



Agassiz Village Strategic Plan 2027-2031

Building the Future Together

Empowering Youth.
Transforming Camp.
Strengthening Community.

LETTER FROM THE EXECUTIVE DIRECTOR



Dear Friends of Agassiz Village,

Over the past five years, Agassiz Village has undergone one of the most significant periods of growth and transformation in our 91-year history. When we launched our 2021–2025 Strategic Plan, we committed to strengthening our foundation, expanding our reach, and building a modern youth development organization capable of serving the increasingly complex needs of the children and teens who rely on us.

Together, we delivered.



FUNDRAISING:

In 2019, our annual budget was \$900,000. Today, it stands at 1.75 million — nearly double. This growth reflects your belief in our mission and your investment in our future.



BOARD LEADERSHIP:

Since 2020, we have welcomed 13 new board members, expanding our philanthropic reach, strengthening governance, and building a leadership body capable of guiding Agassiz Village into its next era.



STAFFING:

In 2021, we operated with a team of four. Today, we have 10 full-time staff, including an Executive Director, Camp Director, Program Manager, Program Assistant, Development Director, Development Manager, Development Assistant, Facilities Director and two Facilities Assistants. This staffing engine is the backbone of our program quality and safety.



“

The next five years will define the next fifty.
We are building a future worthy of our campers' dreams.

”

- Lisa Carter, Executive Director



PROGRAM EXCELLENCE:

We enhanced our summer program with intentional Social and Emotional Learning (SEL), expanded our year-round programming (now in high demand), developed measurable youth outcomes, and added new activities including fishing, hiking, snorkeling, water tag, human foosball, low ropes, and a water park. Our campers are thriving — emotionally, socially, and developmentally.



FACILITIES:

We created a comprehensive Facilities Master Plan to renovate 40 buildings and program areas. Renovations have already begun: three camper cabins, three staff cabins, the health center, laundry room, electrical upgrades, septic improvements, and removal of unsafe structures. We even added a new chef's cabin.



CAPITAL CAMPAIGN:

Two years ago, we were told a capital campaign was impossible. Today, we have raised \$4.5 million toward and \$8 million goal and are well on our way to transforming the campus for generations to come.



AWARENESS & VISIBILITY:

Agassiz Village has been featured on Maine Cabin Masters, multiple TV segments, newspapers, annual reports, impact reports, brochures, and more. Our story is reaching thousands.



COMMUNITY ENGAGEMENT:

We built 20+ new community partnerships that provide funding, campers, volunteers, and program support.



BOLD IDEAS:

We began exploring how our land can be leveraged to generate long-term revenue — a visionary step toward sustainability.

These accomplishments are not just milestones — they are proof of what is possible when a community believes in its mission.

Now, we turn toward the future.

Together, we will ensure Agassiz Village remains a place where every child feels safe, supported, and inspired — today, tomorrow, and for the next 90 years.

With gratitude and determination,

Lisa Carter

Executive Director, Agassiz Village

OUR VISION FOR *2031*

By 2031, Agassiz Village will create:

-  **Exceptional summer and beyond-summer programming** that is emotionally safe and developmentally rich.
-  **High performing staff** trained to deliver exceptional programming.
-  **A curated network** of mission-aligned partners that amplify our impact.
-  **A fully modernized campus** with safe, inspiring facilities that reflect the dignity and potential of every child.
-  **An endowment** that provides permanent annual support and protects our mission for generations.
-  **Long-term financial stability.**

The 2027–2031 Strategic Plan is our most ambitious roadmap yet. It builds on our momentum and charts a path toward a modernized campus, a high-performing staff team, a powerful partner ecosystem, a completed capital campaign, program excellence, and long-term financial sustainability — ensuring Agassiz Village remains a place where every child feels safe, supported, and inspired to thrive.





GOAL 1 — Deliver High-Quality, Emotionally Safe, Developmentally Rich Summer and Beyond-Summer Experiences

Over the next five years, Agassiz Village will transform the experience for youth from great to extraordinary.

- We will build a camp environment where every child feels emotionally safe, deeply supported, and challenged to grow.
- We will modernize our program areas, expand enrichment opportunities, and introduce a Character Progression Pathway that helps campers build confidence, leadership, and resilience.
- A new Teen Enrichment Center will open the door to year-round learning, belonging, and mentorship.
- We will track camper growth through a comprehensive data dashboard, giving us real insight into how our programs change lives.
- We will expand our thriving and growing iTHRIVE summer and year-round enrichment and leadership programs for teens ages 14-18, which provide college and career readiness, workforce development, financial literacy, and SEL-based leadership training.
- We will grow onsite iTHRIVE first-time employment opportunities which teach campers how to apply, interview, and onboard into their new roles.

By 2031 Agassiz Village will be recognized as a model for trauma-informed, SEL-based youth development, a place where every camper feels seen, valued, and supported and we will continue to close summer and after-school opportunity gaps, strengthen academic and social-emotional skills, and help youth build the 21st-century competencies needed for long-term success.





GOAL 2 — Build a Healthy, Supported, High-Performing Staff Team

Over the next five years, Agassiz Village will build a strong staffing engine that attracts, develops, and retains exceptional youth-development professionals, because when we take care of our staff, they change lives.

- We will strengthen recruitment pipelines and invest in competitive compensation, ensuring we can attract talented, mission-aligned staff.
- We will create clear leadership pathways so staff can grow with us, building a stable, experienced team that knows our campers and our culture.
- We will provide robust training in trauma-informed care, SEL, conflict resolution, and safety, equipping staff with the tools to support every child with skill and compassion.
- We will implement mid-summer evaluations and coaching cycles that help staff grow, reflect, and improve in real time
- We will expand wellbeing supports to reduce burnout, foster belonging, and ensure staff feel valued, connected, and cared for.



By 2031, Agassiz Village will be known as a place where youth-development professionals thrive — a camp that invests deeply in its people so they can invest deeply in our campers. A healthy, supported staff team is the foundation of extraordinary camper experiences, and this pillar ensures we deliver both.

A strong staff team is the single most important factor in delivering safe, high-quality, transformational camp experiences.



When staff feel supported, trained, and valued, they create emotionally safe environments where campers can take risks, build confidence, and grow.



Our staff are more than counselors; they are mentors, role models, and frontline youth-development professionals.

When we take care of our staff, they change lives.



GOAL 3 — Curate a Network of High-Quality, Mission-Aligned Partners

Over the next five years, Agassiz Village will cultivate a network of partners who share our belief in the power of camp to change lives. These relationships will strengthen our referral pipelines, expand mental health supports, build a diverse staffing engine, and increase financial sustainability. With the right partners beside us, we can reach more youth, deliver deeper impact, and ensure every camper arrives ready to thrive.

- We will deepen relationships with schools, youth organizations, colleges, mental health partners, and corporate supporters to ensure campers and staff have access to the resources they need to thrive.
- We will strengthen camper referral pipelines and formalize multi-year agreements with mission-aligned partners, creating predictable enrollment and reducing administrative burden.
- We will build standardized onboarding systems that help partners understand our trauma-informed, SEL-based approach ensuring every child arrives ready for success.
- We will expand staffing partnerships with colleges, workforce programs, and youth-development organizations to build a strong, diverse talent pipeline.
- We will grow corporate sponsorships and philanthropic partnerships that increase financial sustainability and open new opportunities for campers and teens.



By 2031, Agassiz Village will have a high-yield partner ecosystem that improves camper fit and readiness, strengthens staffing, and increases financial resilience- a network that amplifies our mission and expands our reach.

Strong partners don't just support our mission. They amplify it.





GOAL 4 — Complete the \$8M Capital Campaign and Transform the Campus

Agassiz Village is on the cusp of a historic transformation. Our \$8 million capital campaign, once considered impossible, is now more than halfway complete. Over the next five years, we will finish the job.

We will modernize cabins, renovate program areas, upgrade safety systems, and build new spaces including the Teen Center, Airnasium, and Social Work & Wellness Center. These improvements will create a campus that reflects the dignity, worth, and potential of the youth we serve.

Through compelling storytelling, donor engagement, and strong board leadership, we will close the campaign and bring this vision to life.

By 2031, Agassiz Village will be a fully modernized, future-ready campus that honors the dignity of every child, a place where youth feel safe, supported, and inspired to dream bigger.

“A modern campus tells every child: you matter, you belong, and your future is worth investing in.”

- Ben Kern, Board President





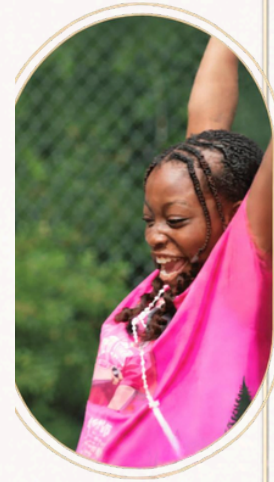
GOAL 5 — Establish an Endowment to Support Annual Operations

Long-term sustainability requires long-term investment. Over the next five years, Agassiz Village will take bold steps to establish its first endowment: a permanent source of funding that ensures our programs remain strong for generations.

We will complete land valuation studies, engage major donors in multi-year commitments, and build pathways for legacy and endowment giving. This work will allow us to eliminate our structural deficit and create a financial foundation that supports staffing, programming, and facilities year after year.

By 2031, Agassiz Village will have a growing endowment generating annual support: a powerful testament to the belief that every child deserves a safe, enriching, life-changing camp experience.

An endowment is a promise that Agassiz Village will be here for every child who needs us, not just today, but decades from now.



GOAL 6 — Achieve Long-Term Financial Sustainability

Agassiz Village is building a fundraising engine that is resilient, diversified, and future-focused. Over the next five years, we will strengthen donor retention, expand recurring giving, grow our major gifts strategy, and build mission-aligned earned revenue streams.

We will deepen corporate partnerships, expand our donor pipeline in Maine and Boston, and introduce financial dashboards that increase transparency and strengthen decision-making. We will also explore new earned revenue opportunities, from facility rentals to school partnerships, that align with our mission and support our growth.

By 2032, Agassiz Village will have eliminated its annual deficit, diversified its revenue streams, and built a sustainable financial model that fully funds operations, capital needs, and long-term growth.



Camper Spotlight:

Jordan's Journey to Belonging

Jordan was 12 when he first came to Agassiz Village. His school counselor described him as “bright, quiet, and carrying more than he should.” At home, Jordan was helping care for younger siblings, navigating anxiety, and struggling to find confidence in school. He arrived at camp unsure, withdrawn, and worried about fitting in. On his first day, Jordan barely made eye contact. He kept his hood up, stayed close to the cabin wall, and spoke only when spoken to. But our staff trained in trauma-informed care and Social Emotional Learning saw past the silence. They saw a child who needed safety, connection, and encouragement.

Slowly, Jordan began to open up.



It started with fishing. A counselor invited him to try casting a line, and Jordan surprised himself by loving it. Then came the climbing wall, where he discovered he was stronger and more capable than he realized. By mid-week, he was laughing with his cabinmates, helping others on the ropes course, and volunteering to lead the group in evening reflection.



“On the final night of camp, Jordan stood at the campfire, shoulders back, chin up, and said: “This is the first place I’ve ever felt like I belong. I didn’t know I could be this version of me.”

Jordan went home with new confidence, new friendships, and a sense of possibility he had never felt before. His school counselor later told us, “He came back different. More hopeful. More himself.” Jordan’s transformation is why Agassiz Village exists. And with your support, thousands more campers will discover their strength, their voice, and their belonging.



Your Gift Makes Stories Like Jordan's Possible

-  Trauma-informed staff training
-  SEL-based programming
-  Modernized cabins and safe facilities
-  Year-round enrichment opportunities
-  Leadership pathways for teens

Every dollar you invest becomes a moment of belonging for a child who needs it most.



Staff Spotlight: Meet Maya



When Maya joined Agassiz Village as a seasonal counselor, she wasn't sure she belonged in youth development. She loved working with kids, but she doubted her ability to support campers with complex needs. "I didn't think I was strong enough," she later said. But Agassiz Village saw something in her.

Through trauma-informed training, daily coaching, and a supportive leadership team, Maya grew into one of the most trusted staff members on camp. She became the counselor campers sought out when they were overwhelmed, the colleague others turned to for guidance, and the leader who could calm a cabin with a single deep breath.

By the end of the summer, Maya wasn't just confident-she was transformed.

Inspired by her time at Agassiz Village, today Maya is pursuing a degree in social work. She wants to continue modeling the compassion, skill, and resilience that define Agassiz Village and carry those lessons into her future career.



"Camp showed me what it looks like when young people are truly supported," she said. "I want to be that person for someone else."



Your Support Builds Leaders Like Maya

- Trauma-informed staff training
- SEL coaching and professional development
- Leadership pathways for returning staff
- Competitive wages and housing
- A culture of belonging, accountability, and growth



Every investment in staff becomes a ripple of impact that touches hundreds of campers.



This is our moment. This is our future.
This is Agassiz Village.



Empowering Youth Since 1935

www.agassizvillage.org
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