

Glenora Farm

Five Year Strategic Plan - Oct 2010 – Sept 2015

Revised - year two

Vision & Mission:

It is our endeavour to create an environment in which those who are in need of special care, and those who provide it, can relate to each other as companions, rather than as professionals and clients. Thus we make room for creativity and personal fulfillment in the context of each individual's privacy and spiritual freedom. In the way we live together, in the way we care for the land and in the things we make, we intend to uphold the ideals of Camphill, in which each contributes what he or she is able to, and receives in turn what he or she needs.

Strategic Initiatives & Goals:

- A. Physical Infrastructure
 - 1. Master Plan Development
 - 2. Adequate Workshop Space
 - 3. More residences
 - 4. More/enhanced non-residential buildings
 - 5. Create outdoor recreation space
- B. Education and Skill Development
 - 1. Expanded training for long-term volunteers
 - 2. Cooperation with other initiatives
 - 3. Strengthen workshop program
 - 4. Create Artisan Guild
- C. Agriculture
 - 1. Sufficient equipment
 - 2. Forest and field enhancements
 - 3. Adequate farm personnel
 - 4. Community rhythm integral to agriculture
 - 5. Increased processing and profitability
 - 6. Maximum companion involvement in agriculture
- D. Outreach and Resource Development
 - 1. Attract sufficient companions and coworkers
 - 2. Raise profile within Camphill community
 - 3. Consistent image presented to community at large
 - 4. Maximize outreach potential of Glenora Corners
 - 5. Steady revenue stream that exceeds operating expenses
 - 6. Special fundraising for targeted projects
 - 7. Launch endowment fund
- E. Internal structure
 - 1. Good governance
 - 2. Sustainable work/life balance
 - 3. Effective oversight and management of store/café
- F. Estate Management
 - 1. Safe, useable and pleasant outdoor / estate
 - 2. Safe Roads and Driveways
 - 3. Buildings Well-Maintained
 - 4. Adequate Planning and Support for Maintenance

A. Physical Infrastructure

Goals	Year 2 Objectives (Oct 2011 – Sept 2012)	5-Year Objectives (by Sept. 2015)
1. Master Plan Development	a. Coordination of the workspace, living space, locations, uses, cost	
2. Adequate Workshop Space	<ul style="list-style-type: none"> a. 100' Greenhouse + skin & accessories b. A food sorting & cleaning & a cooling unit facility c. Sawmill Office/ tea room d. Weavery upgrades e. Herb/Medicine workshop space f. Wood workshop g. Garden potting shed/storage h. processing kitchen i. Store/café improvements j. Candle Workshop k. Lapidary workshop 	<ul style="list-style-type: none"> l. Meat processing place (sausages)(with hand sink) m. Wood drying shed & roofed lumber stack n. Implement shed o. Piggery p. Weavery extension q. Maple syrup sugar shack r. Polebarn for cattle s. Chickenhouse – eggs production t. Meat birds production – frames u. Firewood workshop v. New Felting workshop (to free laundry room at Helios & Corwin) w. Willow products workshop
3. More/ enhanced residences	<ul style="list-style-type: none"> a. Complete the bunkhouse b. Storage for residences c. One holiday cabin d. Water well system at Helios & Corwin houses e. Wood burner Heating unit – Main house 	<ul style="list-style-type: none"> f. 1 new house g. Rental accommodations h. More holiday cabins
4. More/ enhanced non-residential buildings	<ul style="list-style-type: none"> a. Felting workshop (siding) b. Recycling / bikes storage c. Shelter for generator d. Estate / ground keeper, small tools & small power tools shed. e. Fuel shed f. Protection of Trillium – Walls and windows for the Agriculture educational & Community Cultural meeting centre 	<ul style="list-style-type: none"> g. Admin building: central adequate & professional h. Completion of Trillium centre i. A Outhouse j. More parking space
5. Create outdoor recreation space		<ul style="list-style-type: none"> a. Children Play centre b. Companion activities c. Community gathering space

B. Education and Skill Development

Goals	Year 2 Objectives (Oct 2011 – Sept 2012)	5-Year Objectives (by Sept. 2015)
1. Expanded training for long-term volunteers	<ul style="list-style-type: none"> a. One-year foundation program running, with curriculum developed and recognized by Camphill b. Biodynamic training program running, with curriculum developed and recognized by Camphill 	
2. Cooperation with other initiatives	<ul style="list-style-type: none"> a. Shared visioning and consciousness with other organizations, individuals and community groups b. Shared events/programming 	
3. Strengthen workshop program	<ul style="list-style-type: none"> a. Sufficient equipment and buildings 	<ul style="list-style-type: none"> b. Workshop leaders are focussed, long-term and enthusiastic c. Training workshops open to non-residents d. Workshops are profitable e. New workshops added that build on community resources and fill community needs
4. Create Artisan Guild		<ul style="list-style-type: none"> a. Training program b. Business model for companion involvement in profit sharing/use c. Trust Fund for special needs people to have vocational training and workshop opportunities d. Corporate partnerships for post-training vocational opportunities

C. Agriculture		
Goals	Year 2 Objectives (Oct 2011 – Sept 2012)	5-Year Objectives (by Sept. 2015)
1. Sufficient equipment	<ul style="list-style-type: none"> a. Garden: Tractor & attachments, hand tools, small manure spreader b. Mill: 1 chainsaws c. Pick-up truck 	<ul style="list-style-type: none"> d. Farm: butchering equipment, set-up for milking, haying equipment & combine e. Mill: winch mount, lumber arch
2. Forest and field enhancements	<ul style="list-style-type: none"> a. Garden: fences, irrigation b. Farm: fences, drainage & ditches c. Farm: lime 	<ul style="list-style-type: none"> d. Farm: irrigation e. Mill & Maple: woodlot management plan
3. Adequate farm personnel	<ul style="list-style-type: none"> a. One garden manager b. One farm manager 	c. Team of Three managers: garden, fields, forest
4. Community rhythm integral to agriculture	<ul style="list-style-type: none"> a. Community aware of farm events b. Community involved at key times 	
5. Increased processing and profitability	<ul style="list-style-type: none"> a. New products researched and developed (granola, horse biscuits) b. Increase in current products (maple syrup, herbs & teas, herb salts, weaving & felting, sawmill, meat, garden, willow, elderberry cordial, sauerkraut, woodcrafts) 	<ul style="list-style-type: none"> c. Grow a Willow patch by the Back garden d. \$2,000/month revenue from outside sales <ul style="list-style-type: none"> -Start CSA program -develop other markets to sale our food products
6. Maximum companion involvement in agriculture	<ul style="list-style-type: none"> a. Training program for companions developed and running 	a. Facilities and processing accessible to companions as appropriate

D. Outreach and Resource Development		
Goals	Year 2 Objectives (Oct 2011 – Sept 2012)	5-Year Objectives (by Sept. 2015)
1. Attract sufficient companions and coworkers	<ul style="list-style-type: none"> a. Continued maximum companion occupancy plus overflow/waiting list/inquiries b. Continued enough long-term coworkers for house and workshops c. Continue to have sufficient volunteers 	
2. Raise profile within Camphill community	<ul style="list-style-type: none"> a. Shared events b. Increased funding from Camphill Foundation 	c. Increased referrals for companions and coworkers
3. Higher profile in community at large	<ul style="list-style-type: none"> a. Recognized brand identity (new website, new logo, name, colour scheme, font, wording, imagery) b. Continue to maximize Outreach potential of Glenora Store & Café 	<ul style="list-style-type: none"> c. CD recording project – Handbells Ensemble d. DVD production on Glenora Farm
4. Steady revenue stream that exceeds operating expenses	<ul style="list-style-type: none"> a. Total annual donations of \$50,000 b. Extra mortgage payment made this year 	<ul style="list-style-type: none"> c. 100 annual pledge donors, including 20 at or above \$1,000/year d. Line of credit rarely used
5. Special fundraising for targeted projects		<ul style="list-style-type: none"> a. Strategic plan growth goals fully funded b. Capital campaign launched for new residences c. Bus for school drives & outings
6. Launch endowment fund		a. \$50,000 collected

E. Internal Structure

Goals	Year 2 Objectives (Oct 2011 – Sept 2012)	5-Year Objectives (by Sept. 2015)
1. Good governance	<ul style="list-style-type: none"> a. Written mandates of board, core group and co-workers b. Communications protocol: reporting procedure clarified 	
2. Sustainable work/life balance	<ul style="list-style-type: none"> a. Job Descriptions b. Guilt-free, collaborative culture (for resident coworkers) c. Working group develops plan to transition coordination of work duties and schedules from Marta to new person(s) d. Match of work assignments and individual skills/interests (especially for long-term co-workers) 	<ul style="list-style-type: none"> e. Pension plan
3. Effective oversight & management of store/café	<ul style="list-style-type: none"> a. Defined planning and reporting protocol that ensures accountability 	

F. Estate Management

Goals	Year 2 Objectives (Oct 2011 – Sept 2012)	5-Year Objectives (by Sept. 2015)
1. Safe, useable and pleasant outdoor / estate	<ul style="list-style-type: none"> a. Gates access maintained & added on b. Ongoing Lawns & landscaping c. Continued Farmer's maintenance responsibilities defined d. Exterior items disposed if not needed 	<ul style="list-style-type: none"> e. Health & safety f. Walking trails maintained & added on
2. Safe Roads and Driveways	<ul style="list-style-type: none"> a. Road signs maintained & replaced b. Road maintained 	<ul style="list-style-type: none"> c. People respect speed limits on and off the premises d. Road improved
3. Buildings Well-Maintained	<ul style="list-style-type: none"> a. Tenants' maintenance responsibilities listed and fulfilled 	<ul style="list-style-type: none"> b. Systems maintained by staff c. Preventative and routine maintenance done on non-residential buildings and storage facilities d. Regular tidying-up
4. Adequate Planning and Support for Maintenance	<ul style="list-style-type: none"> a. Continued- Short term & long term maintenance plan written b. Continue to establish Maintenance logs c. Sufficient Tools & equipment 	<ul style="list-style-type: none"> d. Sufficient technical and labour team e. Van acquired