succeed in the world. Join "Our Village" by sponsoring a child for one year at \$1,500. Contact Micayla Carroll at mcarroll@agassizvillage.org

VOLUNTEER

You can help by donating your time and your talents to Agassiz. We are currently recruiting for our Board of Directors, Finance Committee, Program Committee, Facilities Committee and Development Committee. We are also recruiting the next generation of leaders as part of our Young Professionals Board. Email Lisa Carter at lcarter@agassizvillage.org

ENGAGE

We want to connect with you. Join the conversation. Spread the word. Register for our e-newsletter by going to our website www.AgassizVillage.org and follow us on Facebook, LinkedIn, Twitter, or Instagram @AgassizSummerCamp

THANK YOU TO OUR INCREDIBLE BOARD OF DIRECTORS

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