

WindReach Farm

*A Centre for Inclusion and Personal Achievement
For People of All Abilities*

2022-24 Strategic Plan

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Message from the Executive Director

The past couple of years have provided unique challenges that we had never had to deal with before. While the hurdles were many and the landscape ever-changing, we learned a lot about ourselves. We learned that we can be resilient and adaptable and that our staff, volunteers and participants will always bond together to surmount any obstacle placed in front of us. It is in that spirit that we have set our 2022-24 Strategic Plan, one that is filled with objectives focused on growth and expansion, to ensure that we continue to deliver high quality programs and to reach more individuals of all abilities in Durham Region and beyond.

As with any strategic plan, we have identified a series of priorities and specific objectives within each that we want to achieve over the next three years, but what will remain most important throughout all that we undertake is a commitment to our vision to inspire, empower, and change lives. Everything we do must be viewed through the lens of enriching lives. To do so, we will be engaging with our stakeholders more than ever before in order to stay attuned to their needs and ideas for growth. Decisions will be participant-centered and will seek to improve the end user's experience at the Farm.

Behind the scenes, we will also focus on the foundational pieces necessary to ensure the continued success of the Farm, ensuring that policies and procedures are present, clear, and understood by staff and volunteers. We will take a closer look at our programs and endeavour to make any changes that can better serve the many individuals of all abilities that take part in our many programs. We will plan for infrastructure maintenance and expansion to ensure our programs have the space and resources needed to continue to run and grow.

We will also place a major focus on identifying the individuals out there that could benefit from our programs and services as well as building up our brand in the community so that those individuals know who we are and how to access our programs.

All of this work will be possible because of the team of dedicated staff and volunteers at the Farm. Their ongoing commitment to continuing Sandy Mitchell's legacy has helped to grow the Farm into what it is today, and will continue to strengthen the Farm's legacy as we return our focus to growth and continuous improvement.



Ross Ste-Croix, Executive Director

Executive Summary

Our 2022-24 Strategic Plan consists of six priority areas that we believe capture the scope of the work that should represent the focus of the Farm over the next three years.

Priorities

- Programs and services
- Outreach and partnerships
- Financial sustainability
- Human resources
- Property and infrastructure
- Governance

To support the achievement of our objectives in these priority areas, we have identified the following strategies.

Strategies

- Program and service growth
- Program and service evaluation
- Partnerships
- Market assessment
- Research
- Revenue diversification
- Succession planning
- Infrastructure improvements
- Policy development
- Information management

While the proposed timelines within this document will be used as the starting point to develop the operational and financial plans for each year within the plan, priorities may change as the plan progresses and new priorities arise and old ones are achieved or become less relevant.

Vision, Mission and Values

Vision

WindReach Farm inspires, empowers and changes lives.

Mission

WindReach Farm strives to enrich the lives of persons of all ages with disabilities and/or special needs by providing opportunities to enjoy experiences in farming, nature, outdoor recreation and other activities and to share those experiences with family and friends.

Values

- Integrity/Ethics
- Professionalism
- Respect
- Compassion
- Quality
- Accessibility

Key Priorities and Strategies

Priority: Programs and Services

By the end of 2024, WindReach Farm strives to have returned to pre-pandemic participation levels in its programs and be well on its way to reaching capacity in all of our programs. We will be evaluating our programs to ensure they are structured to be both accessible and sustainable to all our potential participants, and most importantly that they are having the life-changing effect that we want all our participants to experience at the Farm.

Priority: Outreach and Partnerships

By the end of 2024, WindReach Farm will have a better handle on who our target market is, and how best to reach them. We will prioritize building partnerships in the community that ensure more participants are able to access our programs and to expand our capacity to grow and offer more services to participants of all abilities. We will endeavour to reach a more diverse audience through outreach to under-represented groups in the community.

Priority: Financial Sustainability

By the end of 2024, WindReach Farm will have grown program revenues in relation to expenses, and accumulated reserve funds to allow us to expand programs and update aging infrastructure as needed. We will support the WindReach Farm Foundation's 'Of Course We Can' campaign, and will strive to build multi-year partnerships to support operational costs. We will evaluate our program fee structure to ensure that fees increase to support increasing costs, but at a rate that does not make our programs inaccessible to our participants.

Priority: Human Resources

By the end of 2024, succession plans will be in place for all staff to ensure that we can maintain the high quality of programming we are known for continues when key individuals move on. We will evaluate our staff compensation model to ensure staff are fairly compensated, and revamp our volunteer recognition program to find more opportunities to recognize the tireless efforts of our dedicated volunteers. We will review how volunteers are trained and explore new volunteer roles to allow us to expand our offerings to participants and visitors.

Priority: Property and Infrastructure

By the end of 2024, WindReach Farm will have five-year capital and maintenance plans in place to ensure that the facilities used to deliver and grow our programs are adequately maintained and available as needed. We will endeavour to complete repairs of the barn and the main road, two elements of the Farm which are critical to our participants' ongoing access to, and enjoyment of, our programs and services.

Priority: Governance

By the end of 2024, WindReach Farm will have a complete policy suite in place to govern health and safety, human resources, corporate administration, operations, and financial management. We will have an information management plan in place to govern how information is gathered, handled, and stored. We will have a board recruitment process in place, as well as a succession plan for all officer positions.

Strategies

Program and service growth

Staff will determine program capacity and put plans and targets in place to reach capacity in all WindReach Farm programs within a three-year timeframe.

Program and service evaluation

All WindReach Farm programs that serve recurring weekly participants will conduct regular evaluations to measure the difference that our programs are making in the lives of our participants. Programs will then be adjusted accordingly.

Partnerships

Management will reach out to, and build partnerships with, organizations in the surrounding communities that support individuals of all abilities; as well as with organizations that can provide services (i.e. transportation) that can increase access to WindReach Farm programming for potential participants.

Market Assessment

WindReach Farm will partner with a marketing firm to complete a market assessment to determine who we should be serving (based on our mission) and where to find them, and develop a go-to-market plan to approach potential program participants we aren't currently serving.

Research

WindReach Farm staff and Board members will determine what research questions we need answered in order to better serve our participants and inform outreach initiatives.

Revenue Diversification

Multi-year partnerships will be sought to support operational and capital costs for ongoing programs and maintenance, as well as growth and expansion initiatives. New program and service fees and services will be explored to alleviate the Farm's dependence on donations, grants, and sponsorships.

Succession Planning

Staff job descriptions will be updated and potential successors will be identified. A gap analysis will be conducted for key roles to unearth where we may need to re-align compensation or training, and timelines for the replacement of staff nearing retirement will be established.

Infrastructure Improvements

Aging infrastructure, such as the barn and main road, will be repaired to ensure continued access to our programs and services. Capital and maintenance plans will be established to identify future projects before they become urgent, allowing time to fundraise.

Policy Development

All identified priority policies will be completed, ensuring the Farm is governed by a comprehensive suite of health and safety, human resources, corporate administration, operations, and financial management policies.

Information Management

An information management system will be implemented to ensure staff have clear guidelines for how to collect, handle, store, and dispose of information.