



Approved March 17, 2025

TROtt Inc. - Strategic Plan 2025 - 2029

VISION:

To grow as a center of excellence for therapeutic horseback riding and other equine-assisted programs that is recognized in our community and beyond.

MISSION:

To provide accredited therapeutic horseback riding and other equine-assisted programs that enhance the quality of life for persons with disabilities.

Objectives	Key Results	Initiatives
What do you want to achieve? (Strategy)	How will you know when you have achieved it? (Measurement by Outputs (activities/products completed), Outcomes (things changed) and Key Performance Indicators)	How are you going to achieve it? (Execution)
Evolve/grow the program to serve more participants	<ul style="list-style-type: none"> Riding program utilization increases from 60% to 100% capacity. EAL program utilization increases from 22% to 100% capacity. Program participation increases from 532 (3,784 encounters) to 708 unique clients (5,036 encounters). Community garden plots expand from 8 to 16. The required staff and volunteers are available to support the level of activity at the Ramsayville and Equidae sites. 	<ul style="list-style-type: none"> Recruit, train volunteers and staff. Diversify the EAL programming. <ul style="list-style-type: none"> Identify under-served populations and develop appropriate programming. Partner with agencies serving our clientele. Implement robust marketing and communications strategy to build participation Develop community garden program



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<p>Operate Ramsayville as a viable, accessible and growing location by 2029.</p>	<ul style="list-style-type: none"> • Ramsayville is CANTRA certified. • Welfare and meeting spaces meet the needs of TROtt's Ramsayville clients and staff. • The barn and paddocks can accommodate 20 horses. • The Ramsayville site is well maintained. 	<ul style="list-style-type: none"> • Complete annual capital improvements. • Develop partnerships for capital improvements and for programming. • Develop community gardens program. • Develop site maintenance program.
<p>Meet the expectations of clients, volunteers and donors.</p>	<ul style="list-style-type: none"> • Participants: <ul style="list-style-type: none"> ○ 100% are satisfied or very satisfied (survey) ○ 80% are meeting their goals (self-assessment) ○ 60 % of participants whose goals were met (evidence-based) • Volunteers: <ul style="list-style-type: none"> ○ 90% of volunteers are satisfied or very satisfied ○ 30% of new volunteers that are trained begin in the program ○ 70% annual volunteer retention rate • Donors: <ul style="list-style-type: none"> ○ Donor retention rate increases 25% annually 	<ul style="list-style-type: none"> • Strengthen internal and external communications. • Solicit expectations of clients and volunteers and implement continuous improvement in response. • Ensure changing client needs are understood by staff/volunteers. • Improve recognition initiatives for funders, volunteers, sponsors and donors. • Modernize IT processes including data management.
<p>Enhance TROtt Inc.'s capacity to deliver evidence-based therapeutic horseback riding and equine-assisted programs.</p>	<ul style="list-style-type: none"> • Evaluation Framework Enhancement: <ul style="list-style-type: none"> ○ At least one enhancement to the evaluation framework is completed and implemented. Findings are integrated into program development. 	<ul style="list-style-type: none"> • Create a Learning Agenda Working Group • Incorporate Evidence-Based Metrics



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	<ul style="list-style-type: none"> • Research Integration: <ul style="list-style-type: none"> ○ Findings from at least one research / quality improvement project per year are integrated into TROtt's programming. • Research Partnerships: <ul style="list-style-type: none"> ○ One new research partnership is added and/or an existing one expanded to augment TROtt's capacity for evidence-based practice. • Training & Certification: <ul style="list-style-type: none"> ○ 5% annual increase in the number of staff and volunteers completing certification, re-certification, training, or workshops. • TROtt's programs are eligible for health insurance coverage. 	<ul style="list-style-type: none"> • Increase Clinician Partnerships & Research Collaboration • Knowledge Dissemination & Training • Policy & Advocacy for Program Recognition • Stakeholder Engagement • Monitoring & Evaluation
Improve financial sustainability.	<ul style="list-style-type: none"> • By 2029 the capital campaign raises \$2 million. • By 2026 the TROtt Foundation Board has a full complement of Trustees with fundraising experience • Total revenues from fees, grants and donations increase annually. • The cropland and house are leased. • The Foundation's endowment fund has increased from January 2025 levels. 	<ul style="list-style-type: none"> • Strengthen the Foundation Board. • Launch a capital fundraising campaign. • Increase funding from multiple revenue streams – fees, grants, donations, fundraising activities. • Increase capacity for fundraising and donations, especially with respect to staffing, communications and IT infrastructure.