

An aerial photograph of a coastal landscape. In the upper left, a river winds through a green, forested area. Below the river, a dense forest covers a hillside. At the bottom of the image, a sandy beach is visible, with waves crashing against the shore. The sky is filled with white, fluffy clouds. The text "OWESTWIND STRATEGIC PLAN" is overlaid in the center of the image.

OWESTWIND STRATEGIC PLAN

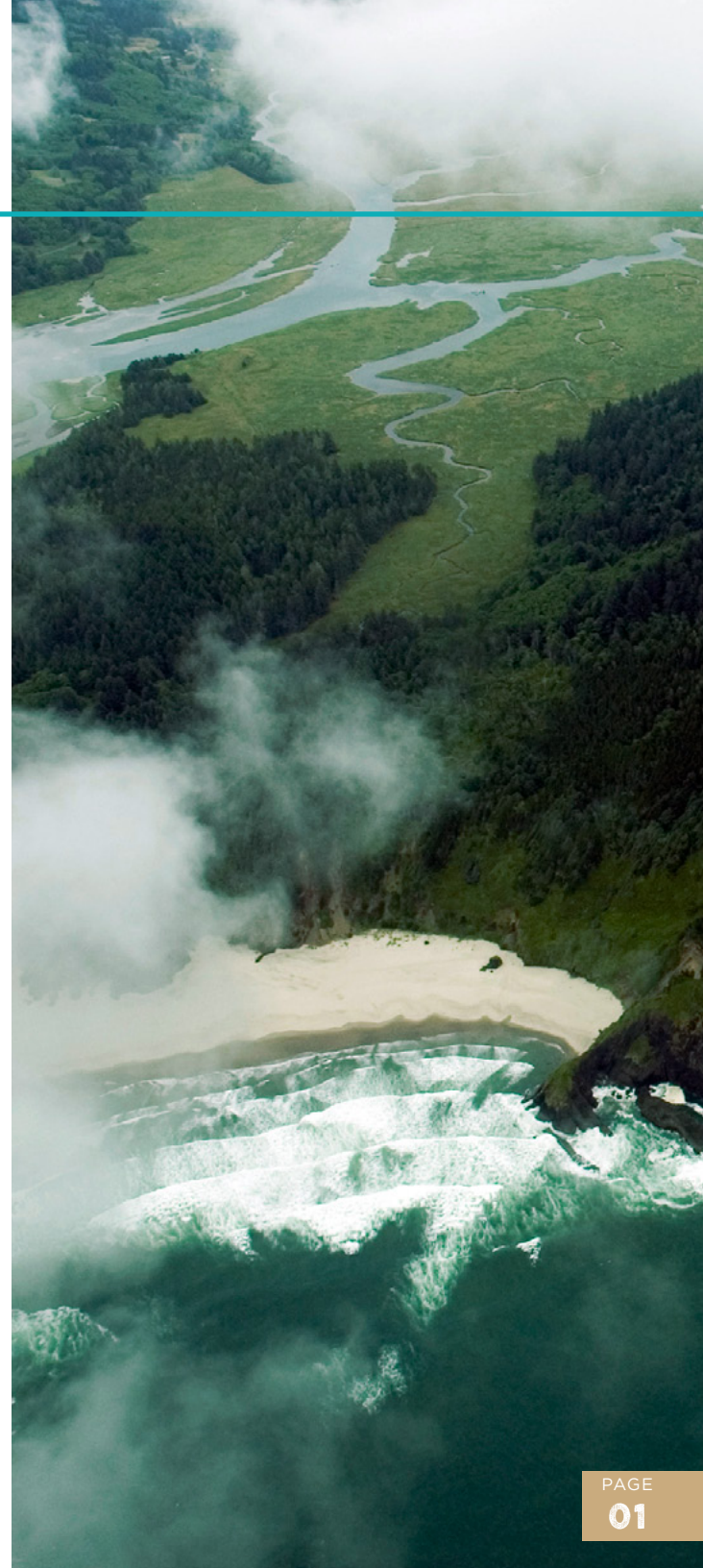
2015-2017

Executive Summary

ABOUT WESTWIND

Westwind was founded in 1937 by the YWCA of Greater Portland and is now operated by the Westwind Stewardship Group. Founded in 2004, the Westwind Stewardship Group is an organization of former campers, counselors and guests dedicated to permanently protecting the Westwind landscape and its use as an educational retreat and camp. In 2006, the Westwind Stewardship Group purchased the property and granted a permanent conservation easement over the entire site to Oregon, assuring that it will remain intact and largely wild forever.

Serving campers from around the Northwest, Westwind is located in Lincoln County and surrounded by over 10,000 acres of National Forest land. Westwind's 529 acre property includes a mile of pristine beachfront bordered by Oregon's recently designated Marine Reserve and over three miles of the Salmon River estuary in Lincoln County. Westwind is located 90 miles West of Portland, minutes from Lincoln City, and sits in the middle of the Cascade Head Scenic Research Area and the U.N. designated Cascade Head Biosphere Reserve. Westwind also has over 10 miles of trails, a 9 hole disc golf course, canoes & kayaks, and facilities to house 125 campers and students.



ABOUT WESTWIND

Westwind currently offers the following programs:

- Camp programs include the traditional 10 week summer camp and seasonal family camps.
- Stewardship programs include stewardship weekends, service learning projects and other volunteer opportunities.
- Workshops & Events are learning outreach experiences events that connect participants to the practical knowledge about sustainability, natural history and living lightly on the land.
- Rental program allows families, nonprofit organizations or private retreats/events (like weddings) to stay at Westwind in various accommodations for two or more nights (based on availability). Food service was brought back to Westwind in 2014 and is now available for all groups.



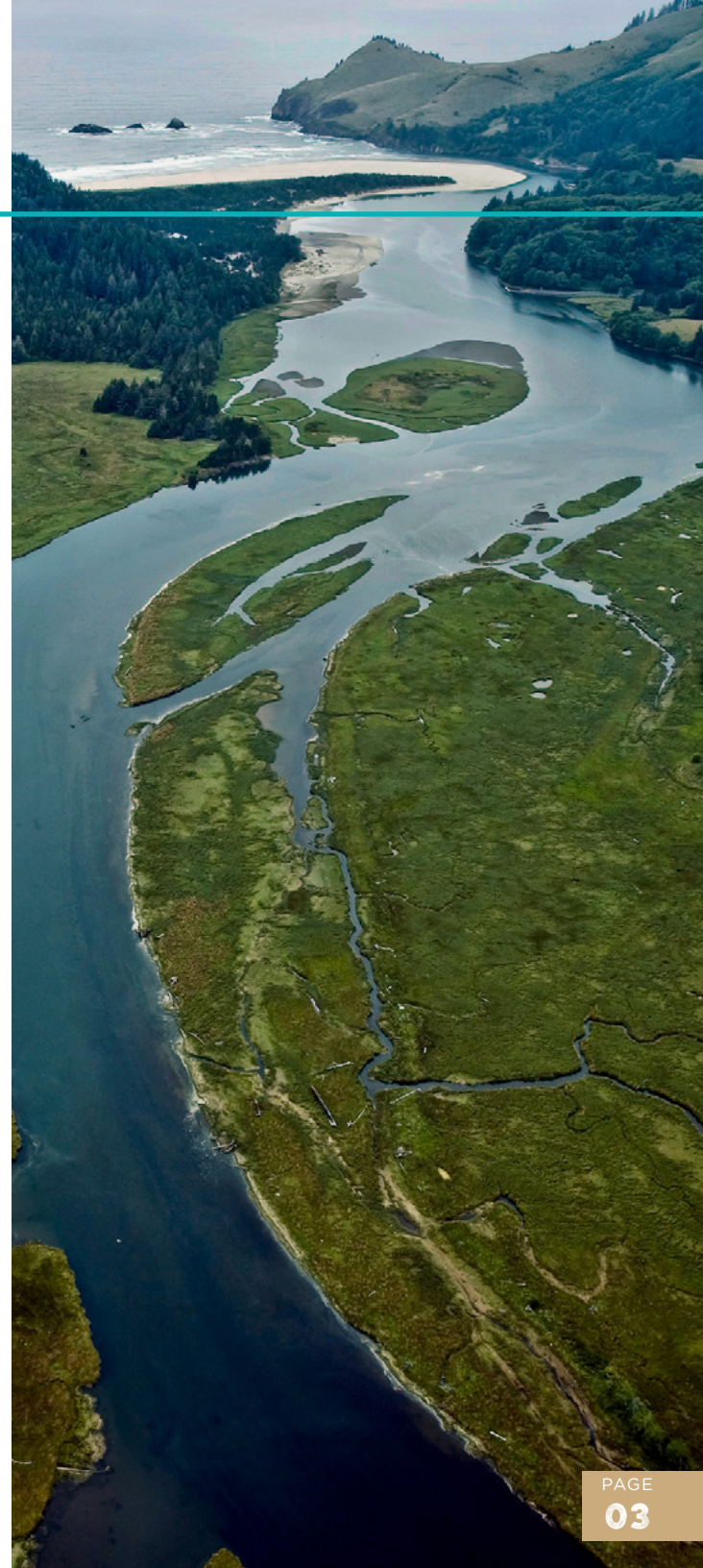
ABOUT WESTWIND

HISTORIC CHANGE & BUILDING A STRATEGIC PLAN FOR SUCCESS

In fall of 2013 the YWCA of Greater Portland turned its revered summer camp program over to the Westwind, believing that to be the best route to longterm stability and continued success of camp. Between 2006 and 2013, the YWCA leased the property to conduct its camp program, and the summer of 2014 marked the first Camp Westwind season under the Westwind Stewardship Group.

In 2014 the Westwind Stewardship Group successfully raised \$236,347 from foundations and individual donors, and helped cover the initial startup costs of transitioning the camp program and providing sufficient funds (\$79,295) for 2014 Campership recipients (167 total, averaging \$474.82 each).

At the conclusion of 2013, the Westwind Board of Directors initiated a Strategic Planning process to both follow up on previous planning initiatives and to address the historic shift in operations and business.



WESTWIND VISION & MISSION

WESTWIND VISION

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.

WESTWIND MISSION

The Westwind Stewardship Group's mission is to conserve the Westwind site in perpetuity; foster lifechanging outdoor experiences for all children, families and groups; and promote environmental stewardship as a basis for sustainable living.



STRATEGIC PLAN

The strategic plan was developed by the Westwind Board and executive staff, and incorporated input from Westwind fulltime and seasonal staff, Outdoor School leadership, and other key volunteers. The process officially kicked off the fall of 2013, following the 2013 Westwind Board Retreat. Members of Westwind's Executive Committee (comprising the officers of the Board) oversaw the planning process. The strategic planning process leaned heavily on a number of strategic plan models shared by both board members and Westwind staff. The final shape of the plan took the form of a planning matrix.

Below is a textual rendering of the core components; the matrix is included in the addendum, and it is still used by the board and staff as an easy online reference of the strategic plan and its process.

2015-2017 GOALS AND OBJECTIVES WITHIN WESTWIND'S THREE STRATEGIC AREAS

The goals and objectives are grouped in three strategic areas (Strategic areas are officially numbered for convenience and do not connote prioritization):

1. Assets - Westwind's built environment, including all trails, equipment, etc.
2. Organization - personnel, board, volunteers, and organizational culture
3. Programs - all official activities involving user groups (campers, students, guests, volunteers)



AREA 1: WESTWIND ASSETS

GOAL 1.1

Assets that teach: Westwind's buildings, trails, signs and general infrastructure are instruction tools unto themselves, supporting Westwind's mission, either by their function or by telling the story of their design, building and operation.

OBJECTIVES

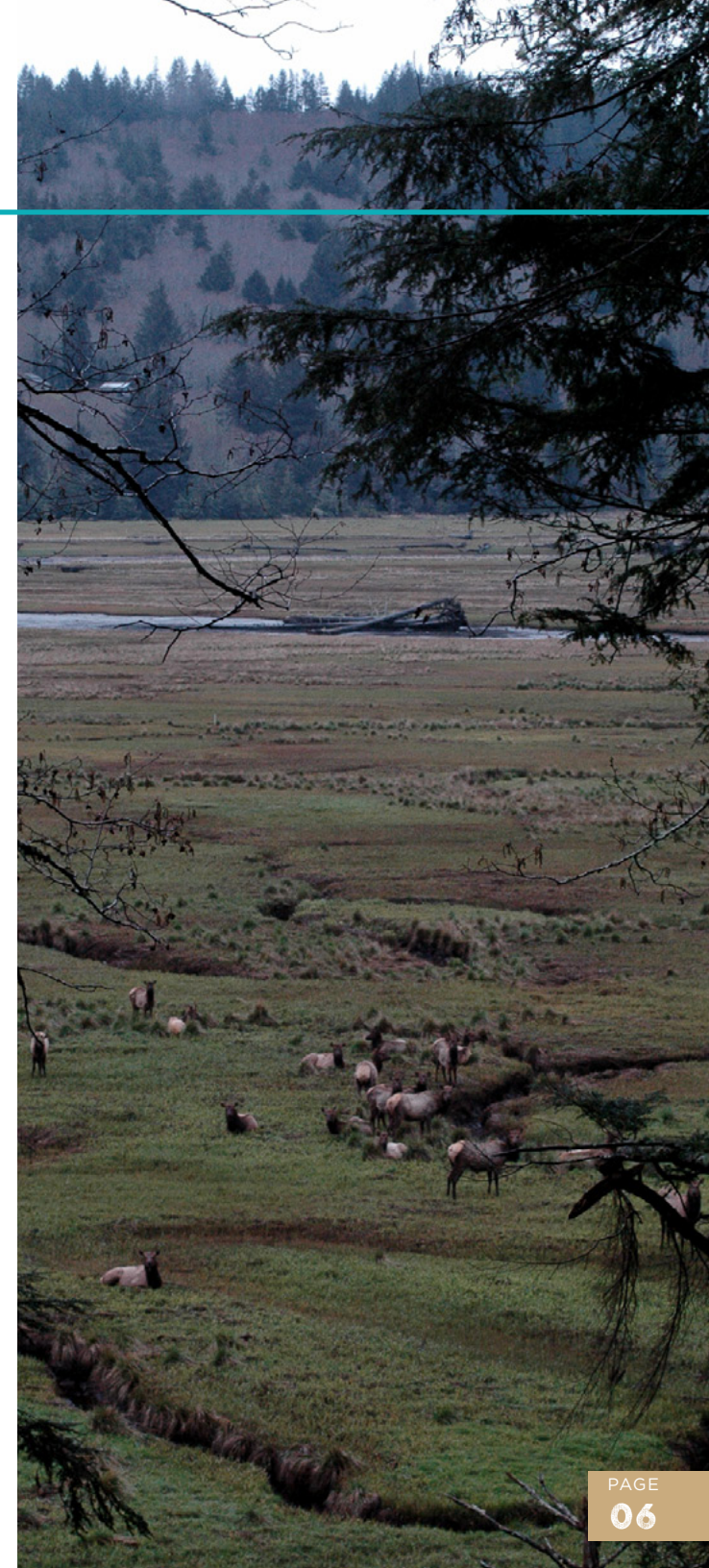
- 1.1 Construct community buildings that illustrate 'Buildings that Teach,' fulfills Health Center space needs, can generate further revenue, is easy to maintain and supports the mission.
- 1.2 Improve trail system with loops, signage/blazes, realignments and new trails that support mission, are easy to maintain, and support ongoing monitoring of biodiversity.
- 1.3 Build new cabin cluster (to replace one of the three existing groups) that is functional, sustainable and beautiful, enabling healthy and comfortable, 4 season use.

GOAL 1.2

Resource security: Westwind secures sustainable access to drinking water, conserves and even generates its own energy, and in general practices an ethos of self-reliance, low impact and no waste. Site planning and activities integrate awareness of inevitable natural disasters.

OBJECTIVES

- 1.4 Complete research for alternative energy sources and conservation measures at Westwind (including solar power).
- 1.5 Strengthen and formalize ongoing monitoring and restoration work, per Westwind Conservation Plan
- 1.6 Connect basalt well to camp



AREA 2: WESTWIND ORGANIZATION

GOAL 2.1

Increase diversity: define and improve Westwind's diversity of staff, board, camper, student, volunteer and other stakeholders.

OBJECTIVES

- 2.1 Define Diversity as it pertains to Westwind values, programs and organizational composition
- 2.2 Increase cultural/demographic diversity of Westwind board, staff and program participants

GOAL 2.2

Strong volunteer & donor culture: improve and increase volunteer/donor engagement, coordination and documentation of work accomplished/funds donated.

OBJECTIVES

- 2.3 Expand Westwind's Development capacity in order to appropriately raise funds
- 2.4 Improve and expand Westwind's volunteer opportunities, engagement, etc.



AREA 3: WESTWIND PROGRAMS

GOAL 3.1

Mission alignment and fiscal stability: Develop and manage programs that achieve Westwind's mission and are fiscally stable.

OBJECTIVES

- 3.1 At least 20% of campers in each summer session (youth and family) receive camperships
- 3.2 Develop communications and marketing plan to strengthen outreach of current and new Westwind programs
- 3.3 Strengthen partnership with Northwest Educational Service to support ongoing Outdoor School site needs/program development

GOAL 3.2

Strong Organizational History and Site Knowledge: Programs reflect a deep knowledge of Westwind's natural, cultural and organizational history.

OBJECTIVES

- 3.4 Enable staff to pass natural resource and cultural information to guests, campers and visitors in a variety of context
- 3.5 Strengthen and develop new assessment tools to determine program efficacy, mission achievement, fiscal stability and overall synergy
- 3.6 Integrate program insights from Ocean Stewardship and other pilot initiatives into Camp Westwind and other workshops/events at Westwind
- 3.7 Develop guiding principles for Westwind's signature programs & operations (site, food, events, etc.)



CONCLUSION

MEASURING SUCCESS AND STAYING FLEXIBLE

A repeated mantra throughout the strategic planning process was that the plan did not have to include everything we intend or want to do, but rather it should stay focused on what we must do in order to strengthen Westwind and achieve its mission. As such, we created a corresponding detailed action list and next steps, along with a “Strategic Plan Deadline Calendar” loaded into Westwind’s Google calendar. That calendar now operates as a functional project reminder and coordinating tool. The board will review progress of the Strategic Plan through Executive Committee meetings, working groups and board meetings.



Experience WESTWIND

