



WESTWIND

STRATEGIC PLAN

2018-2020

EMBRACE | EXPERIENCE | EXPLORE

DIVERSITY

COMMUNITY

NATURE



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Introduction

Westwind is a non-profit 529 acre camp, farm, and wilderness area set in the middle of the Cascade Head UN Biosphere Reserve on the Oregon coast. Westwind is home to Camp Westwind, the Northwest Outdoor Science School, workshops, events, and volunteer programs.

Where is Westwind headed? Drawing upon the completed goals of the previous strategic plan (2015-2017) along with a forward-looking perspective on the challenges ahead, the Westwind Board of Directors has approved the following Strategic Plan that will be steering big improvements to Westwind in the areas of **programs, organization, and assets**.

Area 1: Westwind Programs

Goal 1

Mission Alignment and Fiscal Stability: Develop and manage programs that achieve Westwind's mission and are fiscally sustainable with earned and philanthropic income.

Objectives

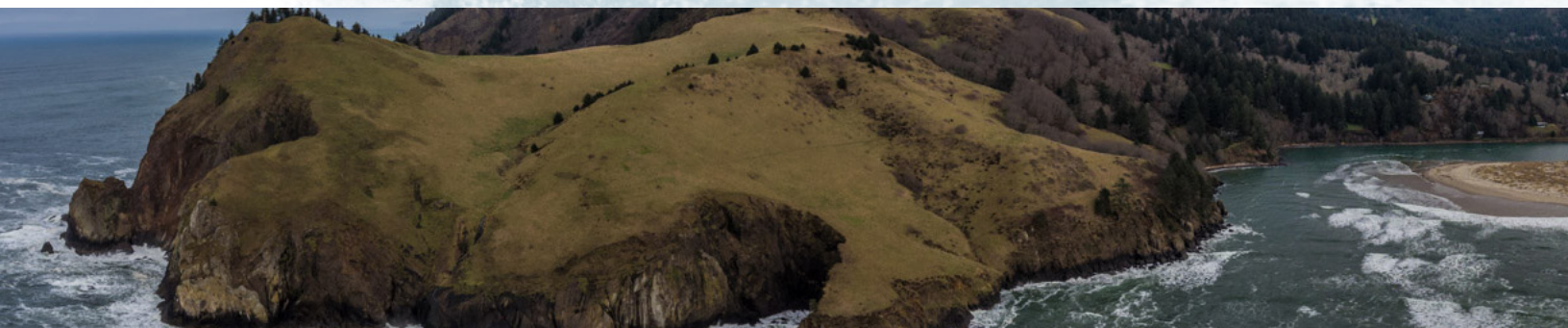
- O1.1 Develop "triple bottom line" for dashboard and for demonstrating impact and performance of organization.
- O1.2 Ensure stewardship education for all Westwind annual visitors.

Goal 2

History of the Organization and Knowledge of the Site: Ensure that all Westwind programs and informational materials instill in campers, guests, and staff a deep knowledge of Westwind's natural, cultural, and organizational history.

Objectives

- O2.1 Create two new arts and science programs similar to "Mushroom Camp".
- O2.2 Create Master Narrative for Westwind tied to Vision, Mission, and Westwind history; explain what we do and why.
- O2.3 Strengthen art and nature programming for summer camp through greater involvement of local/regional experts during staff training.
- O2.4 Double Teen Leadership Programs.



Area 2: Westwind Organization

Goal 3

Diversity: Increase Westwind's diversity of staff, board, campers, students, volunteers, and other stakeholders.

Objectives

- O3.1 Organize seasonal (4x/year minimum) cultural education activities, events, and trainings for staff and board.
- O3.2 The equity committee will lead multi-faceted outreach to local tribes.
- O3.3 Develop and implement an aggressive board recruitment plan.

Goal 4

A Culture of Stewardship: Create a robust community of current and future alumni, volunteers, partners, and donors.

Objectives

- O4.1 Launch "Westwind Stewardship Recognition" initiative, creating appropriate authentic events, activities, and acknowledgements that both celebrate and engage Westwind's many volunteers and donors.
- O4.2 Create alumni community and empower a core to be "ambassadors" and grow our existing alumni base.

Area 3: Westwind Assets

Goal 5:

Asset Planning with Core Values: Asset plans reflect a rigorous checking against core values, program priorities, and fundamental user needs.

Objectives

- O5.1 Complete "Westwind Design Guide" to clarify priorities vis a vis core values, design principles, etc.
- O5.2 Create a holistic, generative, and agile site plan (meshing with Master Narrative).

Goal 6:

Resource Security: Secure sustainable access to drinking water. Conserve and generate needed energy. Practice an ethos of self-reliance, low impact, and no waste. Integrate awareness of inevitable natural disasters into site planning and activities.

Objectives

- O6.1 Develop a Resource Conservation and Security Plan that can guide annual work plans, strategic planning, and ongoing operations.
- O6.2 Create 2020 Plan for Energy Independence.
- O6.3 Increase water storage and pressure for camp.





We dream that all children have access to wild and undeveloped landscapes and are allowed to discover the interconnection, complexity, and splendor of living in balance with natural systems.

Our mission is to **conserve the Westwind site in perpetuity; foster life-changing outdoor experiences** for all children, families, and groups; and **promote environmental stewardship** as a basis for sustainable living.

Westwind's future success relies on being a leader in getting **all children outside, connected to nature**, and **nurtured by the wisdom of many cultures, backgrounds, places and generations**.

Board & Executive Staff

Karen L. O'Connor, Chair
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Matt Barry, Board Member
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John Sanchez, Board Member
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Chena Weitzer, Board Member
Matthew Taylor, Executive Director

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Westwind Stewardship Group is a 501(c)(3) registered non-profit organization. To learn more, visit www.westwind.org.