



Ma-Ka-Ja-Wan Comprehensive Analysis

**MA-KA-JA-WAN COMPREHENSIVE ANALYSIS**

December 27, 2021

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# INTRODUCTION



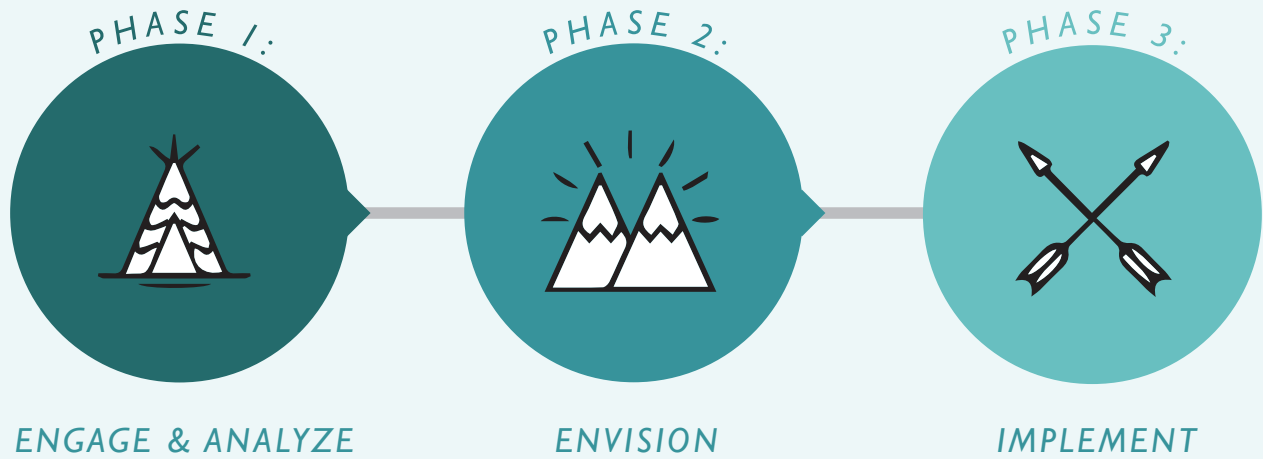
# 1. Introduction

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## *Overview*

The Lakota Group was retained by the Northeast Illinois Council, Boy Scouts of America (NEIC) in late May of 2020 to help shape a new Master Plan for the Ma-Ka-Ja-Wan Scout Reservation (MSR) after a devastating windstorm ripped through the 1,500-acre camp in Pearson, Wisconsin. While the destructive storm significantly impacted the visual character of this traditional Northwoods property, it has also provided the NEIC and its leadership the opportunity to step back and reevaluate MSR. It set in motion “Rebuilding Ma-Ka-Ja-Wan,” a three-stage approach. With the first stage, Remediate, done and the second stage, Recover, nearly complete, this planning process represents the Renewal phase. This master planning process, which in turn is a three-phase process, will explore how to take this special place and move it forward to not only meet the needs of Scouts today, but also in the future.





## Master Plan Process

MSR is a special place, steeped in memories, history, and pride. While this Master Plan will identify opportunities for change or enhancement, it must also retain an essential ingredient of cultural and heritage preservation. This process will account for the history that created MSR’s unique environment, while also finding creative ways to celebrate it, respect it, and to make new history for future generations.

Phase I in creating the Master Plan is focused on fully understanding Ma-Ka-Ja-Wan’s sense of place. The planning process identifies this phase of work as “Engage and Analyze.” Efforts to fully engage the NEIC leadership, camp community, and other stakeholders have been spread out over two years in response to the COVID-19 pandemic. The Lakota team visited the camp in both the summer and late fall of 2020 to evaluate and inventory the camp character, facilities, and programs. Additionally, the team visited Ma-Ka-Ja-Wan in July of 2021 to observe camp in-season, during Week 5. This multi-day visit provided the planning team an opportunity to interact with

campers, camp staff, and adult leaders, as well as assess how the camp operates. The Lakota Group, along with Hey and Associates, a natural system/environmental partner, conducted additional focus group discussions, as well as an open house workshop, open for all.

This comprehensive analysis summarizes the team’s understanding, thoughts, and observations as well as a preliminary assessment of the camp’s facilities, unique site attributes and environment, and programs. This report also denotes current obstacles and constraints and begins to identify preliminary opportunities for future improvement to share and confirm with NEIC leadership. This summary will serve as the basis for the planning team to move into developing preliminary Master Plan concepts and strategies in the second phase of the process, Envision.



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# CAMP ASSESSMENT



## 2. Camp Assessment

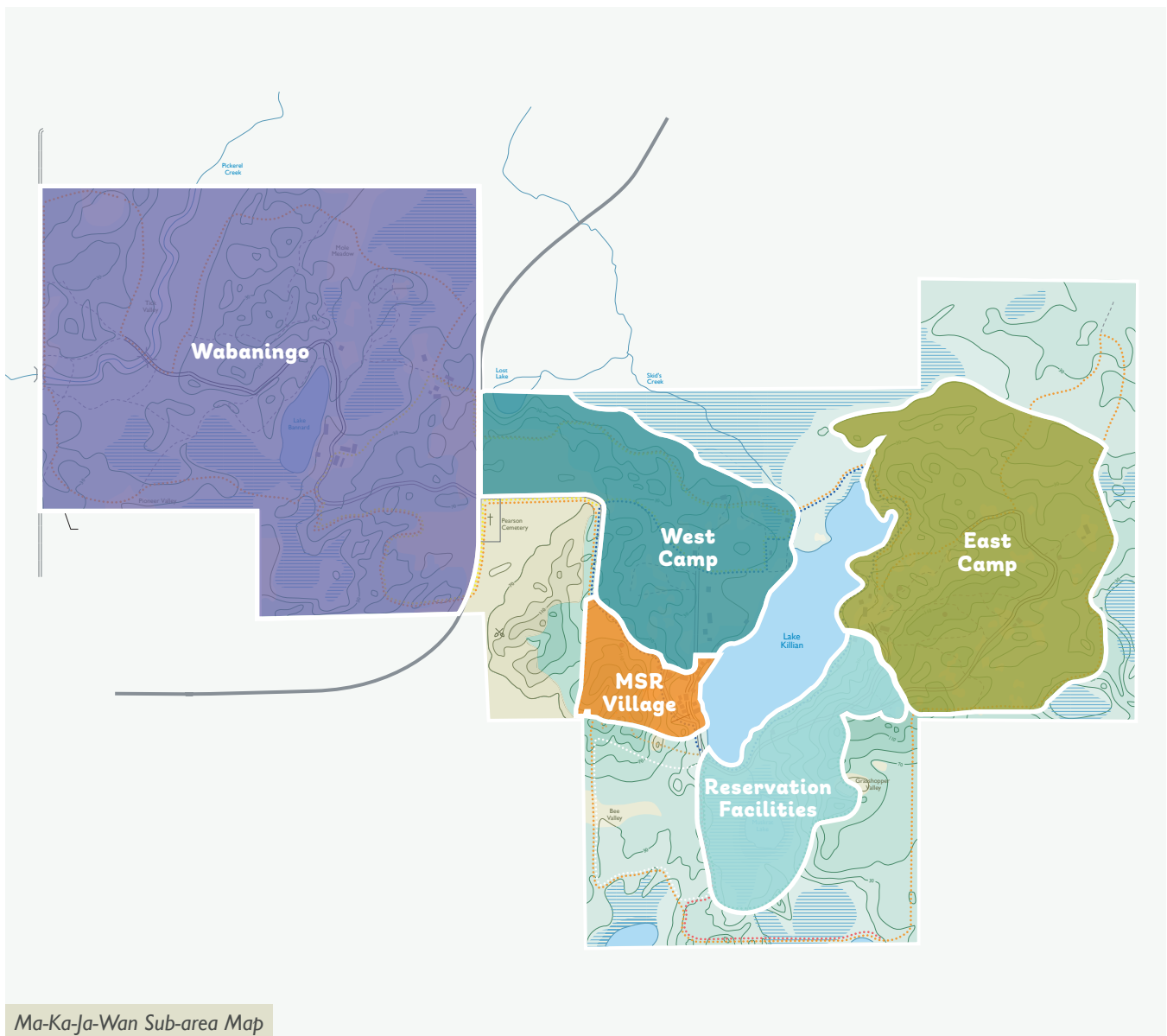
### *Overview*

The following camp assessment is an effort to measure the quality of facilities and amenities as well as maintenance in order to ensure high levels of service for campers and users. This assessment will help the Northeast Illinois Council to:

- Understand the present state of Ma-Ka-Ja-Wan amenities, facilities, and physical spaces;
- Determine priorities for improvements and provide direction for allocation of funds, staff, and resources; and
- Guide capital improvement plans and maintenance standards to continue improving facilities.

Field inspections during the summer and late fall seasons were performed to closely assess the different areas of the built environment.





Ma-Ka-Ja-Wan Sub-area Map

## Methodology

To better evaluate the various facilities and areas within Ma-Ka-Ja-Wan, the assessments are categorized into several clusters or “sub-areas” including:

- MSR Village Center
- West Camp
- East Camp
- Reservation Facilities / Muskrat Lake
- Wabaningo

This assessment focuses on location, accessibility, maintenance and upkeep, as well as utilization. Challenges and opportunities for improvement are highlighted at key locations, and initial observations are provided for the different clusters identified earlier.



## MSR Village Center

This area builds a first impression for camp visitors and hosts the majority of administrative facilities to help prepare Scouts for their stay at Camp Ma-Ka-Ja-Wan. While this area is not currently designated as MSR Village Center, this title it is a good descriptor of the area and will be useful from a planning perspective.

### I. Camp Admin Office / Welcome Center

*The Welcome Center is the first facility that visitors come across when entering the Scout Reservation. The space is currently used for Unit check-in and overall camp administration business. The space exhibits some of Ma-Ka-Ja-Wan's history through wall art and maps, as well as a native art sculpture near the entrance. The facility as well as the surrounding site is in a fair condition yet can benefit from minor updates and an overall refresh, as the first impression of MSR.*



## 2. Country Store

Located down the hill from the Welcome Center, the Country Store is a shared facility for Scouts from both East and West Camps. This facility serves as a hang out space and offers food, such as pizza and ice cream, among other snacks. Being one of the few facilities with Wi-Fi access, the Country Store is a hotspot for adult leaders and staff. The structure is in good condition, yet the interior's look and feel can significantly improve. A fishing dock is in close proximity and often utilized by Aquatics staff for evening programs. Upgrading the floating dock to a more stabilized structure can improve the overall fishing experience.



## 3. Health Lodge

The Health Lodge is situated between the Welcome Center and the Country Store, providing medical support to all MSR Scouts, staff, and adult leaders, among others. The facility is structurally sound and the exterior as well as the surrounding site are in good condition. The interior, on the other hand, is disorganized and cluttered, and needs to be significantly improved.



## 4. Staff Housing

Formerly utilized as Family Cabins, these facilities currently house Camp staffers. While these ~360 SF cabins are structurally sound, they are deteriorated and could benefit from extensive interior and exterior renovations.



## 5. Swanie Building

The Swanie Building, serves as the new commissary, storage facility, and cycling base, is designed to store food and equipment. MSR plans to continue organizing this space, allocating High Adventure gear on the mezzanine area and the cycling bikes on the back area, under the mezzanine, with a dedicated secondary access.



## 6. Holstein Cabin

The Holstein cabin, which will be built with the proceeds of a gift to Ma-Ka-Ja-Wan by the George Holstein Estate, will aim to expand programs into the off-seasons, offering bunk rooms, showers, and restroom facilities. This cabin has been designed and the site has been cleared; construction is likely to begin in spring 2022. While defining the proper usage for Holstein Cabin is an ongoing conversation, initial thoughts include Scoutmaster lounge/wifi center, guest housing, and staff housing.

## Key Observations

- The camp administration office is the first impression of MSR and improving the space should be a priority.
- The existing health lodge and country store should be updated and take on a fresher, cleaner, and more organized feel.
- Staff housing, formerly utilized as family cabins, is significantly deteriorating and can benefit from an extensive upgrade.
- Similar to a village center concept, new facilities in this location should be organized more clearly around a central space or views/and access to Lake Killian.
- A business center with Wi-Fi access and a quiet/private space should be explored for use by adult leaders, potentially at the planned Holstein Cabin or other key location in the heart of MSR.
- Trails connecting along the west side of Lake Killian would bring more physical and visual access to the water.
- The main arrival sequence is supported by a beautiful and traditional camp gateway signage feature. Further enhancements should be considered for the continuum of the drive to camp to accentuate and support a stronger sense of place.
- Conversations led to contrasting opinions from scoutmasters as well as other stakeholders in regards to enhancing technology and communications in camp. The planning team recommends additional Wi-Fi services be limited to certain facilities to accommodate troop leaders' and staff's needs.

### *What to consider when upgrading a facility?*

- Check structural integrity
- Boost the curb appeal
- Install lasting doors and windows
- Weatherproof the space
- Maintain natural wood siding or replace with rustic or milled logs
- Upgrade interior furnishings with consistent styles.
- Refurbish and update interior rooms, i.e. kitchen, bathroom, etc.
- Maintain logs and outriggers to avoid wood damage and rotting
- Vigilantly inspect for insect damage





## West Camp

West Camp, situated west of Lake Killian, is home to approximately 11 main campsites. Some of these campsites have more than one area that can be reserved; in total there are 23 reservable sites. With subtle grade changes, West Camp offers efficient circulation between the different campsites, supporting facilities, and amenities.

### I. West Camp Office

*The West Camp Office, along Lake Killian, portrays Ma-Ka-Ja-Wan's heritage with engraved paddles hung on the walls. These historic pieces share stories of camp alumni. This space could be better organized and maintained - the office is cluttered with chairs, boxes, and other storage-like elements. This facility can also benefit from an interior upgrade.*





## 2. Dining Hall in West Camp

The Dining Hall facility in West Camp is considered a core facility for many west campers. This facility previously suffered from erosion issues, clearly visible through pavement markings. It is encouraged to explore ways to reduce overcrowding of current and future Scouts at the Dining Hall. In response to the pandemic, tents have been set up outside the Dining Halls, limiting the facilities' use to food service only. While this is a temporary solution, this tactic has alleviated overcrowding issues. Scouts do prefer dining inside the facilities as it provides for a more intimate experience, especially during staff announcements, song rituals, and other activities. The facility and its immediate context could benefit from an upgrade.

## 3. Ambrose Field in West Camp

Open space east of the dining hall is used each day for morning and evening flag ceremonies, as well as serving as an area for impromptu Frisbee games, nighttime celestial observation, and myriad other uses. This vast space is an opportunity site, as noted by NEIC leaders and other stakeholders. A portion of this green space used to be wooded, prior to the 2019 storm. East of the open space, Lake Killian is hidden behind a row of staff housing.



#### 4. Firebowl in West Camp

Located east of the Dining Hall and Ambrose Field in West Camp, the Firebowl features a well-maintained amphitheater space with seating benches along the slope. This area is dedicated for opening and closing fires, including staff welcoming new Scouts on Sunday evenings.



#### 5. Trading Post

The Trading Post in West Camp is one of the best maintained facilities in West Camp, clearly visible through the organized look and feel of the space, as well as the overall cleanliness and upkeep. This facility, similar to the Country Store, serves as a snack and souvenir shop and is heavily visited by Scouts, staff, and adult leaders. From an accessibility standpoint, it was mentioned that the uneven floor slab creates a ridge and slope, which is difficult to navigate by a person who uses a wheelchair.



#### 6. Old Climbing Wall Site In West Camp

The heavily graffiti-ed old climbing wall site, southeast of the showers, currently hosts the Pinnacle Merit Badges. Stakeholders identified this existing structure as a safety hazard and the space it occupies as an opportunity site for more adequate future programming. The existing concrete structure could be repurposed for other types of programming.





## 7. West Campsites

The majority of campsites in West Camp are structured similarly, with an open area for campers, latrines, and a path connecting sites to a major trail. All campsites will have new tents and platforms, designed with metal frames, wooden plat bases, and canvas covers. A few sites with specialty features include Powell Campsite, the only ADA accessible campsite in Ma-Ka-Ja-Wan; Whitney Campsite, one of the oldest campsites in Ma-Ka-Ja-Wan, and the only campsite overlooking Lake Killian. Whitney Campsite is considered prime real estate but is only utilized by a small number of troops. While the majority of West Camp is flat, some topography change occurs between Bowie and Clark Campsites – this change is now more visible, post-logging. After 2019, most campsites became more exposed due to loss in vegetation, which has also resulted in a decreasing sense of definition between sites. West Campsites could benefit from future improvements, including renewing landscape and tree canopy for better spatial definition, refreshing latrine facilities and supporting structures, and restoring damaged landscape and common lawn areas.



## 8. Aquatics in West Camp

The aquatics facility is in disrepair and the picnic area by Lake Killian could benefit from future upgrades. The west side of the aquatics area suffers from erosion issues, as noted by staff members. Some amenities and supporting gear are starting to degrade and could be replaced over time. Additionally, improvements to the pillar-supported wooden dock would alleviate maintenance pressures off aquatics' staff.





## 9. Eco-Con in West Camp

While the Eco-Con facility in West Camp has been recently upgraded, there is room for additional improvements, such as covering exposed beams and painting. Compared to East Camp Eco-Con, this facility is not close to the lake.



## 10. Handicraft in West Camp

The Handicraft area focuses on arts and crafts Merit Badges, including basketry, pottery, woodcarving, and more. This facility was severely damaged by the 2019 storm and is currently under major repair. The space exhibits a new roof on one side of the facility as well as other minor upgrades. The Handicraft area is disorganized and can benefit from an interior upgrade that allows for better storage and use of the space. In close proximity to the main Handicraft facility, smaller shelters are used for leather and steel work and are in good overall condition.



## 11. Pinnacle in West Camp

Pinnacle in West Camp is located at the old climbing wall site. While it is important to utilize this otherwise vacant site, Pinnacle Merit Badges would be more suited in a dedicated facility space, similar to East Camp. Stakeholders mentioned that Pinnacle Merit Badges are less interactive than expected and tend to mimic a classroom experience. The current temporary set up does not function as well as it could if a more deliberate location and layout were created.



## 12. Scoutcraft in West Camp

The Scoutcraft site, typically utilized for Scout knowledge Merit Badges such as hiking, camping, backpacking, first aid, and more, is considered the heart of camp for many West Campers. This recently renewed site, which features picnic shelters and raised platforms, was heavily impacted by the 2019 storm. Currently, the space features one facility with multiple sessions going on at the same time.



## 13. Shooting Sports in West Camp

The Shooting Sports facility in West Camp, offers riflery, archery, and more. The archery area is well programmed and maintained yet struggles to operate with rain. Roof coverage should be explored in this area to maximize participation. The shooting sports facility no longer offers a shotgun shooting range, due to its close proximity to a wetland. Depending on the need for a dedicated shooting range in West Camp, a different location could be explored.



## 14. Trailblazer in West Camp

The Trailblazer area is dedicated to new Scouts who are looking to learn basic skills, including first aid, knots, and more. This area, located in the vicinity of Scoutcraft in West Camp, is not spatially defined and at a first glance seems to blend with nearby facilities. Compared to the Trailblazer area in East Camp, this space is underdeveloped with one small-sized shed and poorly maintained features, such as the firepit and picnic area. As a result of the 2019 storm, residual logs can be found scattered on site.





## 15. Staff Housing in West Camp

Most staff housing structures are showing their age and have seen quite a bit of wear and tear. In addition to age limit restrictions, recently there has been a need to be more inclusive of the increased number of female and LGBTQIA+ staff members. NEIC leadership has acknowledged the poor condition of most of the staff housing and have recently made an investment in slightly larger, mobile units with wheels, with a plan to replace these old structures over time. Staff housing in West Camp is located along Lake Killian — prime waterfront real estate — removing a large section of the Lake’s edge from being enjoyed by Scouts and visitors. With the addition of the new mobile units, there is an opportunity to reconsider the location of staff housing.



## 16. Showers in West Camp

The shower facility, east of Lewis Camp, is in good condition. This decade-old facility offers several ADA accessible showers.

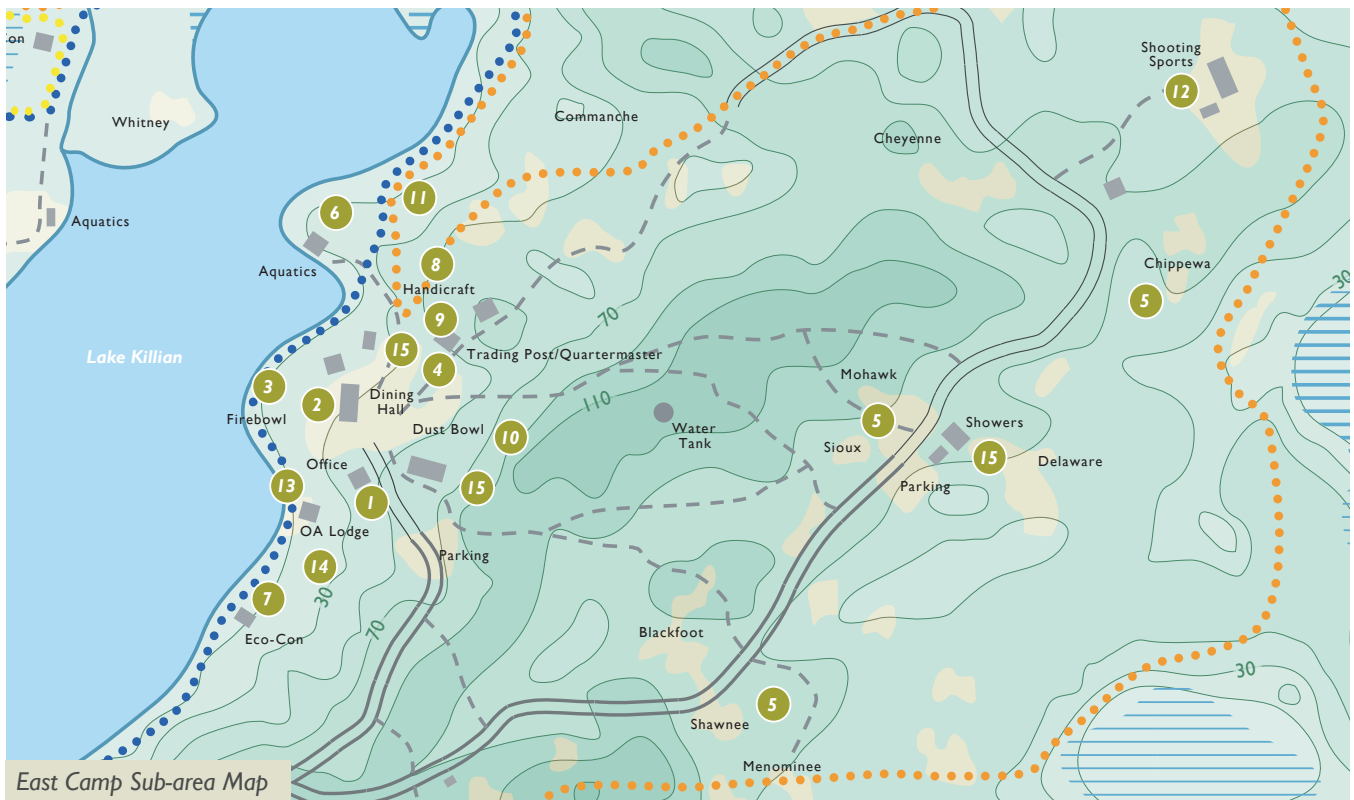




# Key Observations

- West Camp is less visually connected to Lake Killian than is East Camp. Lake Killian is the symbolic heart or organizing element to Ma-Ka-Ja-Wan. Access to, and visibility of, the lake for West Campers should be a paramount planning goal. The presence of the water is instrumental to the feeling of being in nature and indicative of a true Wisconsin Northwoods experience. Selective clearing, overlooks, gathering areas, trails/pathways, and signage should be developed along the lakeshore.
- West Camp’s gathering sites—dining hall, trading post, fire bowl, camp office, aquatics area—are fairly distant from each other, with the result that there is little sense of interconnectedness. It is cost-prohibitive to relocate existing facilities, but plans for land usage and for facility renovations (such as a possible expansion of the dining hall) or new construction should seek to foster a more integrated and cohesive “community core.”
- Staff housing area in West Camp should be relocated to a more secluded zone, possibly not along Lake Killian.
- Moving shooting sports in West Camp to a location that better accommodates all shooting activities should be considered.
- Pinnacle and Eco-Con could be vastly improved as program offerings with better or improved facilities in West Camp.
- Improved pathways and wayfinding signage should be considered.
- Moving the Whitney Campsite should be considered to open up access to Lake Killian for all Scouts.





## East Camp

East Camp, the older of the two camps in Ma-Ka-Ja-Wan, provides for a more traditional and pristine experience. Tucked between the woods, East Camp is spread out on hilly terrain, allowing for a more nature-based experience. Despite being a self-sufficient camp with adequate programming, East Camp imposes circulation challenges to its Scouts. This section of Ma-Ka-Ja-Wan was highly impacted by the 2019 storm. East Camp is still under recovery and remediation as of August 2020, with evident damage in multiple locations.

### 1. East Camp Office

The East Camp office, located near the Dining Hall in East Camp, has been recently renovated with new floors. The space is inviting, spacious, and well maintained. Similar to the West Camp Office, this facility portrays Ma-Ka-Ja-Wan's history with Sanborn maps as well as other memorabilia hung on the walls.





## 2. Dining Hall in East Camp

The East Camp Dining Hall is widely considered a special place. This modest-sized hall can only fit up to 200 Scouts at a given time, which has resulted in a staggered eating schedule to help cater to all east campers. Stakeholders expressed the need to better accommodate the growing number of Scouts, when it comes to dining. In response to the pandemic, tents have been set up outside the Dining Halls, limiting the facilities' use to food service only. While this is a temporary solution, this tactic has alleviated overcrowding issues. It is important to note that the Wisconsin DNR Shoreline Zoning limits the expansion of the Dining Hall in East Camp towards Lake Killian.



## 3. Firebowl in East Camp

Located directly west of the Dining Hall in East Camp along Lake Killian, the Firebowl is defined by a sloping lawn area with a firepit near the water's edge. The area is bordered by large boulders and flanked by mature trees, creating a ceremonial setting. Compared to the Firebowl area in West Camp, this area does not feature a seating structure which would organize the space and provide more functionality.



## 4. Trading Post

The Trading Post in East Camp is visible from the nearby Dining Hall, along the northeast side of the flag ceremony site. This facility, compared to the Trading Post in West Camp, could benefit from interior upgrades and overall maintenance. The facility's roof suffers from minor leaks, clearly visible on rainy days. Additionally, existing windows are not fully functional, limiting staff from window service.





## 5. East Campsites

Campsites in East Camp are spread-out within the forested areas and are connected through trails. The majority of campsites are structured similarly, with an open area for campers, latrines, and a path connecting the site to a major trail. After 2019, several campsites were damaged and others became more exposed due to loss in vegetation, which has also resulted in a decreasing sense of definition between sites. East Campsites could benefit from future improvements, including renewing landscape and tree canopy for better spatial definition, repairing latrine facilities and supporting structures, and restoring damaged landscape and common lawn areas.



## 6. Aquatics in East Camp

The Aquatics area in East Camp is well situated. However, the supporting facilities and structures could benefit from better organization, storage, and general upgrades. In particular, the existing railroad tie retaining wall is in disrepair and should be replaced with more durable and higher quality materials. Additionally, the boat house is in disrepair and is not structurally sound, with some posts not fully supporting the beams. This facility could benefit from additional enclosure, similar to the boat house in West Camp.

## 7. Eco-Con in East Camp

Eco-Con in East Camp is located on Lake Killian, allowing Scouts direct access to water. Given its strategic location, this facility could offer additional program opportunities, such as energy programs, water filtrations programs, among others.



## 8. Handicraft

Handicraft is focused on artistic Badges, such as pottery, basketry, leatherwork, and wood carving. This facility, located up the hill from the Pinnacle area, features a main facility with a secondary outdoor area for loud programming. The main facility is structurally sound and features a well-maintained interior. However, the main entrance door could be replaced. Overall, Handicraft can benefit from an additional facility to better accommodate current programming, as well as additional storage space.



## 9. Pinnacle

The Pinnacle facility, located up the hill from the Trading Post in East Camp has a dedicated shed that is adequate in size. Prior to the 2019 storm, this area featured a separate open air learning space that has been substituted with a temporary tent. While the space overall is in good condition, a more permanent replacement of the tent structure is recommended.



## 10. Dust Bowl

Formerly used for Pinnacle Merit Badges and volleyball programming, the Dust Bowl is located in a dip near the Dining Hall facility in East Camp. This area was also once programmed with a gaga pit yet currently is unused. Ecologically, this area features some of the oldest pine trees in Ma-Ka-Ja-Wan and could allow for additional nature-based programming.





## 11. Scoutcraft and Trailblazer

Scoutcraft is utilized for Scout knowledge Merit Badges, such as hiking, camping, backpacking, and first aid, while Trailblazer is a comprehensive program focused on teaching first year Scouts basic skills, such as knot tying, and lashing, as well as additional nature skills. Scoutcraft and Handicraft in East Camp are located within the same space, up the hill closest to Aquatics. This dedicated space is very well organized and highly maintained with structurally sound facilities. This area is enclosed by mature trees and accessed through a wooden gate creating a special sense of arrival and interesting physical separation of this portion of camp. This spatial definition is highly recommended for creating unique and special program use areas throughout both East and West Camps.



## 12. Shooting Sports in East Camp

The new Shooting Sports facility is one of East Camp's gems, as it is larger than the facility in West Camp and can host shotgun shooting. Scouts from both camps enjoy this space and the amenities it has to offer. The Shooting Sports area in East Camp was developed according to the Department of Energy, National Rifle Association, and Boys Scout Association guidelines, with adequate shooting range, height of berm, along with other necessary regulations.



### 13. OA Lodge

The OA lodge, located downhill from the Dining Hall in East Camp, serves the OA volunteer group and staff. This facility is dedicated to the OA staff and volunteer group and is underutilized, considering current programming. The facility's ideal location, near the staff housing and Dining Hall and close to the Lake, has the potential to serve other user groups that have the need for additional space.



### 14. Staff Housing in East Camp

By and large, staff housing at Ma-Ka-Ja-Wan consists of small, single-room shared units that have two beds without bathrooms or kitchen areas. Staff housing in East Camp is found by OA Lodge. The newer structures are in great condition and it is encouraged that NEIC continues to replace the old staff housing structures. Similar to West Camp, staff housing in East Camp is also along or in close proximity Lake Killian. Generally, it is ideal for staff to be separate from the campsites, and slightly hidden, but still proximate to the center of activities.



### 15. Showers in East Camp

The shower facility in East Camp, next to Delaware campsite, is a recent retrofit of old community showers and can further benefit from upgrades. The remaining shower houses, including the staff showers near the Dining Hall in East Camp are not in great condition.



# Key Observations

- East Camp has an overall better connection to the lake with a pathway that traverses a large portion of its shoreline. Selective clearing, overlooks, gathering areas, pathways, and signage should be developed along the shoreline.
- This portion of camp should build off of its unique character and charm, identifying new elements, features, or programs of the camp experience that support the strong sense of history. This can potentially include an expanded Eco-Con that continues to take advantage of this prime location on the lake, enhanced Scout ecological learning experiences, and improved traditional camp sites.
- Dining Hall in East Camp cannot accommodate the number of campers present in high-volume weeks. Alternatives include expanding the existing dining hall with temporary structures or building a new dining hall facility away from Lake Killian.
- East Camp's rich natural context should be more closely considered for any new facilities - such as taking advantage of the terrain for new facilities. This natural context can also drive new programming that is unique to this portion of Ma-Ka-Ja-Wan.
- The aquatics area structure and supporting facilities should be considered for improvements or replacement.
- Staff housing area in East Camp should be relocated to a more secluded zone, possibly not along Lake Killian.
- East Camp staff shower facilities should be upgraded.
- Enhancements should be considered to the Firebowl, such as new seating, landscape terraces, and a gateway sign, similar to the West Camp Firebowl.
- Improved pathway connections and wayfinding signage should be considered.







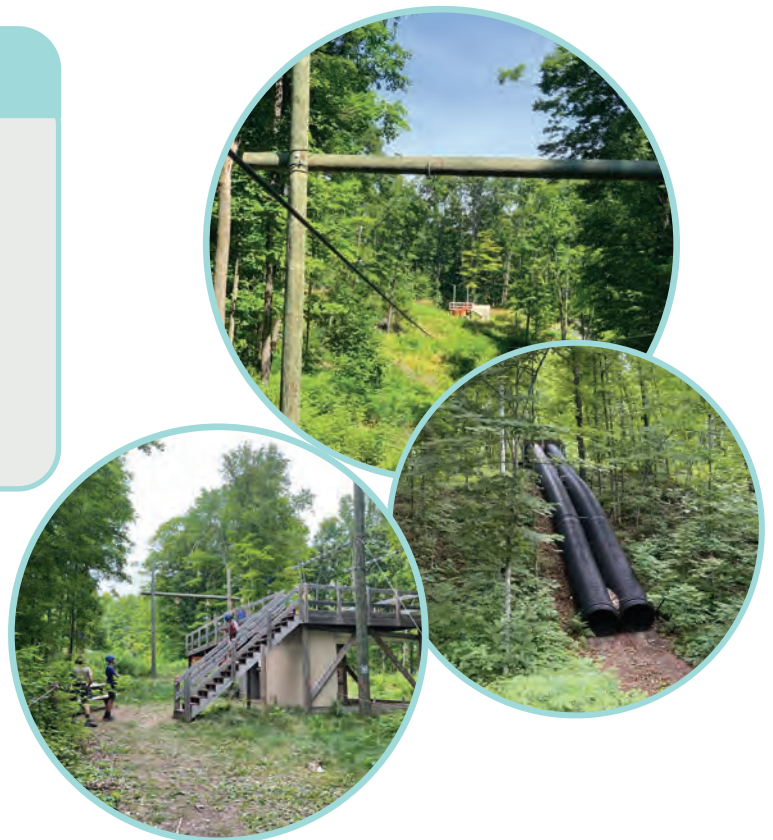


## Reservation Facilities

Reservation shared facilities are mostly located south of Lake Killian and north of Muskrat Lake.

### I. Reservation Facilities

Recreational opportunities, including a zipline, black holes, and flying squirrel/crate stacking are located south of Lake Killian. The flying squirrel, along with other facilities, are not fully utilized, partially due to a lack in staffing capacity. The zipline is an exciting feature that extends 730 feet east to west.



## 2. Climbing Wall

The new climbing wall is in great condition and is highly utilized by Scouts from both East and West Camps. Lighting would allow for night climbs as well as increase usability of other recreational amenities, including the black hole and zipline.

## 3. Muskrat Lake

The hemlock swamps and Muskrat Lake are hidden gems in Ma-Ka-Ja-Wan, primarily due to the lack of useful signs. An informal pathway, extending over the wetland, is the only way to reach Muskrat Lake. The hemlock swamps are home to cranberries, huckleberries, blackberries, and more. This site used to be an island and is considered a pristine, untouched, piece of Ma-Ka-Ja-Wan.

## 4. Remembrance Area / Chapel

A remembrance area overlooking Lake Killian, southwest of the OA Lodge, is a special place for camp Alumni. The space offers a variety of plaques and other remembrance markers/elements. While the remembrance area was updated in 2019, it could benefit from additional planning and a sense of permanency.

The chapel, located north of the remembrance area, suffers from maintenance issues, including a decaying gateway entrance feature. While this area is not heavily utilized, it is considered a special place for many.



## 5. OA Bowl

*Located on a hill, the OA Bowl is a very special place to old and new Ma-Ka-Ja-Wan Scouts. This once densely wooded area is now very exposed as a result of the 2019 storm. The space currently lacks a sense of arrival and enclosure, and could benefit from renewed landscaping, new tree planting, and minor spatial improvements. Use of trail markers leading up to the OA Bowl can help better define the space, as well as strengthen connections to the Native American Culture.*



## Key Observations

- Reservation facilities are utilized by East and West Camps and should be considered a council priority for future programming opportunities. Underutilized program areas south of Lake Killian, such as the flying squirrel, should be considered for potential improvements.
- A more consistent approach to transportation should be considered to transport Scouts from both camps to these shared facilities.
- As an honored space at MSR, the Order of the Arrow Bowl can benefit from future improvements to remediate the results of the 2019 storm and continue to provide a unique and signature experience to all Scouts.
- There is potential to add a mountain biking loop in this area due to the interesting topography and landscape.
- Access to Muskrat Lake should be enhanced with better wayfinding signage, educational signage, and an enhanced boardwalk.









## Wabaningo

Wabaningo, located west of County T Road, is home to the maintenance facility, horse ranch, family cabin, camp ranger's home, and High Adventure, along with two campsites used for overflow and training in the spring season. This site has also been utilized for National Youth Leader Training (NYLT) sessions.

### 1. Gilwell Field

*The name Gilwell Field pays homage to the first Wood Badge course conducted at Gilwell Park in England. This field is utilized as a training ground for NYLT and sleeping arrangements for the High Adventure programing. Gilwell Field is located next to a fire pit and the Chojnaki Shelter. This field is also in close proximity to a small shower facility that is in need of significant upgrades. Located close to Birch, Bunkhouse, and Jack Pine facilities, this site holds great potential.*



## 2. Family Camping

The Family Camping area has been relocated from MSR Village Center to Gilwell Field in Wabanningo. This area allows for tent camping and does not feature a cabin.

## 3. Triangle M Ranch

The Triangle Ranch, located directly west of County T Road in the eastern portion of Wabanningo, hosts the horse barn, along with other supporting facilities, such as the tack shed. This area is heavily programmed, as the horsemanship Merit Badge is special to the Ma-Ka-Ja-Wan community and is increasingly coveted, attracting an increasing number of girl scouts (currently close to 50%). Expanding existing ranch facilities should be considered to accommodate current and rising programming needs. This area is often noted as a favorite location for Scouts as well as leaders and visitors, as it is home to farm animals, including horses, sheep and chickens and is considered a distinct experience for many. While the facilities are in good condition, the riding area can benefit from minor improvements including grading.

## 4. Ranger's House

Reserved for Ma-Ka-Ja-Wan's resident ranger, this facility operates four seasons of the year. The location is located in Wabanningo to provide some privacy for the ranger, while still being accessible.





## 5. High Adventure Base

Currently, the High Adventure base is hosted at the Matt Garrett facility. The site is not designed to host a large number of Scouts, resulting in Scouters gathering on Gilwell Field as they get ready to depart on their out of camp programs. High Adventure staff expressed an interest in expanding the surrounding site to accommodate current programming without the need to venture out to Gilwell Field. The Garrett facility is structurally sound yet suffers from interior disorganization and overall maintenance issues.



## 6. Bannard Lake

Bannard Lake, centrally located in Wabaningo, is a hidden gem. This modest-sized lake is currently underutilized and could support future programming on the Wabaningo side of camp.



## 7. Bannard Cabin

Bannard Cabin, strategically situated next to Bannard Lake, a four-season occupancy log cabin, has three bedrooms and is in good condition. This cabin, which is mainly used to host camp guests, could benefit from an interior update.



## 8. Barn

The maintenance barn, located near Bannard Lake and next to Bannard Cabin, is a large facility used for camp maintenance and storage.



## 9. Wetlands

*Trails and facilities in Wabanningo are largely surrounded by wetlands, limiting future development opportunities and optimal utilization of land space. While wetlands hinder development, they provide opportunities for nature exploration and other specialty programming.*

## 10. Pickerel Creek

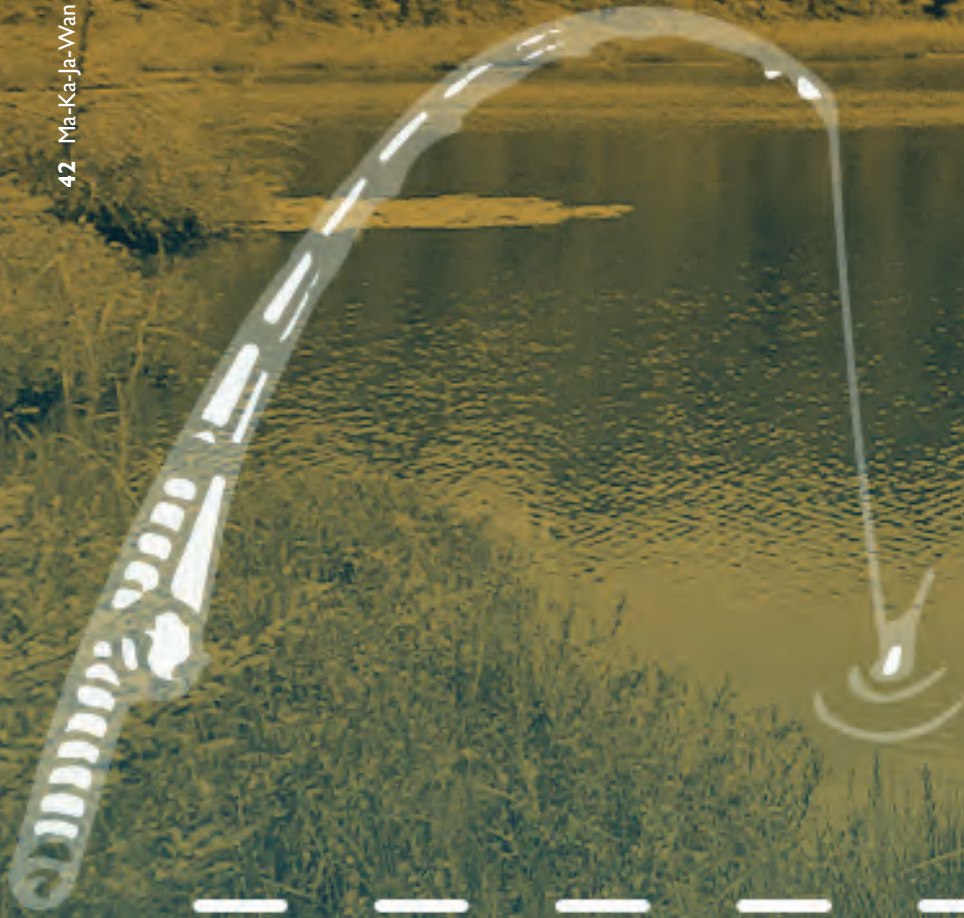
*Pickerel Creek, located in the northwest portion of Wabanningo, is a spectacular natural feature. This space is not easily accessible and is currently unprogrammed.*



## Key Observations

- Wabanningo, the newest addition to the Ma-Ka-Ja-Wan camp, is more open and underutilized compared to other areas. While any additional programming in this area will require more staffing and improved logistics, it has the potential to provide additional facilities.
- Horsemanship, one of the most coveted programs at MSR, should be an investment priority. This program is highly attractive to female Scouts (currently up to 50% of users).
- Natural areas within Wabanningo, including wetlands, Pickerel Creek, and Bannard Lake, should be utilized to expand nature-based or wilderness programming.
- Expanded seasonal programs and facilities' offerings to non-Scouting units should be considered for Wabanningo, and may provide the camp with supportive revenue opportunities.
- Clearing the Boundary Trail, connecting West Camp and the Ranch at Wabanningo, would greatly reduce the distance and undoubtedly increase usage of programs at Wabanningo.
- The council may consider the long-term viability or sale or lease of some portion of the Wabanningo area for private development, residential interest, or new family cabins. Any proceeds of any such transaction could be dedicated to capital reinvestment in East Camp, West Camp, Wabanningo, and general reservation areas.
- Expand wayfinding and signage to better connect the Wabanningo area to the rest of the camp.
- Formalized campsites for the High Adventure program should be considered.
- Consider Wabanningo as a location for alternative forms of camping (tree house camping or other) for a new Scouting experience.

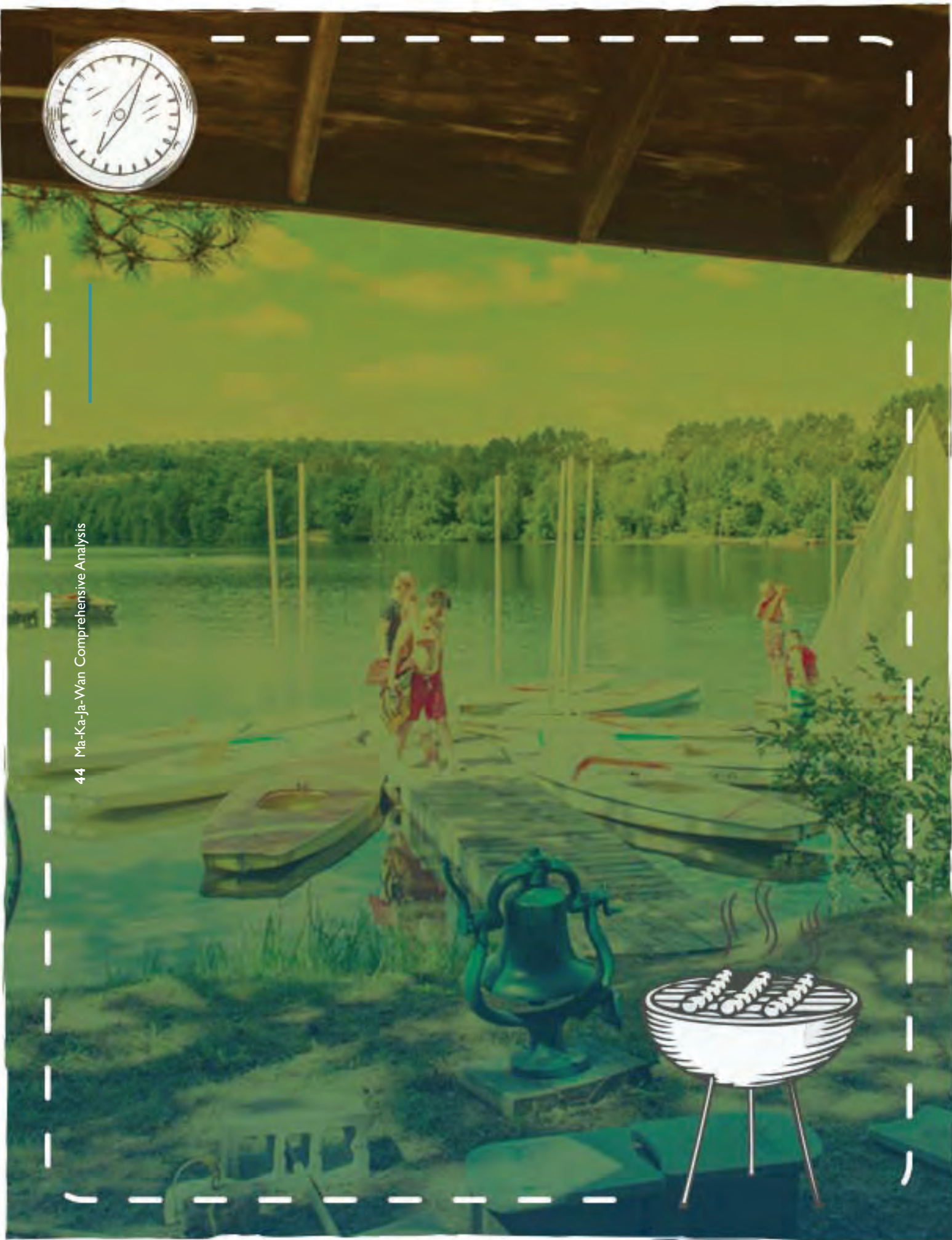










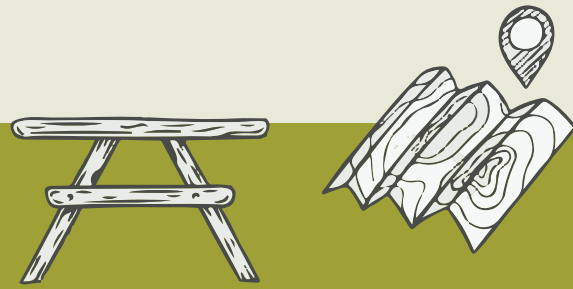






# 3

# ENGAGEMENT



## 3. Engagement

### overview

Engagement is very critical for the Ma-Ka-Ja-Wan Scout Reservation Master Plan success and provides the Scouting community and leadership a sense of ownership to the plan. The public visioning and outreach program for this process included significant engagement of current and former users of the Scout reservation.

From the beginning, stakeholders were engaged in a dialogue about camp, focusing primarily on aspects of the built environment and current programs — key assets, areas for improvement, and what its future could be. Additional stakeholders were engaged in person during Week 5 of summer 2021. Below is a summary of engagement opportunities provided to the NEIC community throughout the planning process:

- Stakeholder and Focus Group Interviews - Approximately 70 participants
- Online Survey - 300 participants
- In Person Community Discussions - Approximately 100 participants
- Social Media Campaign - Approximately 50 participants

This section of the report highlights the various engagement tools that were utilized during the first phase of the planning process to solicit community feedback. Engagement results, outlined in the next few pages, will be the basis of goals and recommendations in the next phase of this process.



## Visioning Campaign

Scouts were encouraged to share their vision for Camp Ma-Ka-Ja-Wan's future, while sharing their favorite photos taken during their stay at camp. This social media contest focused primarily on youth involvement and allowed for an energetic introduction to the planning process.

Overall, Scouts took this opportunity to share their commitment to the heritage of this place explaining the need to stay true to the Ma-Ka-Ja-Wan identity. Some Scouts expressed a sense of urgency in rebuilding the natural environment that was impacted by the 2019 storm. Other participants mentioned the need to upgrade existing facilities and provide additional programming, such as new kayaks and blobbing water activities.



—————**“My hope is that Ma-Ka-Ja-Wan continues to light the path to the future generations to come.”** —————

*Facebook participant*

## Off-season Conversations with Focus Groups

In late 2020, the planning team engaged a wide variety of Ma-Ka-Ja-Wan stakeholders, including Cub Scout leaders, Venturing leaders, Scouts, current and former staff, out of council troops, Wilderness Engineering Society, district and council volunteers, Silver Merit Society, legacy Scouters, among others. Through these meetings, a number of key issues emerged pertaining to the identity of Ma-Ka-Ja-Wan as well as the built environment. The next few pages summarize key topics covered during stakeholder interviews and focus group sessions.

—————**“During camp, boys become men and men go back to being boys.”** —————

—————**“Ma-Ka-Ja-Wan is the space for young men and women and gives kids a chance to have autonomy and decision making that they have not been exposed to before.”** —————

*Quotes from stakeholders*



## SPIRIT OF MA-KA-JA-WAN

One of the topics discussed with stakeholders focused on the spirit of Ma-Ka-Ja-Wan. The dialogue highlighted that Ma-Ka-Ja-Wan is more than a camp site, it is an experience and a story that multiple generations have celebrated over the years. The history and legacy of this place is passed on to younger Scouts, year after year, and is engraved in every corner of the place. Ma-Ka-Ja-Wan is focused on Scout advancement as well as experience-based programs that focus on appropriate tools and life skills that shape the younger generation into future leaders. Scouts grow with the camp's various offerings and become leaders and role models for younger generations. Stakeholders mentioned certain areas throughout camp that best represent the Ma-Ka-Ja-Wan spirit, such as the Dining Halls, Muskrat Lake, OA Lodge, and the remembrance area, as well as highlighted experiences that have become a staple to the Scouting community, such as the OA callout fire. Being located in the secluded Northwoods of Wisconsin adds to this mystical experience and further encourages a sense of responsibility and duty that defines the spirit of Ma-Ka-Ja-Wan.

———*“Ma-Ka-Ja-Wan has a distinct atmosphere - a different world away from the real life – being able to unplug.”*———

*Quotes from stakeholders*



## CAMP PROGRAMMING

Plenty of programs are offered at Ma-Ka-Ja-Wan, the majority of which are focused on earning merit badges. Stakeholders mentioned a desire to reintroduce STEM merit badges, such as Chemistry, Technology, and Science, among others, as deemed appropriate and dependent on the availability of adequate supporting facilities and appropriate staff training. While the current layout of camp allows for additional programming, additional badges will require further supervision and staffing, as well as staff accommodations. According to stakeholders, a few merit badge programs, such as Communications, do not require Scouts to be physically present on site and can be earned off-season. Prioritizing programs that are experience-based and cutting back on paper-heavy programs would allow Scouts to further enjoy their experience in the Northwoods. Muskrat Lake and Pickerel Creek, along with other areas are ecologically diverse and can provide for additional nature programming, as noted by stakeholders. Stakeholders also mentioned a desire to expand water sports, however they acknowledge that Lake Killian is limited in size and capacity.

High Adventure programming, as well as Coureurs des Bois, provide alternative on-



and off-site programs and distinguish Ma-Ka-Ja-Wan from other camps. Stakeholders see great value in the High Adventure programs, such as overnight backpacking and mountain biking trips, to continue providing tailored activities for older Scouts. Providing additional program opportunities for older Scouts was suggested by several stakeholder groups. Reservation programs, such as the zipline, climbing wall, and horseback riding are based either south of Lake Killian or on Wabaningo grounds, which presents a transportation challenge to and from campsites. Multiple stakeholders expressed that the High Adventure program should be promoted and advertised more so that everyone knows what is offered. Additionally, it was suggested that this could be used to attract more Scouts from out of council, including those from both the East and West Coasts.

Additional programs mentioned by adult stakeholders that might be options include ATVs, and one-way single track mountain biking.

While the majority of stakeholders believe that evening programs are frequently updated, others mentioned the need to continue diversifying offerings. In general, there is a need to provide more age-specific programs that better meet Scouts' needs and expectations.

—————**“Shooting Sports East Camp is a new investment and should be more utilized but it is hard to get kids over there. Similarly, the horse ranch program in Wabaningo – it is another shared program that is on the other side of the highway.”** —————

## OFF-SEASON PROGRAMMING

Camp Ma-Ka-Ja-Wan traditionally operates approximately six weeks out of the year, between June and July. Stakeholders see value in off-season programming that caters to interested troops within the region and further diversifies Ma-Ka-Ja-Wan's offerings. Several troops have camped on the frozen lake and experienced ice-fishing, however, these activities were not part of an official program that other troops can sign up for. Additional off-season programming that was mentioned includes igloos on the lake, snow shoeing, hiking, canoeing, cross-country skiing, and even spring introduction camps. While winter programming can be a challenge in Wisconsin, spring and fall programming during longer weekends such as Memorial Day weekend can be more manageable.

Stakeholders mentioned that off-season camping, programs, and amenities can also cater to non-Scouting groups and potentially encourage new audiences to visit Ma-Ka-Ja-Wan. These included educational groups, birders, and religious/church organizations. A four-season facility was overwhelmingly expressed as a need by the MSR community and NEIC is currently clearing out a site in MSR Village Center for that purpose. Interested stakeholders also mentioned the increase in revenue that off-season programming can provide and potentially offset costs of expanding on-season programs.

—————**“The dream would be to have a facility that operates all four seasons of the year.”** —————

*Quotes from stakeholders*



## BUILT ENVIRONMENT

**West Camp** — Stakeholders described West Camp as being more organized as a quad, surrounded by campsites, while being generally flatter, more open, and more compact than East Camp. The organization and compact layout on this side of the reservation provides for easier circulation and access to amenities and facilities, such as the dining hall and country store, with interesting sight lines to various features—both natural and man-made.

It was noted by many that cars are more prevalent and visible on this side of Ma-Ka-Ja-Wan and it would be ideal to screen or hide parking areas better. Other key themes for potential improvements or additions include renovated camp offices, enhanced shooting range, improvements to the boat house, and the relocation of staff housing away from the water.

—————**“Working at the lake front there isn’t enough covered areas to teach during raining days. Improve on already existing shelters.”** —————

*Quotes from stakeholders*

**East Camp** — Stakeholders described East Camp as being more spread out with more topography and tucked away in the wooded hills. It was noted that the facilities are further apart and generally the sight lines between use areas are not as visible. Providing a more centralized layout of existing or future shared amenities in East Camp was suggested by a number of stakeholders. Some facilities and uses that were brought up as suggestions in East Camp include a new or expanded Eco-Con area that has more space to teach classes, improvements to the boat house and the retaining walls, a new structure at the Trailblazer area, a country store, another zip line, and better showers.

**MSR Village Center** — According to stakeholders, MSR Village Center is the heart of camp and the area that brings together East and West campers. This area is home to the Country Store, Admin Office, Health Lodge, and staff housing. Stakeholders mentioned the need to continue upgrading the Country Store facility to provide internet and Wi-Fi access for Scoutmasters and older Scouts for work or limited recreation. A few stakeholders mentioned a desire to expand the Country Store to accommodate the growing number of Scouts. Other key themes for potential improvements or additions include an improved health lodge that has male/female separation. Additionally, stakeholders mentioned a desire to have private meeting rooms at the Admin Office or other neighboring facility as well as access to office computers and Wi-Fi. Staff housing in the MSR Village Center is in need of extensive upgrades.



**Wabaningo** — A common theme during the stakeholder discussions focused on the underutilization of Wabaningo. While most acknowledged the challenges, such as location and relationship to rest of camp, transportation, the need for new facilities, the small size of Lake Bannard, and additional staff, stakeholders had a number of suggestions for adding programming or uses to the property. These include adding another sub-camp (either extended week-long camping or Scout backpacking trips with overnight stay), a multipurpose, four-season facility, an archery range, a new or renovated horse barn at the ranch, expanded horse trails, a winterized staff cabin, and a COPE (Challenging Outdoor Personal Experience) program geared toward older Scouts.

In addition, it was noted that access to the lake is largely limited with minimal to no programmed uses. Some participants noted that part of the grounds could be used for an RV family campground, but acknowledged that timing of use and infrastructure issues would need to be addressed.

———“**Wabaningo – most underutilized space in Ma-Ka-Ja-Wan. There is so much space and wood that didn’t know existed.**” ———

**Overall** — In general, stakeholders value both environments of East and West Camps, however, it was noted that there is a need to better organize amenities for ease of access and spatial fluidity. While a lot of the shared facilities retain character and heritage to the community, some stakeholders expressed the need to better maintain and upgrade these spaces. Most also expressed their desire to minimize paving and to keep the property feeling pristine and natural.

Common improvements that many stakeholders noted that would improve Ma-Ka-Ja-Wan and the camp experience include dining hall expansions for both the East and West Camps, improved trails for hiking and linking both camps, more shelters to protect from the elements, a welcome center/multipurpose building with cooking facilities and lodging, improved staff housing (which many acknowledged was in the works) that addresses female staff needs as well, and additional seating at both fire bowls.

———“**There is always a talk about One-Makajawan but that is not feasible at MSR because of the large footprint.**” ———

*Quotes from stakeholders*



## SIGNAGE & WAYFINDING

Stakeholders mentioned that the new entryway/archway looks great and prominently announces arrival to Ma-Ka-Ja-Wan. However, once inside the property, it was noted that campsite signage is inconsistent and could benefit from a more cohesive look and placement. It was also noted that Ma-Ka-Ja-Wan needs more wayfinding/directional signage throughout the property. One particular group talked about the potential to create tree carvings and trail marker trees as a way to develop unique landmarks that provide orientation throughout Ma-Ka-Ja-Wan and create a new lore.

## TECHNOLOGY

Some stakeholders discussed providing amenities that the “clients” want or may expect, such as flush toilets, access to Wi-Fi (for adults and potentially to Scouts in a limited way), and even a technology building. A clear divide exists between those that feel technology should be embraced and Ma-Ka-Ja-Wan should adapt, allowing the use of computers or programs that focus on STEM-related activities, and those that think technology should remain at home. Some noted that embracing technology will help attract new Scouts and ensure Scouts return and that it will help keep the camp competitive. Conversely, others want to focus on what has always made Ma-Ka-Ja-Wan unique and special—the natural environment, camaraderie, and traditional outdoor Scouting activities.





## Online Survey

Engaging the Ma-Ka-Ja-Wan community at large was conducted through an online survey. Approximately 300 participants provided input on the existing conditions of camp and shared their visions and inspiring ideas for its future. A number of interactive exercises were used to understand what the Scouting community's priorities are. Participants had the ability to focus on either East Camp, West Camp, or both camps to ensure accurate representation of Camp Ma-Ka-Ja-Wan.

45% of participants filled out the online survey for West Camp, 25% for East Camp, and 30% for both camps.



The analysis of the online survey compares results for East Camp and West Camp, particularly in the program section.

## Assessment

### COMMUNICATIONS AT MA-KA-JA-WAN

Participants ranked camp communications between 6 and 7 out of 10, with post-camp follow-up communications being the lowest ranked aspect. Participants voiced the need to better communicate merit badges scheduling and prerequisites. Post-camp communications were overwhelmingly expressed as a need, preferably soon after camp is over. Participants explained that Ma-Ka-Ja-Wan's website, and specifically the sign up tool, could be more user-friendly and host additional necessary information that are easily accessible.

—————**“There have been little to no post-camp communications. The camp survey taken at the end of camp is often rushed. Filling out a survey once we were home might give us more time to reflect on our experience.”** —————

#### Quality & Conditions of: Communications at Ma-Ka-Ja-Wan

COMMUNICATION Average rating (1 to 10)	OVERALL
Pre-Camp Communications	7
Online Resources	7
On-site Communications	7
Post-Camp Follow-up Communications	6

—————**“Ma-Ka-Ja-Wan’s website and scheduling tool can be challenging to navigate.”** —————

—————**“Even though announcements are made - they need to be posted somewhere in case someone misses them”** —————

Quotes from survey participants

## OVERALL QUALITY, EXPERIENCE, AND KNOWLEDGE OF STAFF

Survey participants and the community at large see great value in the staff's energy and attitude, which reflects highly of the team's commitment to Ma-Ka-Ja-Wan. This is also reflected through the high retention rates that camp has had over the years. While the overall experience with staff was ranked great to excellent, participants shared the need to ease the check in and check out procedures. Participants anecdotally mentioned that staff can provide more attention to details and more closely review the post-camp survey.

—————*“Enthusiastic. Knowledgeable, comes across as “professional.”*—————

—————*“Staff has always been great at camp, these young leaders do a great job with the resources they are equipped with, but with better resources they could deliver a better program.”*—————

### Quality & Conditions of: Overall Quality, Knowledge, & Experience of Staff

STAFF Average rating (1 to 10)	OVERALL
Welcome to Camp Experience	9
Check in/check out Experience	8
Overall Staff Energy/Attitude	10
Staff Helpfulness	9
Staff Appearance/Personal Presentation	9

—————*“The check in process was very poor with paper forms needing to be completed right when you arrive while being swarmed by mosquitoes and not being able to stay somewhere.”*—————

—————*“If staff is Camp's best resource, let's invest in them to ensure the long-term success of Camp.”*—————

Quotes from survey participants

## FACILITIES OVERALL

Participants generally ranked camp's cleanliness high with the exception of a few facilities, including the camp office. Participants noted that while facilities are clean, they still feel cluttered and unorganized. They also mentioned that latrines and shower facilities could be attended to more carefully and cleaned out more regularly.

—————*“The port-o-potties by the camp office need a more frequent clean out”*—————

### Quality & Condition of: MSR Facilities

MSR FACILITIES Average rating (1 to 10)	OVERALL
Overall MSR Cleanliness	9

—————*“Camp office could be cleaner looking. We know that the staff is busy but being organized and picked up would help.”*—————

Quotes from survey participants



## CAMPSITES

Participants rated campsites between 8 and 9 out of 10, with West campsites ranking higher than East campsites. Whitney, Powell, Bowie, Cody, and Commanche campsites were a few of the sites that Scouts and troops identified as great location and adequate for their unit size. Lewis B and Clark campsites are in need of repair and maintenance, according to participants. The majority of participants agree that all campsites should be consistent in layout, amenities provided, context, and maintenance and upkeep. While troops who

use Whitney as a campsite speak highly of its location and uniqueness, other participants overwhelmingly expressed the need to utilize this area for shared camp programming. Aside from posing accessibility and waterfront regulation issues, it is important to reserve waterfront access to public amenities.

—————**“Campsites need to be more consistent from site to site, especially regarding the flag pole, latrine, shelter, and provided tools.”**—————

*Quotes from survey participants*



## SCOUTING PROGRAMS & ACTIVITIES

Overall, all programs and activities ranked high and that speaks to the quality provided at MSR. Dining Hall experience, Handicraft, Aquatics, and the welcome fire ranked high compared to other activities. However, participants mentioned the need to upgrade sailboats and other supporting amenities, especially in West Camp. Investments recently made at the East Camp shooting sports facility, especially the new ranges installed, were highly recognized by all camp participants.

Service projects were ranked lower than other programs / activities due to a lack of sufficient information and precise instructions.

Participants shared that Pinnacle was not consistently available year after year and Trail Blazer programming can be short staffed at certain times.

### Quality & Experience of: Scouting Programs & Activities

PROGRAMS & ACTIVITIES Average rating (1 to 10)	EAST	WEST
Welcome Campfire	9	9
Closing Campfire	9	9
Dining Hall Experience	8	9
Aquatics	9	9
Eco-Con	9	9
Handicraft	9	9
Pinnacle	8	8
Scoutcraft	9	9
Trailblazer	8	9
Shooting sports	9	9
Service Projects	7	8
Camp-wide Games	8	8

—————**“Handicraft is the best safe space for campers — Scoutcraft staff were always knowledgeable and involved in what’s going on.”**—————

—————**“The strength of Pinnacle is that the rotating selection of merit badges gives us something new every time”**—————

—————**“Aquatics could do a better job of matching up buddies. Currently if you don’t have a friend who wants to go to the water with you, you can’t go.”**—————

—————**“East Camp shooting sports gained a lot with the new ranges and is favored by all Scout members”**—————

Quotes from survey participants





## PROGRAM AREAS

The program areas assessment is focused on the physical space where Scout programs are held.

Confirming the program rankings in the previous section, East Camp shooting range area scored the highest compared to other program areas. Participants mentioned that the Trailblazer and Pinnacle areas seemed underdeveloped, pre-storm. Aquatics could benefit from more adequate changing rooms, according to participants.

—————*“West shooting sports is long overdue for a renovation and west handicraft area is too small.”* —————

—————*“All facilities need to be wheelchair accessible. All-terrain wheelchair would help.”* —————

### Quality & Conditions of: MSR Facilities

PROGRAMS AREAS Average rating (1 to 10)	EAST	WEST
Aquatics Area	8	9
Eco-Con Lodge	9	9
Handicraft Lodge	9	9
Pinnacle Area	8	8
Trailblazer Area	8	9
Scoutcraft Area	8	9
Shooting Range	10	8
Fire Bowl	9	9

—————*“East fire bowl needs seat/benches. East Scoutcraft area needs more pioneering demonstration projects.”* —————

*Quotes from survey participants*

## PROGRAMS - SUPPORTING FACILITIES

The program supporting facilities assessment is focused on facilities that complement program areas and activities.

Dining Hall and overall camp cleanliness ranked high in this exercise. Technology and internet access ranked medium to low by at least 30% of participants, compared to other supporting facilities. While some participants mentioned the need to increase technology access to provide for STEM program opportunities, others emphasized the need to keep camp “wild” and “off the grid.”

SUPPORTING FACILITIES Average rating (1 to 10)	EAST	WEST
Camp Showers/Restrooms	8	8
Dining Hall	8	9
Camp Office	8	8
Trading Post	8	8
Technology & Internet Access	5	6
Overall Condition of Facilities	8	8
Overall Camp Cleanliness	8	9

—————*“Facilities overall were shabby, but that’s camp. Things can be replaced every decade or two to keep things up to date and accessible”* —————

*Quotes from survey participants*

## RESERVATION (SHARED) PROGRAMS & ACTIVITIES

Survey participants ranked the new climbing wall, zipline, and horseback riding facilities higher than other reservation program facilities. Participants mentioned that the climbing wall is mostly reserved for merit badge programs and not open for on-spot use and that the zipline program is very limited in program capacity. Order of the Arrow Callout Ceremony ranked high by survey participants and some expressed the need to maintain and preserve this activity as one of Ma-Ka-Ja-Wan's core experiences. While Coureurs des Bois is a relatively new program area, it was highly praised by several participants, especially older Scouts. Flying squirrel fell short compared to other facilities due to the fact that it is not consistently programmed and is deemed unsafe by many.

### Quality & Experience of: Reservation Programs & Activities

PROGRAMS & ACTIVITIES Average rating (1 to 10)	OVERALL
Coureurs de Bois Program	8
Off-site Day Trips - Rafting	8
Off-site Day Trips - Canoeing	8
Off-site Day Trips - Mountain Biking	8
Climbing Wall	9
Zipline	9
Flying Squirrel	7
Horseback Riding/Triangle M Ranch	9
In-camp Cycling Program	8
Order of the Arrow Callout Ceremony	9

—————**“Coureurs des Bois program was probably one of the best weeks at camp I’ve had.”** —————

*Quotes from survey participants*

## RESERVATION (SHARED) PROGRAMS FACILITIES

The reservation programs facilities assessment is focused on the physical space where shared programs are held.

The climbing wall and zipline, relatively new upgrades to the shared program facilities, were ranked high compared to other areas. Participants noted that while biking has been successful at camp, the program itself does not have a stable home. Many felt there is a need for a high quality on site biking course that is adequately designed and can cater to the needs of participants and the community at large. Echoing the results of the previous section, the flying squirrel facility ranked low and can be rethought for future programming opportunities.

### Quality & Condition of: Reservation Program Facilities

PROGRAM FACILITIES Average rating (1 to 10)	OVERALL
Climbing Wall	9
Zipline	9
Flying Squirrel	7
High Adventure Outfitting Area	8
Horseback Riding Facilities	9
Bike Program Facilities	8

—————**“What the council did to the climbing area was awesome! The rest of the areas need that sort of treatment”** —————

*Quotes from survey participants*



## RESERVATION (SHARED) PROGRAMS SUPPORT FACILITIES

The reservation supporting facilities assessment is focused on shared facilities in common areas of camp Ma-Ka-Ja-Wan that support camp in general.

All supporting facilities ranked similarly at an 8 out of 10, indicating general satisfaction. Participants, however, noted that support facilities can benefit from future upgrades and better organization. Starting with the country store, participants expressed the need to better manage the space and what it offers, as it can be chaotic at times. Welcome center is the first impression of camp and while it serves its purpose, it can benefit from interior and exterior improvements. Participants mentioned that the health lodge is not well attended by staff during programming hours and the space can benefit from upgrades. While some participants see great value in maintaining paths and trails untouched, others mentioned the need to better define pathways to ease accessibility. Many noted that the Wabaningo area, in general, is in great condition and can provide ample space for future programming opportunities.

### Quality & Condition of: Reservation Supporting Facilities

SUPPORTING FACILITIES Average rating (1 to 10)	OVERALL
Country Store	8
Welcome Center	8
Health Lodge	8
Walking Trails	8
Biking Trails	8
Wabaningo/Gilwell Field Camping Facilities	8

—————**“Wabaningo should be our adventure base that serves treks and in camp adventures, and be the hub for our off-season camping.”** —————

—————**“The last time I was there, country store was closed for the entire summer and to me that was disappointing for adults and Scouts.”** —————

—————**“Welcome center appears to be cluttered at times but it does get the job done.”** —————

*Quotes from survey participants*

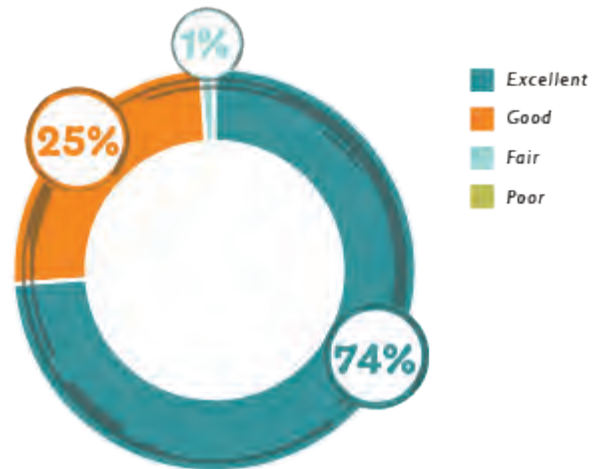


## OVERALL CAMP PROGRAMS | FUTURE PROGRAMMING

### How would you rate the programs offered at Ma-Ka-Ja-Wan overall?

The majority of participants (74%) rated programs as excellent while 25% of participants rated programs as good. Only 1% of participants find program offerings to be fair and none rated programs as poor.

Participants who rated program offerings as good, mentioned the need to improve Fishing, Sailing, and First Aid merit badges. While the majority of participants ranked program offerings as high, they also identified areas for improvement. Participants overwhelmingly expressed the need to improve Scoutcraft for both East and West Camps and upgrade and expand West Camp shooting sports. Improving the overall aquatics experience was deemed necessary by many, as well as better managing trailblazer and other reservation shared programs.



Participants generally mentioned the need to increase staff to help support some of the well performing programs, such as the climbing wall, Pinnacle, and mountain biking.

Improving general camp infrastructure, such as trails and paths to better connect the different program areas, as well as improving transportation options to and from campsites will help increase interest and participation.





## Which of the previously mentioned facilities / areas are most important to you?

Participants listed facilities including aquatics, Scoutcraft, campsites, Pinnacle and other; however, the most important facilities according to participants include the dining halls, Order of the Arrow bowl, remembrance area, and Eco-Con.

**Dining Halls**

**OA Bowl**

**Remembrance Area**

**Eco-Cons**

## What is/are your favorite Merit Badge program(s) offered at Ma-Ka-Ja-Wan?

*Merit badges favored by participants include:*

- Wilderness Survival
- Horsemanship
- Handicraft merit badges
- Aquatics merit badges
- Eco-Con merit badges
- Rifle Shooting
- Fishing
- Scoutcraft merit badges
- Climbing
- Canoeing
- Forestry
- Emergency Preparedness
- Astronomy

—————*“I think the important thing is that we have a lot of offerings. That way there is something that appeals to every Scout.”* —————

The majority of participants favored merit badge programs that are more challenging in their nature. Eco-Con merit badges, such as forestry and astronomy, require great involvement with nature and that was favored by many participants. Scoutcraft badges and Eco-Con badges were also favored because they teach skills that often can't be learned in home troops.

## What additional Merit Badge programs would you be interested to see?

*Merit badges to be considered, according to participants include:*

- STEM (chemistry)
- All Eagle Badges
- Electronics
- Photography
- American Culture
- Scouting Heritage
- Exploration
- Geocaching
- Computer
- Gardening
- Medicine
- Diversity/Equity & Inclusion
- Citizenship merit badges

—————*“It'd be cool to see some of the STEM merit badges as well as some of the trade merit badges offered.”* —————

## What additional programs would you be interested to see at Ma-Ka-Ja-Wan?

Overall, participants expressed the need for additional merit badge programming and an interest in STEM programs to inspire creative and inventive programming at Ma-Ka-Ja-Wan. Providing programs that focus on special needs and campers with disabilities was also an interest to many. In general, participants recognize the Council's efforts in providing more program opportunities to older Scouts,

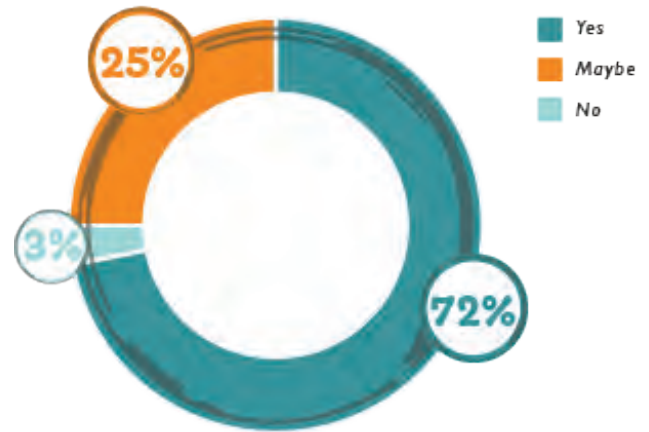
yet see an opportunity in growing that effort. Providing more competitive programs was deemed necessary to participants to further encourage team building. Participants highlighted additional program opportunities, such as geocaching, as well as design and building challenges, such as catapults and trebuchets. Below are additional key program opportunities presented by participants:





### Should the NEIC seek to offer opportunities for camping, programs, or amenities geared toward greater off-season usage of Ma-Ka-Ja-Wan?

The majority of participants (72%) were in favor of the Council offering off-season usage of Ma-Ka-Ja-Wan and 25% responded with a maybe. Only 3% of participants were not in favor of off-season programming.



### What types of additional off-season camping, programs, or amenities should be offered at Ma-Ka-Ja-Wan?

Participants acknowledge that off-season programming is a challenge, especially for a typical fall or winter weekend and highly prefer programming during longer holiday weekends. Winter programming, such as fishing camp, snow shoeing, cross country skiing, ice fishing, Okpik, Klondike Derby, as well as igloo building were noted by participants. Additional programming included Camporee, tree work, and troop-oriented programs were suggested. Participants

acknowledge the need for program supervision during off-season programming and many noted that partnerships with other organizations, such as forestry colleges, can help mitigate this issue.

Participants noted the importance of heated cabins during off-season programming for camp staff and small troops to offset the harsh winter weather for which the region is known.

### Should such off-season camping, programs, and amenities be offered ONLY to Scouting units, or should they be offered to other groups as well?

More than 60% of participants see value in offering off-season programs to other groups, including youth organizations and other outside groups. 27% of participants prefer limiting off-season programming to Scouting units only.



- Scouting units only
- Scouting units & all outside organizations
- Scouting units & other youth organizations
- Not sure

## SHARED CEREMONIAL & EVENT AREAS

Survey participants ranked all ceremonial and event areas high, with the OA Bowl and remembrance area rising to the top. The OA Bowl was significantly impacted by the 2019 storm and will require a long-term rebuilding plan, according to participants. Erosion issues along the OA Bowl were also mentioned.

—————*“The OA Bowl ceremony is something our Camp is known for and draws troops in. Also, it is the only event that brings East and West Camp together, which is something to celebrate.”* —————

### Quality & Condition of: Shared Ceremonial & Event Areas

SHARED CEREMONIAL & EVENTS AREAS Average rating (1 to 10)	OVERALL
Order of the Arrow Bowl	9
Chapel Area	8
Remembrance Area	9

—————*“The Chapel and remembrance area are both quiet and unobtrusive, which is exactly how they should be.”* —————

*Quotes from survey participants*

## NATURAL ENVIRONMENT

### How would you assess Ma-Ka-Ja-Wan as a natural physical space (paths, lakes, natural areas, etc.)?

Participants view camp Ma-Ka-Ja-Wan as a hidden gem in the Northwoods with a lot of natural resources that help distinguish this place. Many acknowledge that the camp lakes are the most valuable natural resources and define the identity of camp, particularly Muskrat Lake, a pristine and untouched environmental feature that not many know about. Participants mentioned that Muskrat Lake and its surrounding wetlands can provide plenty of opportunities for nature-based programming. Lake Killian was also mentioned as a great program resource catering to existing offerings.

As a result of the 2019 storm, areas that have been hit hard were logged to clear the landscape. A few participants were against

this approach from a forestry restoration and biodiversity, as well as from a sense of place perspective. To many, maintaining the natural landscape is key to the camp’s prosperity.

Participants noted that circulation and access are often an issue and there is a need to clear certain paths and provide wayfinding and signage.

—————*“Overall, I always found Ma-Ka-Ja-Wan to be a great place to get back to nature. From the wild blueberries to the lakes and paths to the abundant wild life that we were able to observe. Camp is a jewel in the NEIC world.”* —————

*Quotes from survey participants*





## SOUNDING BOARD

Survey participants were asked to complete vision statements that speak to the future of Ma-Ka-Ja-Wan and its community. The feedback emphasized that:

“Ma-Ka-Ja-Wan should focus on maintaining its **long history** and **connection to nature**, while providing **innovative programming** and **outstanding experiences** to continue **cultivating young leaders** in a **safe and inclusive environment**.”

### Camp will focus on ...

- Innovative Programming
- Empowering Youth
- Great Skills
- High Adventure

### Camp will encourage ...

- Growth & Development
- Comradery
- Curiosity
- Togetherness

### Camp will preserve its ...

- Environment
- Natural Areas
- Programming

### Camp will maintain ...

- Character
- Traditions
- Heritage
- Excitement
- Scouting Values

### Camp will become ...

- Premier
- Vibrant
- Leading Class
- Nationally Recognized
- (a) Year-long Facility

### Camp will foster ...

- Stewardship
- Independence
- (a) Welcoming Vibe
- (a) Sense of Community

### Camp will be known for its ...

- |                         |                           |                         |
|-------------------------|---------------------------|-------------------------|
| • Excellence            | • Great Facilities        | • Impactful Experiences |
| • Adventure Programming | • Uniqueness              | • Young Leaders         |
| • Nature Conservation   | • Outstanding Experiences | • Longevity             |
| • Outdoor Skills        | • Inclusion & Diversity   |                         |
| • Excellent Services    | • Long History            |                         |



Survey participants were asked what camp Ma-Ka-Ja-Wan should start doing, continue to do, and stop doing in the future. Below are highlights from the feedback provided:



*Ma-Ka-Ja-Wan should start:*

- Conserving and planting trees, as well as restoring trails.
- Better utilizing skills and talents of retired Scouts.
- Being more sustainable with energy efficiency in facilities.
- Expanding its current programs, including High Adventure and cycling, as well as introduce new programs, such as ATVs, STEM, and water obstacle courses, among others.
- Providing winter and fall programming for Scouting units and other interested organizations.
- Creating a far-reaching promotion plan to engage out of council troops.
- Reaching out to local tribes and educate staff, adults, and Scouts about indigenous culture.
- Offering special experience weeks (shooting sports experience, water sports experience).



*Ma-Ka-Ja-Wan should continue:*

- Maintaining its rustic and pristine nature.
- Encouraging community rituals, such as Dining Hall songs.
- Providing a safe environment for Scouts to build their identity and develop over the years.
- Supporting camp staff to help them grow and develop, and hiring additional staff to support current and future programs.
- Offering unique and flexible programming at a high-quality level.
- Promoting fun and exciting outdoor programs.
- Investing in upgrading its facilities and built environment.
- Encouraging alumni relations and connections.
- Listening to the community's needs.

Stop

*Ma-Ka-Ja-Wan should stop:*

- Over-scheduling Scouts' time.
- Allowing more vehicular travel through camp.
- Operating programs or facilities that can't be fully financed and/or maintained.
- Accepting partial completions of merit badges.
- Trying to provide multiple programs to multiple groups all at the same time.
- Launching new programs without proper volunteer support.
- Logging its natural environment without a proper forestation plan.
- Using old and worn out equipment.









## *In-person Engagement during Week 5 of summer 2021*

During Week 5 of Camp in 2021, the planning team engaged camp attendees, including Scouts, adult leaders, staff, and alumni, among others. In addition to focus group discussions during East and West Camp Mug Club meetings, lunch and dinner hours, and program sessions, a camp-wide workshop was held at the Country Store during pizza night. Through these meetings, a number of key issues emerged pertaining to physical and programmatic improvements to Ma-Ka-Ja-Wan. The next few pages summarize key topics covered during these in-person engagement sessions.





# Communications

- **Website Upgrades** – Adult leaders mentioned the need for overall improved communications, explaining that the guide is vague, and the scheduling tool on the website is not user friendly. Parents with no Scouting background or prior experience find it challenging to understand what the different Merit Badges entail and what the different areas of camp are. Out-of-Council troops also mentioned that prior to visiting MSR, they were not aware of the differences between East and West Camps, as well as how far some of the facilities were, especially in East Camp. While some of this information might be present on the website, it is not front and center.
- **Signing Up for Merit Badges** – Troop leaders mentioned that signing up online for Merit Badges is often complicated and not very user-friendly.
- **Visual Marketing Tools** – Merit Badge and High Adventure program marketing materials can be wordy and redundant. Stakeholders suggested visual marketing tools, such as videos, to provide additional clarity and further encourage Scouts to take part in such programs. Adult leaders mentioned that often Scouts get excited about a program after seeing it in person and such marketing tools would potentially bridge that communication gap.

- **Airtable Platform** – MSR has recently employed an online platform to gather satisfaction surveys post-camp. However, less than 10% of adults and Scouts provide feedback. Stakeholders mentioned that incentivizing survey results with a discount code to be used the following year would further encourage participation.

—————*“There is a need for improved communications. The guide is vague and the website is not very user friendly.”*—————

*Stakeholder Input*

—————*“You need to dive deep to understand the different merit badges.”* —————

*Stakeholder Input*

# Reservation

- **Layout of Facilities** - Continuing to develop a more centralized location and core of shared facilities, including the Camp Admin Office, Country Store, and any new facilities in this area, would allow for more intentional engagement between adult leaders, camp staff, and Scouts. A centralized location would drive the camp's energy into a focused space.
- **Scenic Trails** – Scouts mentioned the desire for scenic trails around Ma-Ka-Ja-Wan with educational signage explaining the different ecological areas.
- **Business Center** – A Business Center facility with Wi-Fi access was a major focus in discussion with adult leaders and staff. Having the option to stay connected to access work emails, submit papers, and take online exams, among other needs, was expressed as a desire by many stakeholders.
- **Camp Museum** – Ma-Ka-Ja-Wan's history and heritage is exhibited in multiple facilities, such as camp offices, dining halls, and more. Stakeholders mentioned the opportunity to create a camp museum that shares the Ma-Ka-Ja-Wan story through valuable memorabilia, and suggested Wabaningo grounds as a potential location.
- **Staff Housing** – Stakeholders from both East and West Camps voiced their desire to improve staff housing conditions. It is important to mention that over the last couple of years, staff housing has been improving with newer structures installed gradually. Overall, it is important to encourage cleanliness and tidiness in staff housing.
- **Reserved Campsites** – Often at Ma-Ka-Ja-Wan, troops have the privilege of reserving their current campsite for the following year, limiting certain campsites from being utilized by other troops. While prioritizing repeat booking may be beneficial to certain troops and their associated units, prime campsites such as Whitney are likely to never be available to other troops, as long as this policy is set in place.
- **Women Exclusive Facilities** – While Ma-Ka-Ja-Wan continues to cater to and serve all genders through shared facilities, a number of staff members and adult leaders expressed the desire for women-only showers and bathrooms. This would provide an additional layer of privacy, as needed.
- **Transportation** – There is an overall desire to employ a transportation system with regularly scheduled trips among East Camp, West Camp, and the Reservation Facilities. Stakeholders mentioned the possibility of a “station” near the climbing wall area. Additional transportation desires



were focused on East Camp specifically, aiming to shorten distances between certain facilities, such as Shooting Sports and Aquatics. The typical 15-20 minute walk between certain facilities deters Scouts from achieving their desired Merit Badges or causes them to miss the first 10 minutes of the next session.

- **Staff Biking System** – Staff and Scouts mentioned the desire for a dedicated bike system around camp to decrease travel time. MSR currently owns bikes for the High Adventure Program and those could possibly be utilized for transportation purposes.
- **Portal of Ideas** – Adult leaders and staff expressed an interest in having a portal of ideas where troops can share tips, thoughts, experiences, and feedback with other units. This portal can also feature an MSR task list, showing potential projects that troops can sign up for. Stakeholders mentioned that such projects would be of great benefit to keep older Scouts occupied.
- **Meals and Snacks** – While Scouts did not mention any issues with the type or quality of food served, adult leaders mentioned the desire for higher quality nutritious meals.
- **Signage Plan** – Adult leaders and staff expressed a desire for more consistent and frequent signage throughout camp. This was specifically mentioned for shared facilities, more so than campsites.
- **Indicator Locks** – Stakeholders mentioned the need for deadbolt indicator locks that can provide more privacy at restrooms and showers. Showing that a certain stall is occupied would prevent younger Scouts from constantly yanking doors to check their availability.
- **Toilet Upgrades** – Overall, stakeholders mentioned the desire for flushable toilets throughout camp. It was mentioned that the pit toilets emit bad odors to their immediate surroundings. Stakeholders from East Camp mentioned that the toilet close to the camp office is also in close proximity to the Dining Hall and its odors can often reach the Dining Hall vicinity.

—————*“There is a desire for improved transportation – a way for Scouts to get to Muskrat Lake and the shared reservation facilities.”* —————

*Stakeholder Input*

—————*“Portal of ideas for adults, parents, troops to share thoughts and potential camp projects.”* —

*Stakeholder Input*

# Programming

- **Fishing Program** – There is an opportunity to improve the Fishing Merit Badge program, as well as the Fish and Wildlife program, as indicated by multiple stakeholders. The lack of adequate fishing gear and minimal instructions, along with the limited access to fishing docks, often discourages Scouts from signing up for such Merit Badges.
  - **Horsemanship Merit Badge** – Horsemanship is special to Ma-Ka-Ja-Wan and stakeholders mentioned the desire to continue expanding this program offering. Aside from being a highly demanded Merit Badge, adult leaders see great value in providing Scouts the opportunity to engage with horses and other farm animals, as such experiences are difficult to find elsewhere.
  - **Experience-based Programs** – On a 1,600 acre camp ground, there is a lot to discover. Adult leaders mentioned the desire for additional programs that are focused on discovery and the nature experience.
  - **High Adventure Programming** – Expanding High Adventure programming is important to provide older Scouts a reason to continue coming to Ma-Ka-Ja-Wan. Scouts and adult leaders mentioned an interest in a High Ropes Course with obstacles to provide a unique physical and mental challenge for older Scouts.
  - **Integrated Programming** – Adult leaders and staff mentioned the need for programming that is tailored to force East Camp Scouts to go to West Camp and vice versa. A yearly scavenger hunt and a competition between East and West Camp were some of the ideas proposed by stakeholders.
- **Merit Badges:**
    - **Four Badges per week** – *In light of the pandemic, Merit Badges have dropped from five to four badges per week. Staff and adult leaders expressed interest in continuing this structure as it has provided Scouts with additional free time to enjoy their camping experience.*
    - **In-Camp Sign-up** – *Typically, Scouts sign up for Merit Badge online before camp. Scouts often get interested in pursuing a Merit Badge after seeing the activity happening, yet that is not feasible. Troop leaders also expressed a desire to give Scouts the opportunity to sign up during the week.*
    - **Pinnacle Merit Badges** – *Overall, Pinnacle Merit Badges such as Salesmanship tend to be classroom-oriented and lack activity. Stakeholders also mentioned a desire for additional badges such as visual storytelling and creative writing.*
    - **Trail Expansions** – Scouts and staff expressed an interest in expanding trails overall, allowing Scouts to go on discovery missions and further explore Ma-Ka-Ja-Wan. Mountain bike trails were of great interest



to several troops and staff members. Collaborating with Chicago region-based bike shops to donate bikes to camp was suggested by several stakeholders.

- **Geocaching** – An outdoor recreational activity, focused on GPS and other navigational techniques to hide and seek certain objects was expressed as an interest to many adult leaders and Scouts. Geocaching could also encourage the exploration of Ma-Ka-Ja-Wan.
- **Water Programming** – Staff and Scouts mentioned the desire for additional recreational water programming, such as blobbing (participants launching into the water using a semi-inflated air bag) and AquaClimbing (water based climbing wall).
- **Counselor In Training (CIT)** – Stakeholders, and specifically staff, expressed a desire to expand the CIT program and possibly utilize Wabaningo grounds for such training.

—————“**Floating Dock at Country Store scares the fish away – this limits fishing opportunities.**” —————

*Stakeholder Input*

—————“**Horsemanship is unique to MSR and is hard to find – focus and expand on that.**” —————

*Stakeholder Input*

—————“**High adventure is undermarketed. It would be great if we can create videos that visually show what the different trips and programs are all about.**”

*Stakeholder Input*

—————“**Scouts in East and West Camp feel the urge to hang out at Aquatics as it is close to the water.**”

*Stakeholder Input*

# Off-season Programming

- **Holstein Cabin** – While adult leaders see great value in off-season programming, they find it challenging to justify a five-to-six-hour drive, even on longer weekends. Stakeholders mentioned that Holstein Cabin would be more suited for Ma-Ka-Ja-Wan retired alumni community, who might have more flexible schedules during the Winter season.
- **Winter Programming** – Stakeholders discussed many opportunities for winter programming at MSR. Ma-Ka-Ja-Wan has the appropriate terrain for cross-country skiing, dog sledding, snowmobiling, tobogganing, rowing, and wilderness survival training. First aid training was also mentioned as a potential winter program.
- **Winter STEM Program** – Stakeholders expressed a desire for Winter STEM programs, such as ice lanterns, frozen oobleck, crystal growing, and more. Skynet at Napowan, a tech based STEM facility, was mentioned as a reference.
- **Incentivized Winter Programming** – As mentioned earlier, Ma-Ka-Ja-Wan is in a remote location and requires a five-to-six-hour drive for all Northshore communities. Stakeholders expressed an opportunity in incentivizing off-season camping to further entice troops to come during Winter season.
- **National Camp Training** – Staff mentioned an opportunity for Ma-Ka-Ja-Wan to host national camp training sessions at the Holstein Cabin.

—————*“Tobogganing would be a great Winter activity! A Toboggan is a simple sled traditionally used by children. It is also a traditional form of transport used by the Innu and Cree of northern Canada. In modern times, it is used on snow to carry one or more people down a hill or other slope for recreation.”*

*Stakeholder Input*

—————*“There is an opportunity for alumni to utilize the holstein cabin and possibly invite national council training during the Winter season.”* —————

*Stakeholder Input*



# Campsites

- **Whitney Campsite** – Located directly on Lake Killian, Whitney campsite benefits from numerous advantages, including a private fishing dock, that other campsites lack. Scouts, adult leaders, and staff expressed a desire to move Eco-Con in West Camp to the current Whitney campsite location, giving this shared facility a direct access to water. Eco-Con staff stressed that while the fishing dock in Whitney is encouraged to be shared by all Scouts for the Fishing Merit Badge, they are often denied access to the dock.
- **Hammock Camping** – An alternative to the classic tent is a hammock strung between two trees or hammock posts. Stakeholders mentioned the desire to offer hammock camping as an option for interested Scouts. Troop leaders mentioned that other camps have been exploring this style of camping over the last few years.
- **Electricity at Campsites** – Extending power to certain campsites would elevate the overall camping experience for adults and Scouts, allowing them the opportunity to charge personal devices and provide additional heating, among other needs. Stakeholders also mentioned that electricity would allow adult leaders to charge medical apparatuses, such as sleep apnea and asthma machines, as well as nebulizers.
- **Lake Island Camping** – Camping on floating platforms on Lake Killian was suggested as a potential program by several stakeholders. While this idea will need to be explored more closely, adult leaders and staff mentioned that Bannard or Muskrat Lakes could be possible sites for this activity.
- **Treehouse Camping** – Experience-based camping is impactful and memorable by Scouts and their troops. Adult leaders and Scouts expressed an interest in treehouse camping as an alternative to the typical tents.

—————**“Often Scouts would like to try hammock camping but Ma-Ka-Ja-Wan does not have the right structure for that. Typically, trees would provide for a good hammock structure but post storm campsites have less trees than they used to.”** —————

*Stakeholder Input*

—————**“Extending power to some of the campsites would be helpful on multiple fronts.”** —————

*Stakeholder Input*

# Water Access

- **Visual Access to Lake Killian** – One of Ma-Ka-Ja-Wan’s many gems is Lake Killian, however it is tucked behind forested areas. Stakeholders expressed an interest in opening up views to the lake, especially from the main Camp Administration Office and from the Dining Hall in West Camp.
- **Access to Lake Killian** – Scouts and staff spend the majority of their spare time by the aquatics areas as they are two of the few programmed sites along the water. Stakeholders mentioned the need to provide additional access to water in the form of open space, fishing piers, hang out areas, and more.
- **Access to Muskrat Lake** – When asked, a lot of Scouts and adult leaders were not familiar with Muskrat Lake, a hidden gem in Ma-Ka-Ja-Wan. Occasionally, interested venturers have gone on discovery journeys to locate Muskrat Lake, with no success. According to stakeholders, there is a strong desire to educate the MSR community about Muskrat Lake and provide them the opportunity to engage with this forgotten ecological asset.
- **Access to Bannard Lake** – Located in Wabaningo, Bannard Lake is an unprogrammed asset on the property. Stakeholders mentioned an interest in fishing, among other program offerings at this site.

—————“Scouts and staff spend the majority of their time by the aquatics areas as they are two of the few developed sites along the water.” —————

Stakeholder Input

—————“We went on a discovery hike to find Muskrat Lake but after 2 hours of walking and searching we did not find it. It would be great if there were programs focused on that natural resource.” —————

Stakeholder Input



# ADA Accessibility

- **Circulation** – A staff member that uses a wheelchair described multiple accessibility challenges as a result of the changing terrain and uneven grass surfacing. This staff member expressed a desire for a compact gravel path along the perimeter of camp, connecting key shared facilities and program areas, including Handicraft, Pinnacle, Dining Hall and staff housing, among others.
- **Accessible Program Areas** - Eco-con, Shooting Sports, as well as other facilities are not accessible, as a result of narrow paths and steep slopes.
- **Accessible Facilities** – Stakeholders mentioned that the only barely accessible bathroom is located by Country Store. While this bathroom is more accessible than others, it is not wide enough to accommodate a wheelchair comfortably and requires additional effort. Similarly, the only accessible staff housing facility is family cabin 5, near Lake Killian – this facility is also challenging for wheelchairs, given the sudden slopes and ridges.
- **Visual Disabilities** - Accessibility to the blind is also an opportunity to explore, as noted by camp staff. Potential solutions to employ include rope guidance with different textures to help distinguish the different areas around camp.

- **ADA Diversity** – Stakeholders mentioned the desire for the Council to collaborate more closely with ADA organizations with a motivation to invite more people with disabilities to Ma-Ka-Ja-Wan.

—————“**There aren’t enough accessible bathroom – the bathroom behind Country Store is one, although the stalls are narrow and cannot accommodate the width of a wheelchair.**” —————

*Stakeholder Input*

—————“**Accessibility to the blind is also an opportunity to explore – rope with different textures can help a person identify where they are in camp.**” —————

*Stakeholder Input*

# Diversity & Inclusion

- **Native Tribes** – In past years, native tribes in Wisconsin were more actively involved with Ma-Ka-Ja-Wan, conducting training sessions and collaborating with staff members and Scouts. However, over the last few years, the Council has been finding challenges in continuing this collaboration. Stakeholders mentioned the need to continue exploring different avenues to ensure a strong partnership with local tribes.
- **Boys Scouts** – While Ma-Ka-Ja-Wan is continuously working on comprehensive inclusion of all genders, marketing materials are still focused on “Boys Scouts.” Stakeholders mentioned the need to tailor branding and marketing material to speak to MSR’s wider audience.
- **Racial and Economic Diversity** – Although Ma-Ka-Ja-Wan welcomes all races and ethnicities to its campground, the council does not provide clear incentives for low-income communities. Stakeholders mentioned the need for additional intentionality when marketing camp activities as well as stronger relationships with communities of color.
- **Female Staff** – Scouts and adult leaders, especially female-identifying, expressed an interest in increasing the number of female staffers to encourage more gender diversity in Ma-Ka-Ja-Wan.
- **Female Campers** – Female Scouts and adult leaders mentioned that they often feel out of place, due to the overwhelmingly male composition of

campers and staffers and the sense that females are allowed, but not welcomed. As one female leader put it: “Ma-Ka-Ja-Wan is a Boy Scout camp that permits girls to attend.”

- **Special Needs Training** – Scouts with special needs often struggle at camp, in part because staff and adult leaders are unaware of those needs or unsure how to help such Scouts. According to stakeholders, it is crucial for staff members and adult leaders to be more equipped to handle such situations. Over time, it is important for Ma-Ka-Ja-Wan to focus on inclusionary camping to serve the growing number of special needs families.

—————*“There was a Diversity & Inclusion Training offered to staff. The training was led by an African American facilitator. While it was helpful to hear that perspective, the training was focused on race and there is a desire for discussions about gender, sexual orientation, and more.”* —————

*Stakeholder Input*

—————*“In swimming, they do group huddles. Some girls don’t feel comfortable doing huddles in the water with boys.”* —————

*Stakeholder Input*





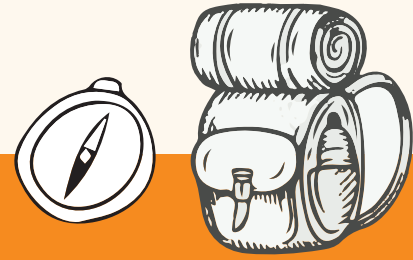






# 4

# CORE PROGRAM AREAS



## 3. Programming

### *overview*

Ma-Ka-Ja-Wan offers a variety of programming through Merit Badges and High Adventure older Scout programs. East and West Camp operate separate program areas, including Aquatics, Eco-Con, Handicraft, Pinnacle, Scoutcraft, Shooting Sports, and Trailblazer. Additional reservation programs such as climbing wall, zipline, and more are shared by both camps in a program area south of Lake Killian. High Adventure programming is operated from a facility located on Wabaningo grounds and offers programs at the Ma-Ka-Ja-Wan Reservation or at locations throughout the Northwoods.

This section offers a perspective on programs and shares high-level camp trends developed through comparable community analysis. A review of program information and discussion with stakeholders and staff were conducted as part of this process.



# Merit Badges

## Aquatics

Aquatic Merit Badges include:



Canoeing



Kayaking



Lifesaving



Motorboating



Rowing



Small Boat Sailing



Swimming



Whitewater

Additional Aquatics opportunities include:

- Learn to Swim
- Paddle Craft Safety
- Swimming & Water Rescue
- Safe Swim Defense & Safety Afloat
- War Canoe Races



## Climbing Wall

Climbing Wall Merit Badge:



Climbing



Additional opportunities include:

- Night Climbing
- Rapelling
- Slacklining
- Bouldering
- Leaders - Climb on Safely Training
- Leaders - Climbing Instructor Training

## Cycling Base

Cycling Base Merit Badge:



Cycling



Additional Cycling Base opportunities include:

- Trail Rides
- Open Rides
- Bike Maintenance Advice

## Eco-Con

Eco-Con Merit Badges include:



Astronomy



Bird Study



Environment



Fish & Wildlife



Fishing



Forestry



Geology



Landscape Architecture



Mammal Study



Oceanography



Soil & Water Conservation

Additional Eco-Con opportunities include:

- Astronomy Overnight
- Bird Hike
- Fish Fry
- Bog Boogie
- Night Hike



# Handicraft

Handicraft Merit Badges include:



Art



Basketry



Composite Materials



Indian Lore



Leatherwork



Metalwork



Photography



Pottery



Sculpture



Space Exploration



Woodcarving

Additional Handicraft opportunities include:

- Reed Hike
- Rocket Launch



# Triangle M Horse Ranch

Horse Ranch Merit Badge:



Horsemanship



Additional Horse Ranch opportunities include:

- Trail Rides



## Pinnacle

Pinnacle Merit Badges include:



Chess



Emergency Preparedness



Entrepreneurship



Fingerprinting



Fire Safety



Orienteering



Salesmanship



Search & Rescue

Additional Pinnacle opportunities include:

- Chess competitions
- Cook-offs
- Science experiments
- Eagle Scout Project mentoring



## Scoutcraft

Scoutcraft Merit Badges include:



Backpacking



Camping



First Aid



Hiking



Pioneering



Signs, Signal & Codes



Wilderness Survival

Additional Scoutcraft opportunities include:

- Paul Bunyan Award
- Wilderness Survival Overnight
- Totin' Chip
- Firem'n Chit



## Shooting Sports

Shooting Sports Merit Badges include:



Archery



Rifle Shooting



Shotgun Shooting



Additional Shooting Sports opportunities include:

- Platinum Pigeon
- Silver Bullet
- Golden Arrow

## Trailblazer

Trailblazer is a comprehensive program that provides first- and second- year Scouts the opportunity to fulfill First- and Second- Class, as well as Tenderfoot Requirements. Through this program, Scouts learn crucial basic skills including skills needed for camping, first aid, knots, lashings, swimming, map and compass, and nature skills.



# Additional In-Camp Activities

- **Rafting on the Wolf River** – Makajawan partners with a local rafting company to provide half-day rafting trips down the Wolf River, Tuesday through Friday of each week. Each trip includes a bag lunch and transportation to/from the rafting company, where they are provided with personal floating devices, paddles, and rafts. This is one of the longest standing program opportunities and is very popular when the weather is permitting.
- **Opening and closing campfires** – Makajawan welcomes Scouts to camp each week with an opening campfire held on the shores of Lake Killian. East and West Camp will shout hello back and forth to each other before the staff skits begin. At the end of the opening campfire, the staff sing the Scouts off to their campsites. Camp closes out each week with a closing campfire. On odd weeks, the closing campfire is combined with the call out ceremony for the Order of the Arrow. On even weeks, Scouts return to the shores of Lake Killian where East and West Camp will once again have a call and respond to each other across the lake.
- **Skits by staff at mealtimes** – Each meal at camp is concluded with messages about the goings-on for the day and ended with songs and skits. During dinner, a wide variety of energetic songs are sung by staff and Scouts.
- **Evening activities** – Every day, there are 2-3 unique evening programs hosted by different program areas. These programs change from year to year depending on what the skillset and energy of the staff are, so they are tailored to the expertise of that year's staff. Some of the staples (in regular years) are:
  - *Astronomy Overnight: Sleep under the stars after a late night star talk provided by one of the Eco-Con staff members*
  - *Wilderness Survival Overnight: Spend the night in a shelter you build*
  - *Luau Night: Spend the evening program hours at a luau at Aquatics*
  - *Dusk climb/zip: Sunset climbs and zips at the reservation facilities area*
  - *Rodeo night: Head over to the Triangle M Ranch for a campfire, s'mores, hot dog roast, and more. Meet the animals and enjoy staff skits*
  - *Cycling Tour: Take a tour of East and West Camps via Mountain Bike*
  - *Edible Glacier: Join the Eco-Con staff in exploring how glaciers are formed and move across the landscape through a la mode with Ice Cream and mix-ins.*
  - *Tea Night: Join the Eco-Con staff in learning about native edible plants by making tea with foraged materials*
  - *Fish Fry: Learn how to cook fish by joining the Eco-Con staff*
  - *Fire building competitions at Scout Craft and Trailblazer*



- *Craft focused nights at Handicraft, where the whole area will be focused on one type of activity. Activities include leatherworking, metalworking, composite materials, or pottery.*
- *Reed hikes with handicraft staff to make a basket from foraged materials.*
- **Gaga Ball pits** – A feature that Scouts are able to use under adult supervision. This emulates king of the hill, but with a ball, and is physically contained to the GaGa Pit. This feature was closed in 2021 due to concerns over COVID transmission, given the close proximity that is inherent to the game.
- **Baden-Powell Award for troops** – The Baden Powell Award is the award that troops can receive if they meet certain criteria at camp. The criteria have changed over the years, but points are awarded based on:
  - *Maintaining a clean and orderly campsite*
  - *Completion of a camp improvement project that benefits either their campsite, or to the overall camp property*
  - *Contributing to the greater Ma-Ka-Ja-Wan Community by participating in the daily flag ceremonies, the end-of-week camp wide game, and signing up to help clean the Scout shower houses.*
  - *Scout behavior exemplifying the principles of Scouting*
  - *Troop mountain bike rides*
  - *Troop horseback rides*



# High Adventure

Ma-Ka-Ja-Wan's high adventure options include out of camp destinations, kayaking or canoe treks, sailboats, and more. Coureurs des Bois program is an introduction to MSR's high adventure program that mainly operates from camp grounds. Reservation high adventure programs including a zipline are available at MSR. Overall, high adventure programs are an alternative to Merit Badge programs and an attraction to older Scouts.

Scouts participating in high adventure programming have the opportunity to earn different awards or requirements for several Merit Badges.

*Below is a sample of Ma-Ka-Ja-Wan's out of camp High Adventure programming:*

## Apostle Island Kayaking Trek

- 5-day program, plus two days to and from Ma-Ka-Ja-Wan.
- Participants must be at least 14 years old or 13 years old and completed 8th grade.
- Group size limit is up to 16 people.



## Boundary Waters Canoe Area Wilderness Trek

- 6-day program, plus two days to and from Ma-Ka-Ja-Wan.
- Group size limit is up to 9 people, including an adult leader and the trek guide.



## ***Flambeau River Flowage Canoeing Trek***

- 5-day program, plus two days to and from Ma-Ka-Ja-Wan.
- Group size limit is up to 12 people, including the trek guide.



## ***Wisconsin River Headwaters Canoeing Trek***

- 5-day program, plus two days to and from Ma-Ka-Ja-Wan.
- Participants must be at least 13 years old or 12 years old and completed 7th grade.
- Group size limit is up to 12 people, including the trek guide.



## ***Ice Age Trail Backpacking Trek***

- 5-day program, plus two days to and from Ma-Ka-Ja-Wan.
- Group size limit is up to 12 people, including the trek guide.





## **Isle Royale Backpacking**

- 6-day program, plus two days to and from Ma-Ka-Ja-Wan.
- Participants must be at least 13 years old or 12 years old and completed 7th grade.
- Group size limit is up to 10 people, including an adult leader and the trek guide.



## **Porcupine Mountains Wilderness Area Hiking Trek**

- 5-day program, plus two days to and from Ma-Ka-Ja-Wan.
- Group size limit is up to 11 people, including an adult leader and the trek guide. If an additional campsite location is needed, three adult leaders will be required in total.



## **Lake Superior Sailing Trek**

- 4-day program, plus two days to and from Ma-Ka-Ja-Wan.
- Group size limit is 6 per boat - up to 4 Scouts



# Programming Trends

The programming trends section was developed by comparing Ma-Ka-Ja-Wan's Merit Badge and high adventure programming to regional and national camps. The programs listed below have gained popularity at other camps and could be considered for inclusion at MSR:

## Merit Badge Trends

Merit badges below are trending in comparable camps:

### AQUATICS

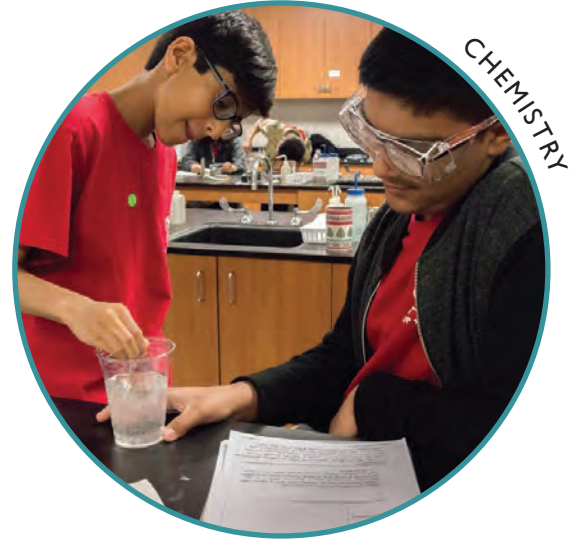
- Motor Boating

### STEM

- Architecture
- Chemistry
- Movie-making
- Animation
- Pulp & Paper
- Aviation
- Model / Design / Build
- Robotics
- Programming

### ECO-CON

- Energy
- Weather
- Geocaching



## HANDICRAFT

- Textile
- Graphic Arts

## PINNACLE

- Music
- Cooking



## General Programming Trends

Programs below are trending in comparable camps:

## PROGRAMS

- Aqua Trampoline
- Aqua Climbing
- Tie Dye T-shirt
- Candle Making
- Scavenger Hunting
- Living History
- Open Mic Night
- Story Sharing
- Mountain Biking
- Snorkeling
- Edible Ecology
- Branding





# High Adventure Trends

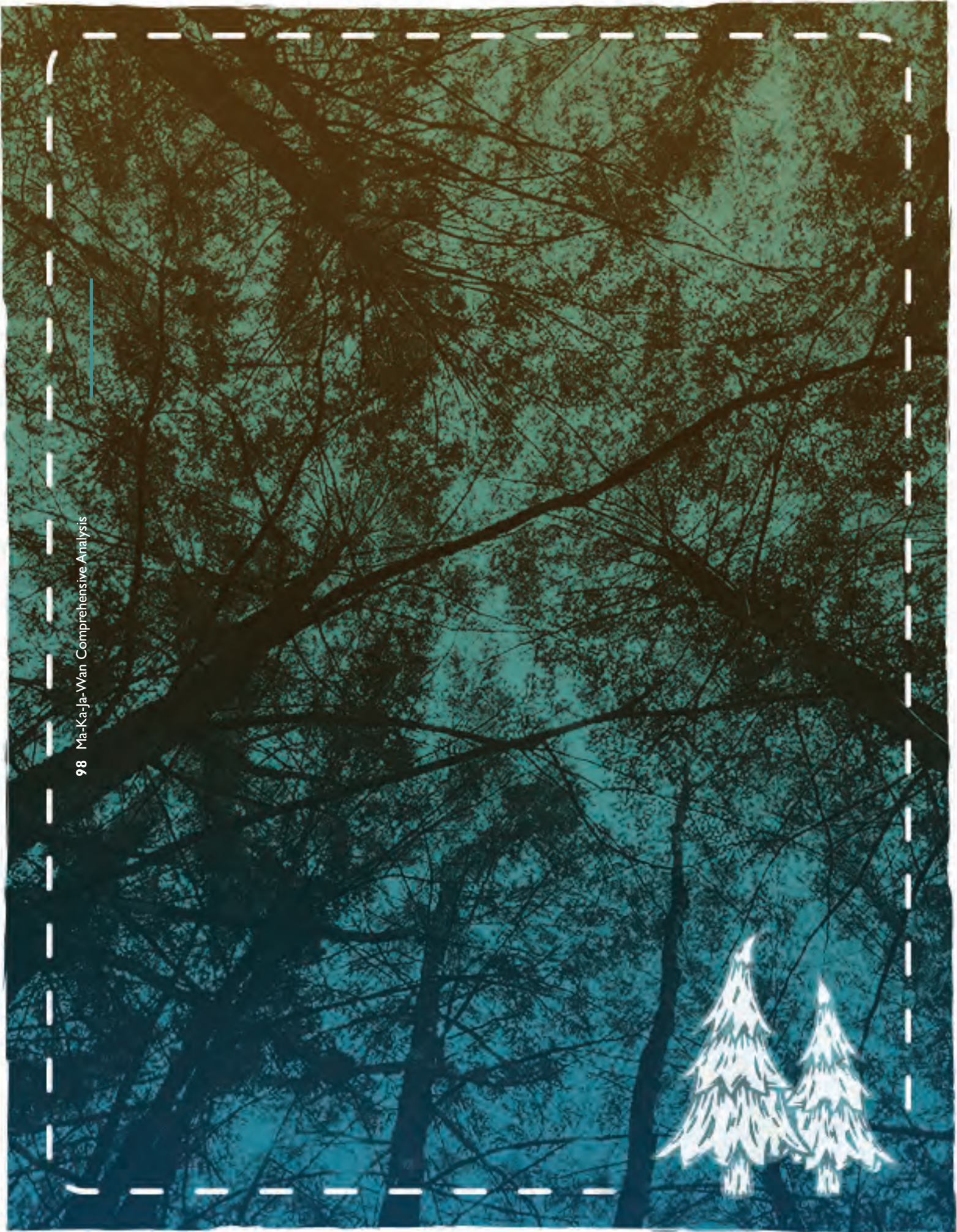
In-camp high adventure programs below are trending in comparable camps:

## HIGH ADVENTURE

- Blobbing
- Water Climbing
- ATVs
- Blacksmithing (Welding)
- Rappelling
- Spar Pole Climbing
- High Ropes
- Automotive Maintenance







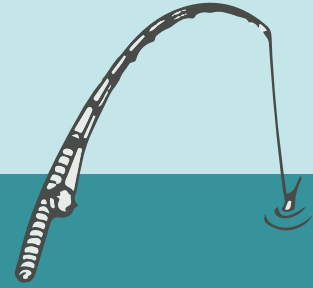




# 5

# NATURAL RESOURCES





## 4. Natural Resources

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### *overview*

This section provides a high-level assessment of existing natural resources in Ma-Ka-Ja-Wan, including:

- Lakes and waterbodies
- Landscape and soil
- Forested resources

## Natural Resources

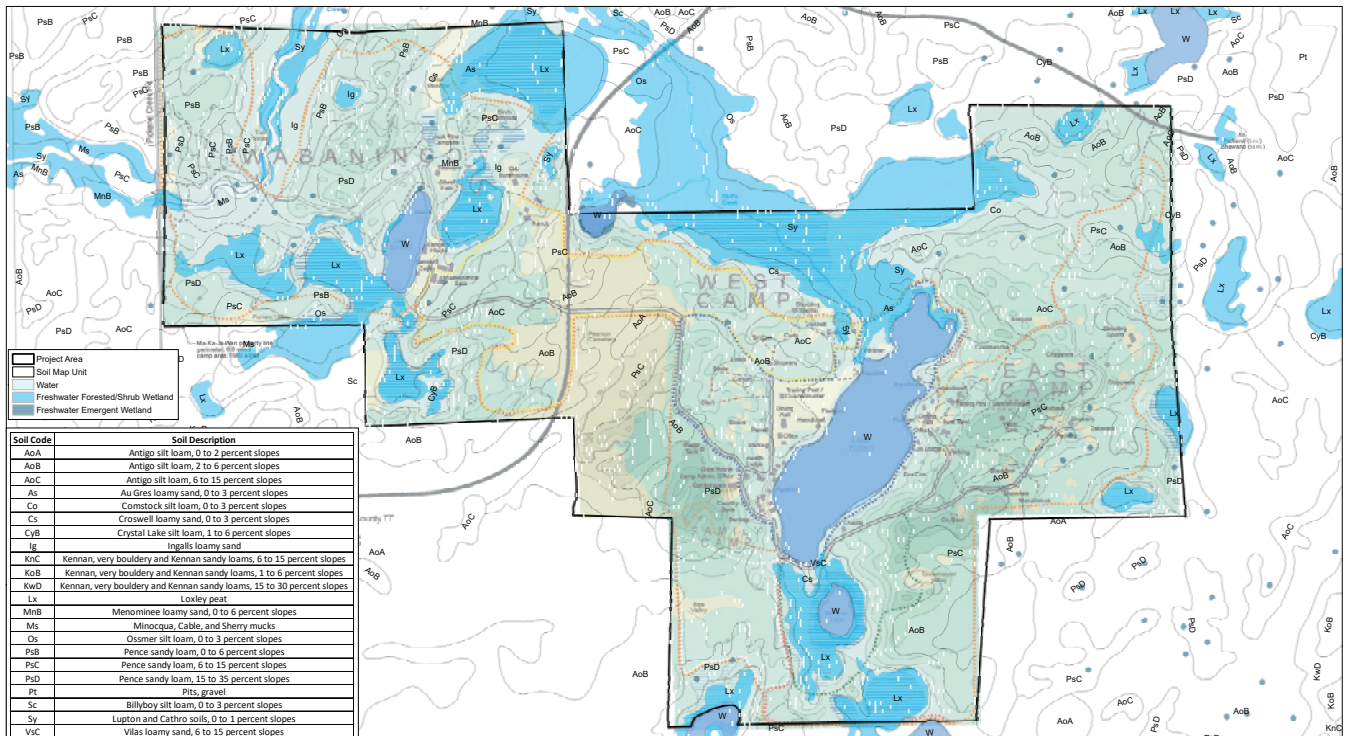
The Reservation contains three lakes, a Lake Killian, Lake Bannard, and Muskrat Lake. Lake Killian drains into Skid's Creek, which is tributary to Pickerel Creek and the Wolf River. The water eventually flows into the Wisconsin Fox River and ultimately into Lake Michigan. Ma-Ka-Ja-Wan contains Freshwater Forested/Shrub Wetlands and Freshwater Emergent Wetlands, as shown on Map I. A key wetland feature on the property is a classic sphagnum bog and bog lake (Muskrat Lake), populated by acid-loving plants, such as cotton grass, carnivorous pitcher plants, various sedges, sphagnum moss, cranberry, black spruce, and tamarack.

All waterbodies on the property appear to have good to excellent water quality,

mainly due to the limited amount of active agricultural fields in the watershed and relatively little non-point source runoff pollution. There are no mapped Areas of Special Natural Resource Interest on the property according to the Surface Water Data Viewer of the Wisconsin Department of Natural Resources (WDNR).

Ma-Ka-Ja-Wan has a rolling landscape of various glacial features, containing mostly well-drained soils such as silt loams and sandy loams. One of the main soils on the property is Antigo Silt Loam, the official state soil of Wisconsin. There is approximately 60 feet of elevation change within the property, with some natural soil slopes approaching 30 degrees.

MAPI: WETLAND INVENTORY & SOIL SURVEY





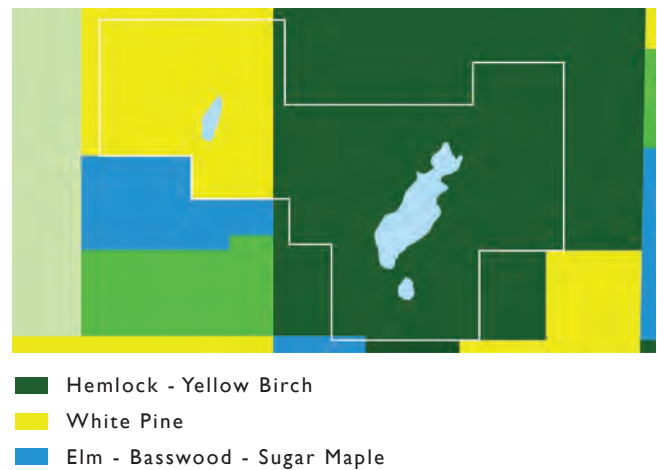
The historical mapping of the land cover in the mid-1880's indicates that the property contained a mosaic of forest resources, largely hemlock and yellow birch. Other subdominant forest communities included white pine, American elm, basswood and sugar maple, as shown on Map2. The forested resources in Ma-Ka-Ja-Wan are a mix of softwoods and hardwoods. The primary communities are composed of evergreens such as white and red pine. The deciduous tree stands contain sugar maple, basswood, yellow birch, and white ash. Other subdominants include black cherry, aspen, white birch, and red oak. The lowland forests contain species such as white cedar, balsam fir, black spruce, and tamarack.

Multiple areas of the forest were impacted during the major 2019 storm, a lot of which included pine plantings and random stands of mixed woodland. The Tree Density Map shows an inventory from the Ecological Landscapes of Wisconsin Handbook. The green area, which includes a portion of East and West Camps, as well as Lake Killian, is less dense than the exhibit shows. A woodland conservation plan has been prepared that outlines all-aged and even-aged stands for strategic harvesting and management.

The property does not appear to have much in the way of invasive species in the woodlands. Typically, these plants would include species such as garlic mustard and buckthorn. There are some typical species associated with the road network, but no populations of invasive species that might need management attention were observed.

There are little cultural landscapes that occur on the property. These limited areas of mowed turfgrass and minor landscaped areas are mainly associated with the main camp facilities and living quarters. A lone open meadow occurs near the western end of Wabaningo that is comprised of Eurasian grasses and small shrubs.

MAP2: LAND COVER OF THE NORTH CENTRAL FOREST IN THE MID-1800S



MAP3: RELATIVE TREE DENSITY OF THE NORTH CENTRAL FOREST IN THE MID-1800S

