AMC 150

3-Year Strategic Plan
2020-2022
AMC 150 Strategic Themes

Active Conservation  Outdoor Journey  Recreational Network
AMC Mission

The mission of the Appalachian Mountain Club is to foster the protection, enjoyment and understanding of the outdoors.
Vision

We envision a world where being outdoors is an integral part of people’s lives; where our natural resources are healthy, loved and protected.

Core Values

- Respect for People and Nature
- Lifelong Engagement
- Prepared Leadership
- Intrinsic Worth of the Outdoors
- Fun
Essentials for Success

- AMC Identity Strengthened
- Personalized Customer Experience with Salesforce CRM
- Robust Volunteer Community
- Multi-use Content Across Platforms
- New High Functioning Web Site with Online Reservations and CMS
- Staff and Volunteer DEI Goals Progress
- Meet or Exceed 3-Year Fund Raising Goals
- Increased Conservation Engagement
- Balanced Budgets with Sustainable Growth & Improvement
- Measurable Impact & Efficient Scaling
### Active Conservation: 3 Year Strategic Plan Model

#### Key Strategies
- Lead in and advance resilient lands & resilient trails policy and outdoor recreation economy initiatives.
- Advance the LWCF Coalition to secure dedicated funding and robust appropriations.
- Create longer term public lands leadership coalition model.
- Weave active conservation throughout all AMC programs, destinations, and volunteer activities.
- Better inform and engage the AMC community in conservation research.
- Advocate for clean energy investments and balanced siting policies across our region.
- Implement plan to track organizational emissions & create the trajectory for achieving net zero by 2050 & 45% reduction by 2030.

#### 3 Year Goals
- MWI models resilient landscape management, and BCT pilot trails as catalyst for resilient lands and communities.
- Complete PRHF acquisition.
- Secure LWCF dedicated funding and set stage for continued leadership on public lands protection.
- Increase CAN engagement 25%.
- Grow citizen science program offerings and increase engagement by 15%.
- Produce regional energy siting & clean energy policy wins in ME, MA & PA.
- Launch guest Carbon Offset program.
- Establish 2010 AMC emissions baseline and complete net zero strategy.

#### Long-Term Outcome
- AMC is a recognized and impactful leader in science-based advocacy protecting land, trails, and water, promoting resiliency and natural climate change solutions, and setting the stage for net zero emissions by 2050 within AMC.
Outdoor Journey: 3 Year Strategic Plan Model

Key Strategies

• Outdoor Journey (OJ) focuses on training, preparedness, and leadership development.
• Establish formal “bridges” between OJ programs.
• Integrate all destinations programming under Guided Outdoors (GO) to create one cohesive platform for destinations-based offerings (staff and volunteer-led).
• Outdoor Leadership Institute (OLI) offers credentialing ladder and learning content for volunteers, participants, and OLI educators.
• Strengthen diversity, equity, and inclusion across all programs, including staff hiring and volunteer recruitment.
• Outdoors Leadership Institute incorporates OutdoorsRx train-the-trainer in partnership with other direct service organizations and Chapters.
• Weave Active Conservation throughout OJ.

3 Year Goals

• Establish Outdoor Leadership Institute (OLI) brand identity.
• Offer an integrated OLI program calendar, incorporating OLI Educators (formerly YOP) training.
• Successfully digitize OLI credentialing ladder on Salesforce.
• Increase Boston family member participation and grow programming by 5%.
• Enhance both staff and volunteer led program offerings and experiences through Guided Outdoors.

Long-Term Outcome

• AMC offers a seamless life-long outdoor journey open to all encompassing outdoor fun, skills building, conservation learning and engagement, and leadership development involving thousands of members, volunteers, constituents, guests, and program participants.
Recreational Network: 3 Year Strategic Plan Model

### Key Strategies

- Camp Dodge Regional Trails Center offers expanded training, leadership, and stewardship opportunities.
- White Mountains working group established to plan for Pinkham & Highland Center Master Renovation Plan.
- Guided Outdoors (GO) catalyzes robust outdoor experiences for all, led by volunteers and staff.
- Increased professional development strengthens hospitality staffing and VCC volunteer leadership.
- Expanded recognition of Maine Woods’ innovative conservation and economic development model and impact on the planet.
- Staff hiring and volunteer recruitment strengthens diversity, equity, and inclusion.
- Harriman-Sebago Outdoor Center launched.
- Leveraging of close to home and regional trails networks to enhance outdoors access, stewardship, and climate resiliency.

### 3 Year Goals

- Complete White Mountains master renovation plan, start-up of quiet fund raising phase, and Forest Service approval process initiated.
- Develop Harriman-Sebago to open strong with solid plans for the future.
- Strengthen trails training and leadership model.
- Make measurable progress on staff & volunteer diversity.
- Grow staff & volunteer-led Guided Outdoors program participation & revenues.
- Granite State Trail plan ready to be implemented.

### Long-Term Outcome

- Build and manage AMC outdoor destinations to achieve mission as the “go to place” for outdoor fun, nature exploration, experiential learning, and hospitality for all. Create a strong network of shorter and longer trail options in urban and rural areas. Continue to improve AMC as a great place to work, with strong staff & volunteer collaboration.