

STRATEGIC PLAN
2023–2027



OFFICE

10725 SW Barbur Blvd.
Suite 50
Portland, OR 97219-8673

CAMPSITE

83500 E Kiwanis Camp Rd.
Government Camp, OR 97028

ph: 503.452.7416

www.MHKC.org

Our Mission

Mt. Hood Kiwanis Camp helps empower children and adults with developmental disabilities through equitable access to the outdoors and recreation.

Our Vision

We envision a future in which everyone who wants to go to Camp gets to go and stay in fully-accessible, safe, state-of-the-art facilities.

Equity Statement

Mt. Hood Kiwanis Camp (MHKC) honors organizational diversity with regard to race, gender, sexual orientation, gender identity, age, culture, language, and all abilities. This deepens understanding in everyone, making MHKC a more equitable and inclusive organization to the benefit of all. We seek to raise self-awareness of our gaps in equity and inclusion by consciously creating, monitoring, and maintaining diversity among our campers, staff, volunteers, and board of directors.





About MHKC

For decades, Mt. Hood Kiwanis Camp (MHKC) has helped empower children and adults with intellectual and developmental disabilities by providing access to overnight, outdoor recreational programming at its fully-accessible 22-acre campsite in the Mt. Hood National Forest.

On any given summer day, our campers are catching fish, conquering fear on the adventure course, flying down the zip line, splashing at the pool, riding a horse for the first time, whitewater rafting, paddling a canoe on Trillium Lake, and dancing the night away at campfire. Wheelchair accessible trails and innovations such as adaptive saddles, harnesses, and bicycles make the traditional camp experience available to all. Camp doesn't just offer outdoor activities, it offers a chance for people with disabilities to make new friends and build community in a friendly, non-judgmental environment where they can feel empowered and included.

Each year, MHKC offers eight weeks of Summer Camp, during which campers enjoy a one-to-one camper-to-counselor ratio with the option for Outgroup Adventures, where campers pitch tents on Trillium Lake, paddle canoes, go whitewater rafting and more. There are two weekend Winter Retreats, three days and two nights of playing in the snow, sipping cocoa in front of the fire, cooking their own meals and more. MHKC's Family Camp introduces families to Camp for a three-day, two-night experience, allowing them to envision a future in which their camper can go to Camp for a week without family support. Finally, fall's Adventure Camp focuses on MHKC's Adventure Course elements including the zip line, rock wall, stream crossing, flying squirrel and giant swing.

MHKC and the U.S. Forest Service

Mt. Hood Kiwanis Camp sits on twenty-two beautiful acres in the Mt. Hood National Forest. Our partnership with the United States Forest Service is a pivotal one for our organization, allowing individuals with disabilities to access one of the most scenic national forests in the country.

The Forest Service works with us to provide excellent stewardship of the campsite and natural resources that exist at Camp.

With the scenic Little Zig Zag River running through the middle of the Camp, acres of old-growth trees, and all of the natural beauty of being situated on the slopes of Mt. Hood, MHKC is truly one of a kind.

**We value the commitment of the
U.S. Forest Service to make our national forests
accessible to people with disabilities.**





Dave McDonald
Executive Director
Mt. Hood Kiwanis Camp

Executive Summary

MHKC looks to the future in the context of the historic, pandemic-related disruptions of the past three years. Many adjustments were necessary to serve our campers and to simply survive as an organization. As the pandemic recedes, we anticipate a complete recovery in the near future which will require adaptations, resources and solid planning.

With that in mind, we are pleased to share with you the key goals of MHKC's Strategic Plan for the coming years.



STRATEGIC GOAL 1

Recover & rebuild from the COVID-19 pandemic



STRATEGIC GOAL 2

Serve more campers



STRATEGIC GOAL 3

Build and maintain state-of-the-art facilities



STRATEGIC GOAL 4

Reflect our community and constituencies in all aspects of our organization

The following pages elaborate on the above goals.

We look forward to working together with you to fulfill the promise of Mt. Hood Kiwanis Camp as an experience that is open to all who wish to join us. If you'd like to support us in this pursuit, we'd love to talk with you further about our plans.



Goal 1: Recover & rebuild from the COVID-19 pandemic



Since the global pandemic started in March of 2020, the challenges facing MHKC required a continual evolution of how services are offered to meet the needs of the camper community. Serving a vulnerable population required MHKC's team to pivot and creatively shift the service model to provide access to programming virtually, later transitioning into small groups at camp in 2021 and 2022. It is expected that full summer camp operations will resume in 2023 and beyond.



MHKC continues to feel the impact of the pandemic in areas such as staffing shortages, supply chain delays, and increased prices for goods and services. There is not a lot to be done about the last two issues, except remain patient, flexible and frugal. However, staffing can be addressed.

Partnerships with Portland State University, Pacific University and Jesuit High School are what provides the one-to-one camper-to-counselor ratio MHKC is famous for. Counselors and campers are supervised by MHKC's Programs staff and summer staff.

continues on next page

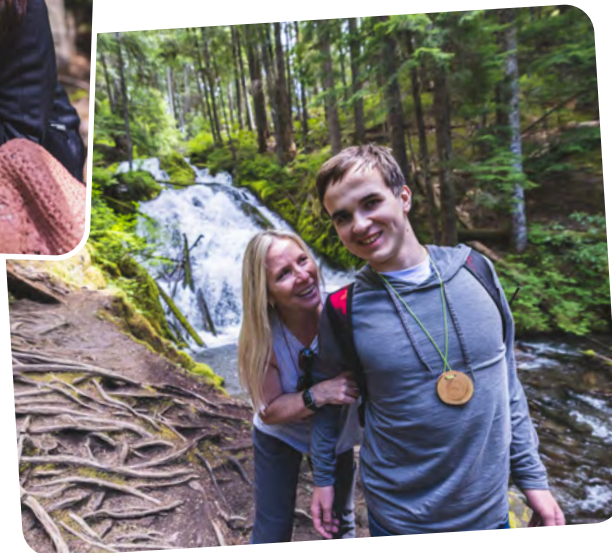


MHKC continues to feel the impact of the pandemic in areas such as staffing shortages, supply chain delays, and increased prices for goods and services.

Goal 1: Recover & rebuild from the COVID-19 pandemic, cont.

These supervisors are typically former counselors who, having fallen in love with the mission, return to work with us in succeeding summers. With campuses closed in 2020 and 2021, counselors were not allowed to come to MHKC.

Thus, the important “pipeline” of future supervisory personnel was interrupted, creating a critical staffing shortage in 2022. That meant serving 40% fewer campers than in a typical pre-pandemic year, since the health and safety of campers must never be compromised by lack of staff to serve them.



Solving the staffing issue is key to recovering and rebuilding from the pandemic.

To address the issue for 2023 and beyond, MHKC:

- 🌲 Seeks to expand partnerships with more educational institutions including the University of Oregon, Oregon State University, Western Oregon University, the University of Portland, Portland Community College and others.
- 🌲 Holds recruitment events, hosting past counselors for social hours, encouraging them to bring interested friends.
- 🌲 Has re-doubled staff recruitment efforts on the campuses of existing partners.
- 🌲 Is making staff recruitment a consistent theme in all MHKC communications channels.



Goal 2: Serve more campers

Serving more campers in the next few years will involve expanding counselor and staff recruitment methods and sources (*see Goal 1*), expanding programs, and expanding facilities (*see Goal 3*).

With regard to expanding Programs, the following concepts were in progress when the pandemic put a stop to all programs in 2020.



These programs will return as the pandemic eases:

Adventure Camp:

Modeled on our three-day Winter Retreats that take place over the Martin Luther King Day and Presidents Day weekends, this retreat will take place annually over the three days of Indigenous Peoples Day weekend starting in October 2023. The main focus of this program will be creating access to all Adventure Course elements, including the zip line, rock wall, flying squirrel, stream crossing, giant swing and the ropes course. Twenty campers will be served.

Community Nights:

As MHKC seeks new ways to provide equitable access to the outdoors and recreation, starting in 2024, we will create new off-season opportunities for our campers. This includes daytime weekend outings and weekday evening programs for 10–20 campers per event. Programs will include accessible hikes, bicycle rides, sporting events, and more. It is expected that 90 campers will be served annually with this program.

Winter Retreats returned to full capacity in 2023 after a three-year hiatus.

Summer Camp is expected to return to full capacity in 2023 as well.

Expanding the capacity of Mt. Hood Kiwanis Camp is what Goal 3 is about.



Goal 3: Build and maintain state-of-the-art facilities



For years, there has been persistent and overwhelming demand for summer camp enrollment at MHKC. In a typical year, 25% of the people who apply are waitlisted, unable to have the unique, uplifting experience that Camp provides. We find that unacceptable and have a plan to fix it.

The single biggest constraint to satisfying the demand is inadequate infrastructure. MHKC envisions a future in which all people with developmental disabilities who want to attend Camp have that opportunity while being served by committed counselors and staff in fully accessible, state-of-the art facilities.

MHKC's Legacy 90 Capital Campaign was launched in 2022 and, when completed successfully, will result in a new 90-bunk dormitory for MHKC campers. It will replace the 45-bed Hemlock dormitory, an antiquated barracks-style building not suited for people with disabilities.

The new 90-bed facility doubles the total capacity of the current dorm and adds enhanced accessibility features that ensure campers with disabilities experience a greater sense of comfort,

continues on next page



Goal 3: Build and maintain state-of-the-art facilities, cont.

The new dormitory represents a signature, historic addition to MHKC, marking the 90th year of operations and preparing for a new century of service to the community.

dignity and belonging. Bunks will be made much more accessible to many more campers.

Gathering spaces are integrated with the dormitory design to serve the entire Camp community, including a fire circle outside, and a hearth room inside.



Hemlock Dormitory

Project timeline: June 2022 – June 2026

Benefits include:

- 🌲 Greater comfort and dignity for campers.
- 🌲 More equitable accessibility.
- 🌲 More utilization of MHKC as an ideal, accessible camp location on Mt. Hood.
- 🌲 Better opportunity to support community through partner organizations.

Projected numbers
of people served:

MHKC Summer Camp

740 summer campers
Increases capacity by 41%

Partner Camp Programs

6,000 campers year-round
Increases capacity by 45%



Goal 4: Reflect our community and constituencies in all aspects of our organization



By the nature of our programming, MHKC is keenly aware that with equitable access and a culture of inclusion, people of all abilities can make a valuable contribution to our society. For that reason, we have committed to consciously create, monitor, and maintain diversity among campers, staff, volunteers, and Board of Directors.

The ongoing process of improvement is overseen by a Diversity, Equity and Inclusion committee that includes staff, Board and outside experts and involves direct outreach and support for previously underrepresented communities.

Since starting the D.E.I. journey in 2019, MHKC has made meaningful progress against the following goals:



In the Workforce

- 🌲 Increase diversity in both staff and board ranks.
- 🌲 Measure success annually and review results to identify opportunities for improvement and lessons learned.
- 🌲 Become a Disability Led Organization, defined as 51% of all board and year-round staff to have a direct relationship with a person with disabilities (ie: parent/guardian, sibling, child or having disabilities themselves).

continues on next page

Goal 4: Reflect our community and constituencies in all aspects of our organization, cont.

In the Workplace

- 🌲 Continue development of inclusion principles for the entire organization and articulate those through a communication plan.
- 🌲 Seek additional opportunities for DEI training for staff and board.
- 🌲 Establish strategic partnerships to expand diversity among the counselors and volunteers at MHKC.
- 🌲 Seek communications opportunities to reinforce MHKC's anti-racism statement and equity statement.

In the Marketplace

- 🌲 Continue updating baseline data about campers to understand the community served.
- 🌲 Increase diversity among campers served.
- 🌲 Carefully and continually examine accessibility issues among MHKC's camper population.
- 🌲 Establish strategic partnerships to expand the diversity among the campers served and the goals set regarding increasing camper diversity.
- 🌲 Measure success annually and review results to identify opportunities for improvement and lessons learned.
- 🌲 Remain conscious of all current brand and community communication to understand how MHKC shows up in the community and increase visibility in the marketplace regarding our commitment to Diversity, Equity and Inclusion.
- 🌲 Expand school partnerships to more universities, colleges, and high schools.
- 🌲 Highlight MHKC's DEI Plan and Inclusion Principles on www.mhkc.org and other communication channels as available.





Our objectives are only
attainable with your
support. *Please consider
an additional donation:*

MHKC.org/donate