



ASPIRATIONS, GOALS AND OBJECTIVES

Updated 3/1/2021

Mission: The mission of Lake Junaluska is to be a place of Christian hospitality where lives are transformed through renewal of soul, mind and body.

Vision: Our vision is to become known as the most welcoming and inviting place for personal renewal in the United States.

To accomplish our mission and fulfill our vision we aspire to:

Aspiration 1 - To preserve and enhance the lake and grounds so that more people will recognize the natural beauty of God's creation.

Goal 1: Protect and sustain the lake and the area immediately around the lake.

Objective 1: Develop and begin implementing a plan for the preservation and maintenance of the Lake Junaluska Dam.

Objective 2: Review, update, communicate and implement the lake edge plan.

Objective 3: Create an urban forest plan that promotes healthy forest while planning for the maintenance or enhancement of the view of the lake and mountains.

Objective 4: Maintain the quality of the lake by developing and implementing a long range sediment removal plan and working with water quality experts to promote the health of the Richland Creek and Factory Branch watersheds.

Goal 2: Enhance the landscaping of the grounds to provide a beautiful and safe place for all to enjoy.

Objective 1: Develop a plan for the recreational area below the dam.

Objective 2: Develop and begin implementing a signage plan for visitors to Lake Junaluska that explains opportunities and expectations while visiting our lake and grounds.

Objective 3: Explore the formation of a Park Ranger department that would interact with guests as well as develop educational opportunities related to the environment, wildlife, lake and grounds.

Objective 4: Create and begin implementing a plan for existing and future meditation and prayer locations throughout Lake Junaluska, including development of meditation guides.

Goal 3: Enhance and improve the walking paths at Lake Junaluska.

Objective 1: Develop and implement a plan for maintenance and improvements for walking trail sections that need repair or replacement, including a plan for elderly and/or handicap accessibility to enter the lake.

Objective 2: Develop additional hiking/walking trails throughout Lake Junaluska property, including plans for a destination hike to Susie's Knob and a connector trail from Lambuth Inn.

Objective 3: Develop and implement a plan to route the walking trail along the lake edge behind Memorial Chapel and Stuart Auditorium.

Objective 4: Explore the possibility and feasibility of building a restroom on South Lakeshore walking trail.

Objective 5: Work with the wildlife commission and the State Department of Agriculture to develop a wildlife plan for the control of Canada geese and other wildlife such as swans, birds, ducks, turtles and fish.

Aspiration 2 - To be a Conference Center that rivals hospitality industry leaders by exceeding guests' expectations through excellence in staff and facilities.

Goal 1: Develop Lake Junaluska facilities and programs to exceed the expectations of identified target audiences.

Objective 1: Focus Lake Junaluska Conference Center on the following four target audiences and develop a detailed plan outlining the needs of each of these audiences:

1. Youth
2. Families

3. Generation X, Millennials and Boomers
4. Conference and Meeting Attendees

Objective 2: Meet the needs of the four target audiences in Objective 1 by focusing Lake Junaluska Conference Center into four distinct engagement areas under the umbrella of Lake Junaluska Assembly Inc. These could include:

1. Young and Active area (Camp and Retreat) around Shackford Hall that caters to families and youth events.
2. The Terrace Hotel and Conference Center that caters to conference events, meetings and guests.
3. The Lambuth Inn as a place of contemplation, education and retreat.
4. The Golf Course that caters to local community, residents and guests.
5. Mixed-use housing development that would include an independent living facility that caters to people looking to “age in place” at Lake Junaluska.

All areas would operate under the Lake Junaluska Assembly, Inc. umbrella. Each area should also be structured as revenue districts that can be evaluated and adjusted to assure long-term success and sustainability. Marketing of each district will be refined to better engage customers.

Objective 3: Develop a long-range plan to address infrastructure, business models (with supporting accounting), amenities and staffing needs for each engagement area identified in Objective 1.

Objective 4: Increase food and beverage options at all engagement areas that meet the needs of our guests. For example, create a plan for beverages, a la carte options, fast food and farm to table offering, as well as enhanced buffet choices that give attention to healthy choices.

Goal 2: Inspire and educate staff to serve and engage guests in a way that exceeds identified standards of hospitality excellence.

Objective 1: Create organization-wide standards of hospitality that reflect our mission and that help maintain our Certificate of Excellence status for all properties listed on TripAdvisor.

Objective 2: Develop and gather training materials to be used in ongoing training for employees in all engagement areas.

Goal 3: Maintain and preserve existing buildings and property that are needed to fulfill the mission of Lake Junaluska.

Objective 1: Identify and conduct a facilities study on the most critical buildings to revenue and mission fulfillment in each engagement area.

Objective 2: Develop a plan to prioritize and fund the renovation and construction of these facilities.

Objective 3: Develop a plan and replace Sunnyside with housing consistent with modern expectations for comfort and safety.

Objective 4: Develop a list of all undeveloped land and a plan of utilization, prioritizing according to our mission and revenue potential.

Objective 5: Improve, preserve and enhance sacred spaces by developing a plan for the preservation of Memorial Chapel, the cross, Inspiration Point and Stuart Auditorium.

Goal 4: Provide amenities that will improve the guest experience in all areas of engagement.

Objective 1: Re-envision and develop a plan to renovate all recreation areas adjacent to the pool, to create multi-generational and shared experiences.

Objective 2: Develop a plan for engaging more people with the lake by providing amenities for recreation, enjoyment and reflection by surveying guests and properties to determine amenities that will attract guests. For example, a water feature, water-park, indoor pool, sitting areas or zip line.

Aspiration 3 - To be the place that connects more youth to Christ through meaningful ministry, recreation and education programs.

Goal 1: Grow participation in Lake Junaluska sponsored youth ministry events.

Objective 1: The Programming department will create a Youth Ministry Advisory Team of external stakeholders, such as youth directors, parents, youth ministry consultants, clergy and youth, to provide the Lake Junaluska Programming department with the insight necessary to design and implement quality youth programming based on market needs.

Objective 2: The Programming department will create a Youth Leader Institute held annually at Lake Junaluska to train youth leaders and to make them more aware of the programming offerings at Lake Junaluska.

Objective 3: Promote a stronger connection with current and prospective youth groups by creating a blog or similar interactive online community that would include featured content from Lake Junaluska staff, speakers and leading youth ministry practitioners.

Goal 2: Strengthen and expand Confirmation and other youth retreat experiences at Lake Junaluska.

Objective 1: The Programming department will collaborate with the Foundation for Christian Formation (FCF) to create Confirmation programs.

Objective 2: Develop a marketing campaign that publicizes the availability of self-directed youth retreats at Lake Junaluska.

Goal 3: Attract more hosted youth events and partners to Lake Junaluska.

Objective 1: Create a work group of representatives from programming, group sales, and marketing departments to identify and attract leading practitioners whose youth ministry, recreation, and education programs or goals align with Lake Junaluska's mission, vision and strategic needs.

Objective 2: Create and implement a cooperative plan for hosting or developing partnerships with these practitioners, taking into account mission fulfillment, return of investment and required resources and timelines.

Aspiration 4 - To identify, uphold and strengthen the Lake Junaluska tradition of implementing innovative shared experiences for both individuals and families that celebrate faith, recreation, the arts and education.

Goal 1: Strengthen the Summer Activities program to appeal to multiple generations by integrating the Summer Worship program, Bible study, recreation, the arts and education.

Objective 1: The Dean of the Chapel and the Programming department will jointly establish a theme for each summer that will serve as the basis for the Summer Worship series and will be enhanced through the Summer Activities program (annually).

Objective 2: The Programming department will assemble a Summer Activities Advisory Team to help brainstorm ways to integrate the theme into the Summer Activities Program (annually).

Objective 3: Market, implement and evaluate the enriched Summer Activities program throughout the summer, annually May - July.

Goal 2: Provide unique, sought-after educational and experiential programs at times that meet a strategic need.

Objective 1: To facilitate long-range planning, identify the dates and time frames that offer the greatest availability for sponsored programming (i.e. housing and meeting space). Implement an ongoing process for long-range planning, focusing 2 years in advance.

Objective 2: Identify potential educational and experiential programs that fulfill Lake Junaluska's mission to offer hospitality that is distinctly Christian, that embody the Christian witness and/or which promote transformation through the renewal of soul, mind and body.

Objective 3: Evaluate existing educational programs that meet our mission and are offered at time periods identified in Objective 1 (e.g. Road Scholar, Festival of Wisdom and Grace, Choir Music Weekend). After evaluation, nurture and expand these programs. (Repeat annually)

Goal 3: Attract more hosted events to Lake Junaluska that meet the objective of celebrating faith, recreation, the arts, and/or education.

Objective 1: Identify and coordinate across departments the strategic needs of Lake Junaluska as they relate to the intergenerational sharing and celebrating of faith, recreation, the arts and/or education.

Objective 2: Identify and prioritize potential partners whose programs or goals align with Lake Junaluska's mission, vision and strategic needs.

Objective 3: Programming and/or Group Sales will work to develop hosting or partnered relationships with these potential partners.

Goal 4: Improve the recreation experience of Conference Center guests and the community.

Objective 1: Identify the recreation opportunities (e.g. boot camp, water yoga, pickleball lessons) that support the health and wellness of soul,

mind, and body as expressed throughout the visioning process, in post-stay guest surveys and through available market research.

Objective 2: Coordinating across departments, prioritize the list of recreation opportunities and begin implementing high-priority opportunities.

Objective 3: Develop marketing plans and materials that help prospective guests envision themselves engaging in recreation at Lake Junaluska and surrounding areas.

Goal 5: Provide a variety of arts that touch the human spirit and open the door to transformation.

Objective 1: Establish an Arts and Music Task Force to expand the impact of the arts and music at Lake Junaluska and to provide guidance for the selection of artists and musical performers.

Objective 2: The Programming Department will incorporate the arts (such as visual arts, dance, handcrafts, performing arts, etc.) more fully into the Lake Junaluska experience.

Objective 3: Preserve and document existing artwork at Lake Junaluska (e.g. Memorial Chapel windows, Christy painting, etc.).

Aspiration 5 - To be an involved, inclusive community that provides the highest quality of life for our residents and guests.

Goal 1: Plan and invest wisely in the community to enhance property values.

Objective 1: In conjunction with the Assembly Public Works Committee create/update a 10-year plan for the maintenance and improvement of streets, street lights, sidewalks, stormwater, water/sewer and waste removal.

Objective 2: Begin implementing the plans developed in Objective 1.

Goal 2: Maintain a safe community that assures security for residents, visitors and guests.

Objective 1: Conduct a risk-assessment in order to address identified vulnerable areas and needs.

Objective 2: In conjunction with the traffic study, explore additional safety measures for pedestrian and vehicular traffic.

Goal 3: Communicate effectively to have a well-informed community.

Objective 1: Establish ongoing communication methods to include all community stakeholders to enhance relationships, encourage involvement and volunteerism, awareness, understanding of opportunities and ways to connect with other residents.

Objective 2: Establish feedback mechanisms for large projects affecting community residents.

Goal 4: Involve the community in the accomplishment of the Lake Junaluska mission.

Objective 1: In conjunction with the Junaluskans, develop a volunteer engagement task force to identify opportunities where volunteers can participate in the fulfilment of the Lake Junaluska mission.

Objective 2: Based on the needs outlined in objective 1, develop a plan to recruit volunteers and volunteer leaders to increase overall participation in volunteering at Lake Junaluska.

Objective 3: Track overall volunteerism annually, recognize and celebrate milestones.