



2024-2029

# Strategic Plan

Camp Gencheff

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## Strategic Planning Process

Strategic planning is, in its best form, a collaborative exploration and visioning exercise that allows the governing body – the Board – to set a clear direction with outcomes and measures of success that are practical and can be put into action under operations. The Executive Director then connects operations initiatives to the outcomes and reports to the Board against Board-identified measures of success.

In developing a multi-year plan, the Board and staff need to be clear on its foundation – Vision, Mission, Values/Principles – and gather information that can inform good decision-making.

Camp Gencheff’s Strategic Planning process focused on 5 key questions and the results of investigating each question:



The first working session with the Board and staff was used to revisit and update the Vision, Mission, Values/Principles, and begin to populate information in a SOAR analysis – identifying the internal perspectives on Camp Gencheff’s Strengths, Opportunities – in preparation for engaging with other key informants.

Key informants were engaged in a planning session that focused on gathering information needed by the Board while supporting and strengthening existing relationships. Expectations were managed so that all understood that the Board is responsible for the final decision for setting the outcomes or directions of Camp Gencheff but key informants provide necessary information and insights so the Board can make informed decisions.

In another session with the Board, Executive Director, and Director of Operations findings were considered while discussing potential outcomes. Narrowing down outcomes to an achievable and measurable list was challenging. Draft statements were developed to support the Board in setting final outcomes, aligning current operations, considering key tactics and activities, reflecting on identified potential outcomes, and begin the process of identifying the measures that connect the operations work to the strategic plan.

On May 22, 2024, the Board and senior staff met to finalize the outcomes statements and identify key metrics.

After the Board formally adopts the outcomes, the Director of Operations (as Acting Executive Director) will use the Strategic Plan to guide the operations work plan development for the coming year. The work plan and budget will identify the areas of focus for each year clearly showing where progress towards achieving outcomes can be expected. The Board will identify the final metrics for measuring progress and success for each outcome. The Executive Director role will collect information - measures – to report on the metrics identified by the Board.

## Our Foundation

### Vision

The Vision statement describes what good Camp Gencheff wishes to see in the world, knowing that they are one of many players in seeing this vision become reality. A Vision statement was identified early in the first session. The Consultant identified a more detailed statement based on the whole morning's session and offered both versions to Board and Staff in a survey following the session.

The statement that described the ultimate good that Camp Gencheff works towards is twofold. When working with others, Camp Gencheff's work most closely aligns with other who seek:

**“Improved quality of life for people living with disabilities.”**

Ultimately, Camp Gencheff Vision is a world where:

**“People living with disabilities are valued, accepted in their community, and participate in positive relationships.”**

### Mission

Camp Gencheff's Mission statement reflects the unique good Camp Gencheff brings to achieving the Vision.

**“Camp Gencheff delivers exceptional and diverse programming in a unique setting that helps foster growth and enriches the lives of people with disabilities.”**

## Values & Principles

The shared values and principles among the board and staff are intrinsic to an organization and can guide interactions with each other, partners, clients, and others outside of the organization. Values and Principles can also be used to support decision-making. We can always strive to do better but the statements we share are **not** aspirational but exist in the work of Camp Gencheff.

When stating and sharing these values and principles, Camp Gencheff acknowledges that they can, and should, be held accountable for them.

1. **Person-Focused:** We place the needs and preferences of individuals with disabilities at the forefront of everything we do. We are dedicated to creating programs and services that prioritize the well-being, empowerment, and positive experiences of our clients.
2. **Inclusivity:** Inclusivity is at the heart of Camp Gencheff. We celebrate and embrace the unique talents, perspectives, and experiences of individuals with disabilities.
3. **Positive Experiences:** We are committed to creating positive and enriching experiences for individuals with disabilities.
4. **Safe and Welcoming Environment:** We maintain a safe and welcoming environment that promotes trust, dignity, and comfort for individuals with disabilities, ensuring that everyone feels valued and respected.
5. **Adaptive and Flexible Approach:** We recognize the diverse needs and abilities of individuals with disabilities and adapt our programs and services accordingly. We embrace flexibility and innovation, constantly evolving to meet the changing needs and preferences of our clients.
6. **Exceptional Accessibility:** We are committed to providing exceptional accessibility. From physical accommodations to communication methods, we ensure that our programs and services are accessible to individuals with diverse abilities.

## Strategic Outcomes

The Strategic Outcomes adopted by the Board and implemented in Operations focus on the work of Camp Gencheff for the next five years (2024-2029).

### Facility Expansion for Programming Enhancement

#### 1. Increasing Service Capacity Through Infrastructure Growth

- **Camp Gencheff will be able to increase service offerings in an expanded space to better address community demand.**

### Transportation Services

#### 2. Ensuring Accessible Experiences through Dedicated Transportation Solutions

- **Current clients will have enriched experiences through increased access to offsite experiences and new clients will have access to programming with the provision of a dedicated transportation service.**

### Children's Programming Optimization

#### 3. Elevating Child-Focused Services

- **All children's programs will be enhanced through evidence-based optimizations, leading to measurable improvements in participant engagement and educational outcomes as reported in annual program evaluations.**

### Expansion of Adult Programming

#### 4. Advancing Quality of Life Through Skills Development Initiatives

- **Adult programming client enrolment will grow by 30% with enhanced social programming that include a focus on skills development to foster greater independence.**

### Impact Awareness

#### 5. Broadening the Reach: Communicating Camp Gencheff's Community Contributions

- **Camp Gencheff's initiatives and their impacts will be communicated effectively, resulting in a 25% increase in awareness and understanding among key stakeholder groups.**

### Supported Organizational Growth

#### 6. Investing in Our Team: Professional Development and Retention Strategies

- **A staff development and compensation program will be developed and implemented, aiming to retain staff year round and fill seasonal vacancies faster, thereby maintaining continuity and quality of service.**

#### 7. Strengthening Governance Structure

- **Ongoing Board governance renewal will be supported with documentation and processes to support accountability and clearly define and support board and operations roles.**

### Community-Based Funding Growth

#### 8. Strengthening Financial Foundations with Community Support

- **Funding from community-based sources will increase by 50%, reflecting stronger local support and investment in Camp Gencheff's mission work including programming.**