

# BUSINESS PLAN

Founded in 2012 with a passion for animal welfare, The Barefoot Ranch is committed to its mission of providing loving care and a safe home for equine.

## 2025



Phone:  
**204-801-6833**



Website:  
**[www.thebarefootranch.com](http://www.thebarefootranch.com)**





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



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# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



## Business Information

### Business Details

**Legal Business Name:** The Barefoot Ranch Inc.

**Operating Name:** The Barefoot Ranch

**Legal Land Description:** SE 15 17 2E, Teulon, MB R0C 3B0

**Physical Address:** 9108E Rd 98 N, Teulon, MB R0C 3B0

**Mailing Address:** PO Box 934, Teulon, MB R0C 3B0

**Email Address:** hello@thebarefootranch.com

**Phone Number:** (204) 801-6833

**Date Established:** June 2012

**Date Incorporated:** June 2016

**Became Registered Charity:** June 2023

**Manitoba Business Number:** 7315954

**Registered Charity Number:** 766352496 RC 0001

**Nature of Business:** Animal Welfare & Education

**Banking Information:** Access Credit Union, 76 Main St, Teulon, MB R0C 3B0

**Accountant:** Clayton Reece, Connected Accounting

**Insurance:** Henry Equestrian: Equine Commercial General Liability





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



## Business Description

The Barefoot Ranch is a registered charity that takes in horses and helps them live their best lives.

## Introduction

The Barefoot Ranch is a non-profit organization that takes in abandoned, abused, unwanted and neglected Equine, with an aim towards rehabilitation and rehoming. We provide a sanctuary for unadoptable equine to live out their lives. We also offer education to the public through 4H, horsemanship classes, riding lessons and petting zoo outreach. We also offer a Senior's Club where the elderly can come in and interact with our Equine and other animals.

## Vision

A world where every horse has their needs met and is treated with kindness, respect, and compassion regardless of their age, health, breeding, and abilities.

## Mission

Rescuing, rehabilitating and rehoming unwanted, abused, abandoned, and neglected horses, and providing long-term sanctuary to those who need it.

## Goals

**HELP** equines that come from unfortunate circumstances live their best lives through rescue, rehabilitation, and rehoming where possible, and to provide sanctuary at the ranch for life if necessary.

**RESTORE** respectful horsemanship and humane treatment of equines.

**EDUCATE** community members about equines, proper care and treatment of them, rescue work, horsemanship, and the inherent value of equines.





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



**GIVE** all equines the best quality care and the best chance at a good forever home.

**EMPOWER** our volunteers by training them and educating them about equine psychology, behaviour, and proper handling, enabling them to become advocates for equines.

**FOLLOW** natural horsemanship practitioners because we believe theirs is the best way to establish trust and respect in a way that equines understand.

**MENTOR** the next generation of horse rescuers and advocates.

**ENRICH** our community and its members through our rescue efforts and educational programs.

**FUNDRAISE** to ensure our long-term sustainability.

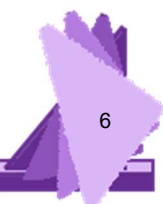
**COMMUNICATE** and tell our story and the stories of the equines we rescue.

**CONSULT** with experts as we can only be better when we know better.

**COMMIT** to undertake activities, ancillary and incidental, to the attainment of our mission.

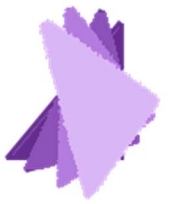
## Values

The Barefoot Ranch Horse is an inclusive organization who values and respects every individual and their unique gifts. We do not discriminate in any aspect of our operations based on race, color, national or ethnic origin, ancestry, age, religion or religious creed, disability or ability, sex or gender, gender identity and/or expression, sexual orientation, marital status, military or veteran status, genetic information, or any other characteristic protected under applicable local, provincial or federal law.





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



## Service Area

We do not shy away from travelling to help save a horse, this map shows locations where we have brought in horses in need.





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



## Our Story

Soon after moving to Teulon, our founder, Sherri Anderson, saw horses in the area in desperate need of help. Several situations arose that brought such horses to her, and she could not turn them away. Her initial idea was to rehabilitate horses and sell them to recoup expenses, saving nineteen from 2012 to 2019. But soon it became clear that was not a viable long-term plan.

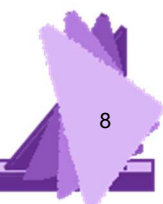
As a result, The Barefoot Ranch became an incorporated nonprofit and in 2023 was granted charitable status. Together with the support of donors, both individuals and businesses, we were able to rescue over seventy equines in 2023, including horses, donkeys, and mules. Going forward, we will continue to make a difference for equines and their owners in the decades to come.

In Canada, horse slaughter is very real, and unwanted horses can easily find themselves in the slaughter pipeline. There are many horrors that face them long before they end up at the slaughter plant. The slaughter process itself is also cruel and inhumane. No horse should be made to suffer these atrocities. We are here for every horse, donkey, and mule that we can help.

The Barefoot Ranch is located four miles North of Teulon, MB on a 120-acre parcel of land. It is well treed with both natural and manufactured water sources, making it the perfect place for horses. We are 100% volunteer based and every one of us is dedicated to ensuring the animals here are properly cared for and know how much they are loved and valued. We are like a family and absolutely love what we do and the animals we do it for. Our approach to animal welfare is informed by our goals and values.

## Beliefs

We believe that no horse should be without a home. We believe that no horse should be mistreated or go without their basic needs. We believe that every life has





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



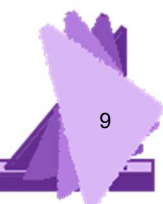
value and that horses tell us when they no longer wish to be here. We assess a horse's quality of life with the Five Freedoms. If a horse is no longer experiencing the five freedoms, it is time to give them the last act of kindness.

## Five Freedoms

1. Freedom from Hunger and Thirst.
2. Freedom from Discomfort.
3. Freedom from Pain, Injury or Disease.
4. Freedom to Express Normal Behaviour.
5. Freedom from Fear and Distress.

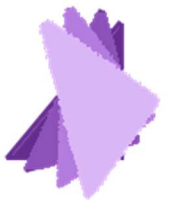
## The Team

- President & Founder: Sherri Anderson
- Vice President: Nicole Milette
- Secretary: Robyn Sul
- Treasurer: Shelly Courney
- Trainer: Jacob Courtney

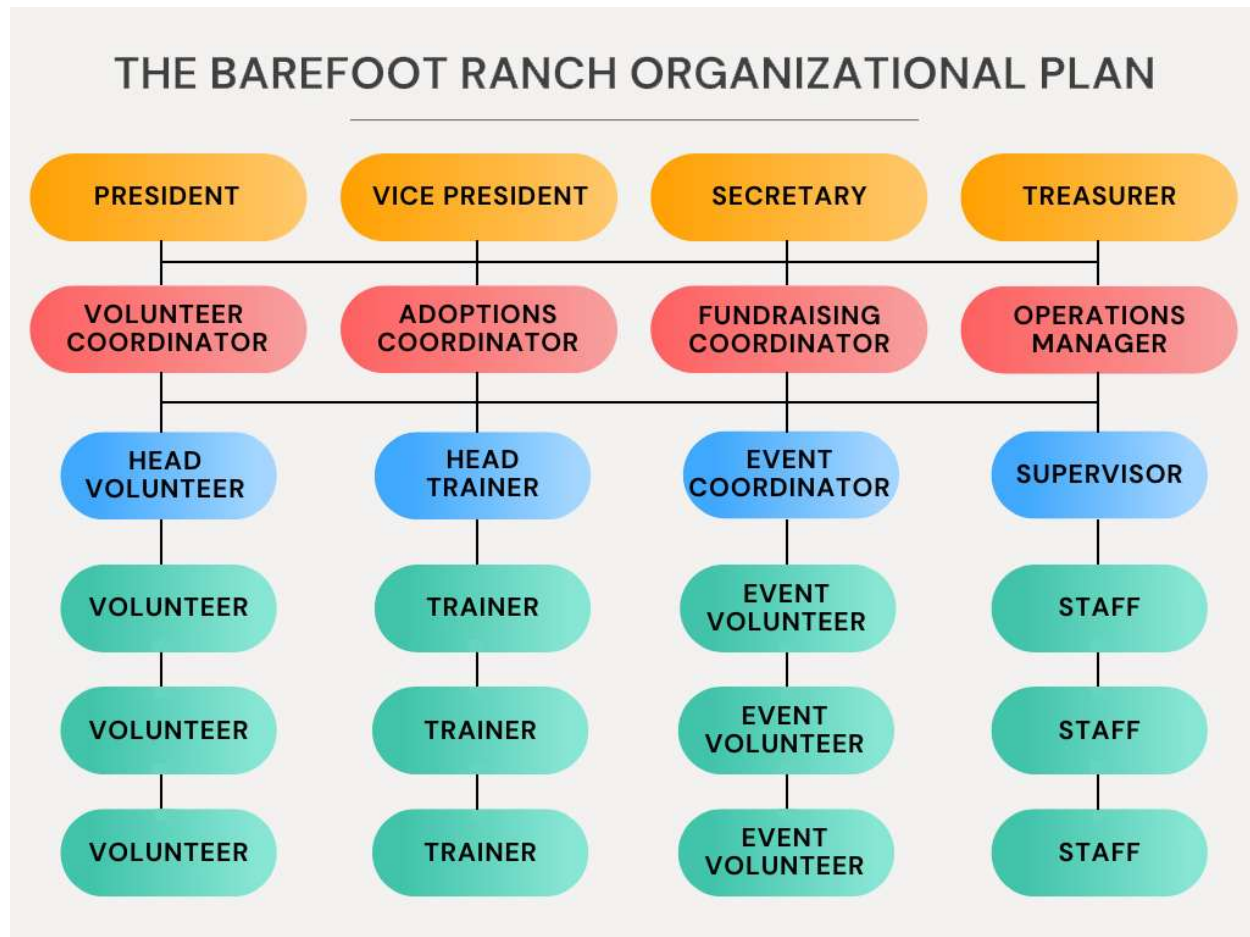




# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



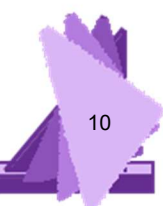
## Organization Structure



## Roles and Responsibilities

### Board of Directors

**Mission:** Through personal and direct participation as a volunteer of Director level staff, provide The Barefoot Ranch the operational leadership, expertise, time, and effort required to fulfill its mission of rescuing and rehabilitating horses while providing young people and adults with a unique personal growth opportunity.





# The Barefoot Ranch Horse Rescue & Sanctuary

## Business Plan



**Responsibility:** Provide personal expertise, time and effort in board meetings and assigned duties that assure The Barefoot Ranch's ability to provide an effective facility, process and environment for horse rescue and rehabilitation while providing people with a safe but challenging opportunity for personal growth.

**Member Profile:** Members and select volunteers who individually and as a team are committed to provide The Barefoot Ranch with the expertise, time and effort required to fulfill its Mission. Individuals who appreciate the unique opportunity for personal growth through hard work and education while learning the care, enjoyment, and love of horses.

**Structure:** President, Vice President, Secretary and Treasurer.

### President

**Mission:** To provide operational leadership, expertise, and knowledge required to sustain its mission of rehabilitation focused rescue services and a haven for unwanted horses while maintaining a unique opportunity for personal growth and equine education for area youth and adults.

### Responsibilities:

1. Maintains financial records using Quick Books
2. Ensure all income receipts are recorded and issued.
3. Tracks all donors and donations.
4. Sets, meets, and reports fundraising goals to operating and executive board.
5. Oversees all programs.
6. Oversees all intake and adoptions.
7. Oversees all training initiatives.
8. Plans and implements all social media communications.
9. Administration of all software and hardware
10. Ensure all documentation is kept up to date.
11. Ensure feed is ordered as needed.
12. Ensure all supplies are ordered as needed.





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



**Profile:** The President must have a love of horses and children. A bachelor's degree with 5 years executive level management, Product Management and Web Development background, knowledge of social media and statistics, and a knowledge of fiscal management, fundraising, and organizational skills.

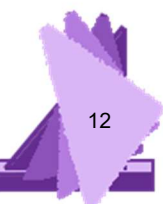
## Vice President

**Mission:** To provide operational leadership, expertise, and knowledge required to sustain its mission of rehabilitation focused rescue services and a haven for unwanted horses while maintaining a unique opportunity for personal growth and equine education for area youth and adults.

### Responsibilities:

1. Maintains financial records using Quick Books
2. Ensure all income receipts are recorded and issued.
3. Tracks all donors and donations.
4. Sets, meets, and reports fundraising goals to operating and executive board.
5. Oversees all programs.
6. Oversees all intake and adoptions.
7. Oversees all training initiatives.
8. Plans and implements all social media communications.
9. Administration of all software and hardware
10. Ensure all documentation is kept up to date.
11. Ensure feed is ordered as needed.
12. Ensure all supplies are ordered as needed.
13. Is in charge in absence of the President.

**Profile:** The Vice President must have a love of horses and children. A bachelor's degree with 5 years executive level management, Product Management and Web Development background, knowledge of social media and statistics, and a knowledge of fiscal management, fundraising, and organizational skills.





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



## Secretary

**Mission:** To provide operational leadership, expertise, and knowledge required to sustain its mission of rehabilitation focused rescue services and a haven for unwanted horses while maintaining a unique opportunity for personal growth and equine education for area youth and adults.

### Responsibilities:

1. Maintains schedule and ensures all activities are up to date.
2. Schedules all meetings and ensure everyone necessary is invited.
3. Assist with Administrative duties.
  - a. Help Maintain records for horses.
  - b. Take care of all secretarial duties
  - c. Assist in updating farm database and website.
4. Organize and post monthly program schedules.
5. Support basic care of horses in residence.
6. Aid in Horse Rehabilitation Plans.
7. Arrange community outreach and speaking engagements.
8. Aid in fundraising.

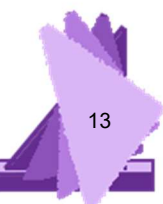
**Profile:** A love and knowledge of horses and children is necessary. A minimum of 5 years experience to include an emphasis in horse care, business, recordkeeping, secretarial and organizational skills.

## Treasurer

**Mission:** To provide operational leadership, expertise, and knowledge required to sustain its mission of rehabilitation focused rescue services and a haven for unwanted horses while maintaining a unique opportunity for personal growth and equine education for area youth and adults.

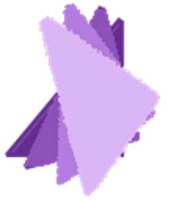
### Responsibilities:

1. Maintains financial records using Quick Books
2. Ensure all income receipts are recorded and issued.





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



3. Tracks all donors and donations.
4. Sets, meets, and reports fundraising goals to operating and executive board.
5. Support basic care of horses in residence.
6. Aid in Horse Rehabilitation Plans.
7. Aid in Fundraising

**Profile:** A love and knowledge of horses and children is necessary. A minimum of 5 years experience to include an emphasis in horse care, business, record keeping, bookkeeping, accounting, and organizational skills.

## Officers

### Volunteer Coordinator

**Mission:** To provide operational leadership, expertise, and knowledge required to sustain its mission of rehabilitation focused rescue services and a haven for unwanted horses while maintaining a unique opportunity for personal growth and equine education for area youth and adults.

### Responsibilities:

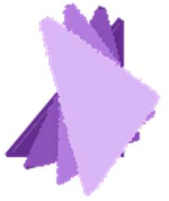
1. Monitor the Volunteer email box.
2. Process volunteer application applications.
3. Arrange volunteer orientations.
4. Train and supervise all volunteers.
5. Schedule volunteers for all events and clean up days.
6. Write and execute callouts for new volunteers.
7. Arrange and coordinate volunteer appreciation efforts.

**Profile:** A love and knowledge of horses and children is necessary. A minimum of 2 years experience to include an emphasis in horse care, business, record keeping, people management, and organizational skills.





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



## Adoptions Coordinator

**Mission:** To provide operational leadership, expertise, and knowledge required to sustain its mission of rehabilitation focused rescue services and a haven for unwanted horses while maintaining a unique opportunity for personal growth and equine education for area youth and adults.

### Responsibilities:

1. Monitor the adoptions and foster mailboxes.
2. Process adoption and foster applications.
3. Arrange for pick up and drop off horses.
4. Arrange for initial meeting between person and horse.
5. Check in on adopters and fosters monthly.
6. Match horses with persons.
7. Write and execute all callouts for adopters and fosters.

**Profile:** A love and knowledge of horses and children is necessary. A minimum of 2 years experience to include an emphasis in horse care, record keeping, problem solving, and organizational skills.

## Fundraising Coordinator

**Mission:** To provide operational leadership, expertise, and knowledge required to sustain its mission of rehabilitation focused rescue services and a haven for unwanted horses while maintaining a unique opportunity for personal growth and equine education for area youth and adults.

### Responsibilities:

1. Find and apply for all grants applicable to us.
2. Track and follow up on all grants applied for
3. Monitor fundraising mailbox.
4. Plan and execute all fundraising efforts.



# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



5. Plan and execute all fundraising events.
6. Keep statistics and report on each fundraiser.
7. Communicate with the volunteer coordinator to ensure we have all needed volunteers for events.

**Profile:** A love and knowledge of horses and children is necessary. A minimum of 2 years experience to include an emphasis in fundraising, grant applications, record keeping, and organizational skills.

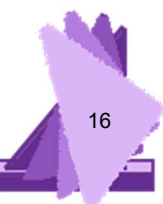
## Event Coordinator

**Mission:** To provide operational leadership, expertise, and knowledge required to sustain its mission of rehabilitation focused rescue services and a haven for unwanted horses while maintaining a unique opportunity for personal growth and equine education for area youth and adults.

### Responsibilities:

1. Schedule and plan all events both on and off the ranch.
2. Communicate with the volunteer coordinator to ensure we have all volunteers needed for events.
3. Communicate with the Operations Manager to ensure the facilities are ready for all events.
4. Organize setup and cleanup for all events.
5. Ensure all events are running smoothly.
6. Keep statistics for all events held.

**Profile:** A love and knowledge of horses and children is necessary. A minimum of 2 years experience to include an emphasis in horse care, business, record keeping, people management, and organizational skills.





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



## Community Liaison

**Mission:** To education the community about our mission of rehabilitation focused rescue services and a haven for unwanted horses while maintaining a unique opportunity for personal growth and equine education for area youth and adults.

### **Responsibilities:**

1. Develop a communications plan for educating the public about the ranch.
2. Creation of all materials to assist with your communication plan, ensuring you receive approvals from the Board of Directors.
3. Communicate with the media regarding TBFR happenings.
4. Complete mailings for communication plan.
5. Communicate with seniors to set up programs and facilitate.
6. Support others as needed.

**Profile:** A love and knowledge of horses and children is necessary. A minimum of 2 years experience to include an emphasis in horse care, business, record keeping, people management, and organizational skills.

## Staff

### Operations Manager

**Mission:** To provide operational leadership, expertise, and knowledge required to sustain its mission of rehabilitation focused rescue services and a haven for unwanted horses while maintaining a unique opportunity for personal growth and equine education for area youth and adults.

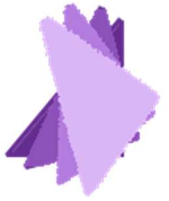
### **Responsibilities:**

1. Ensure the facility is running smoothly.
2. Communicate with the volunteer and fundraising coordinator to ensure facility is ready for the events.
3. Ensure all feed and supplies are on premises to care for the animals.





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



4. Manage and organize all employees and volunteers.
5. Ensure all needed repairs are completed.
6. Ensure the facility is clean and cared for
7. Ensure all operational tasks are organized and completed.

**Profile:** A love and knowledge of horses and children is necessary. A minimum of 2 years experience to include an emphasis in horse care, business, record keeping, people management, and organizational skills.

## Head Volunteer

**Mission:** To provide operational leadership, expertise, and knowledge required to sustain its mission of rehabilitation focused rescue services and a haven for unwanted horses while maintaining a unique opportunity for personal growth and equine education for area youth and adults.

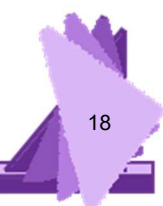
### Responsibilities:

1. Communicate with the volunteer coordinator about new volunteers.
2. Be present for and participate in all volunteer orientation meetings.
3. Train all new volunteers
4. Be shadowed by all volunteers until they can work alone.
5. Communicate with the volunteer coordinator on volunteer needs.

**Profile:** A love and knowledge of horses and children is necessary. A minimum of 2 years experience to include an emphasis in horse care, business, record keeping, people management, and organizational skills.

## Head Trainer

**Mission:** To provide operational leadership, expertise, and knowledge required to sustain its mission of rehabilitation focused rescue services and a haven for unwanted horses while maintaining a unique opportunity for personal growth and equine education for area youth and adults.





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



## **Responsibilities:**

1. Responsible for all training efforts on animals at the ranch
2. Ensure all animals are worked with on a regular basis.
3. Ensure all animals are assessed daily.
4. Communicate all farrier and vet needs to the Operations Manager
5. Track and record all training efforts in Salesforce.
6. Ensure all animals records are kept up to date.
7. Work with volunteers on proper grooming and handling techniques.

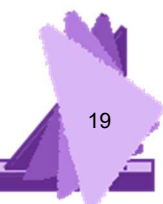
**Profile:** A love and knowledge of horses and children is necessary. A minimum of 2 years experience to include an emphasis in horse care, horse training, record keeping, people management, and organizational skills.

## **Supervisor**

**Mission:** To provide operational leadership, expertise, and knowledge required to sustain its mission of rehabilitation focused rescue services and a haven for unwanted horses while maintaining a unique opportunity for personal growth and equine education for area youth and adults.

## **Responsibilities:**

1. Supervise all employees of The Barefoot Ranch
2. Communicate all employee needs to the Operations Manager
3. Track all employee hours.
4. Monitor employee performance and ensure disciplinary actions are completed.
5. Ensure all employee records and paperwork are kept up to date.
6. Write and execute all requests for new volunteers.
7. Keep and report on all employee statistics.





# The Barefoot Ranch Horse Rescue & Sanctuary

## Business Plan



**Profile:** A love and knowledge of horses and children is necessary. A minimum of 2 years experience to include an emphasis in horse care, business, record keeping, people management, and organizational skills.

### Trainer

**Mission:** To assist leadership in sustaining its mission of rehabilitation focused rescue services and a haven for unwanted horses working with area youth and adults.

### Responsibilities:

1. Responsible for training all assigned animals.
2. Ensure all assigned animals are worked with daily.
3. Ensure all assigned animals are assessed daily.
4. Communicate all farrier and vet needs to the Operations Manager
5. Track and record all training efforts in Salesforce.
6. Ensure all assigned animals records are kept up to date.
7. Work with volunteers on proper grooming and handling techniques.
8. Ensure all tools and equipment used are put away when done with it.

**Profile:** A love and knowledge of horses and children is necessary. A minimum of 2 years experience to include an emphasis in horse care, horse training, record keeping, people management, and organizational skills.

### Volunteer

**Mission:** To assist leadership in sustaining its mission of rehabilitation focused rescue services and a haven for unwanted horses working with area youth and adults.

### Responsibilities:

1. Responsible for completion of all assigned tasks
2. Communicate any needs and concerns to the Head Volunteer
3. Ensure your volunteer records are kept up to date.



# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



4. Ensure all tools and equipment used are put away when done with it.

**Profile:** Strong organization skills, team player, excellent work ethic. Mentorship by an experienced volunteer.

## Event Volunteer

**Mission:** To assist leadership in sustaining its mission of rehabilitation focused rescue services and a haven for unwanted horses working with area youth and adults.

### Responsibilities:

1. Responsible for completion of all assigned tasks
2. Communicate any needs and concerns to the Head Volunteer
3. Ensure your volunteer records are kept up to date.
4. Ensure all tools and equipment used are put away when done with them.
5. Setup and clean up for all events.

**Profile:** Strong organization skills, team player, excellent work ethic. Mentorship by an experienced volunteer.

## Staff

**Mission:** To assist leadership in sustaining its mission of rehabilitation focused rescue services and a haven for unwanted horses working with area youth and adults.

### Responsibilities:

1. Responsible for completion of all assigned tasks
2. Communicate any needs and concerns to the Supervisor.
3. Ensure your records are kept up to date.
4. Ensure all tools and equipment used are put away when done with them.
5. Ensure hours are recorded properly.



# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



**Profile:** A love and knowledge of horses and children is necessary. Strong organization skills, team player, excellent work ethic.

## Member Code of Ethics

### I. PURPOSE

The purpose of the Member Code of Ethics is to provide a set of guidelines for upholding ethical practices and behaviours and ensuring the highest level of integrity in relationships among Members, and between Members and the volunteers of The Barefoot Ranch.

### II. SCOPE OF APPLICATION

Acceptance and adherence to the Member Code of Ethics is a requirement for continued membership in The Barefoot Ranch.

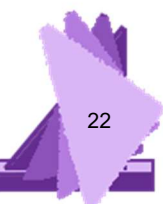
### III. TENETS

#### A. Individual Conduct

Interactions by Members must reflect the Barefoot Ranch's lofty standards for ethical behaviour including fairness, openness, honesty, integrity, equality, and dignity and are respectful of the opinions of others. While respecting that there are many differing viewpoints within the animal welfare spectrum, the conduct and language of Members when engaged in matters related to the Barefoot Ranch must be free from any discrimination or harassment prohibited by the Human Rights Code.

#### B. Member Responsibilities

Members are encouraged to play a role in the governance of the Society, including through active participation in and attendance of general meetings of the Society. Members are also expected to be positive and active ambassadors for the Barefoot Ranch in the community.





# The Barefoot Ranch Horse Rescue & Sanctuary

## Business Plan



### C. Relations Among Members

Members must strive to engage in an open, respectful, and collaborative manner with the Board of Directors, members of Board committees, and other Members. They are expected to seek clarity of intention and mutual understanding by engaging in direct, respectful communication, with sensitivity to and tolerance of differing perspectives, ideas, and opinions.

### D. Relations with Volunteers

Members must treat volunteers of the Society professionally and respectfully, recognizing the right of volunteers to a workplace free from harassment and discrimination.

### E. Communications

Only the Board Chair or designate may speak on behalf of the Board and on behalf of the Barefoot Ranch. A Member shall not speak or make representations on behalf of the Board or The Barefoot Ranch.

## IV. BREACH OF CODE OF ETHICS

Integrity, honesty, and trust are essential elements of the Barefoot Ranch success. A Member who breaches this Member Code of Ethics is subject to sanction, which may include, but is not limited to, cancellation of their membership in the Barefoot Ranch.

Any Member who knows or suspects that a breach of this Member Code of Ethics has occurred has a responsibility to report it to the Board Chair.





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



## History

**2012** – Moved to the Property at 9108E Rd 98N, Teulon & Rescued our first horses Rockstar and Romeo

**2013** – Rescued our second team of horses Rahsta and Ramba

**2014** – Successful rehomed Rahsta and Ramba

**2016** – Registered our Business Name and Incorporated

**2021** – Rescued Leroy and Primrose & held our first fundraising event

**2023** – Received Registered Charity Status

**2024** – Chief Veterinary Office seized animals from the ranch

**2025** – Animals were returned by Court of King's Bench

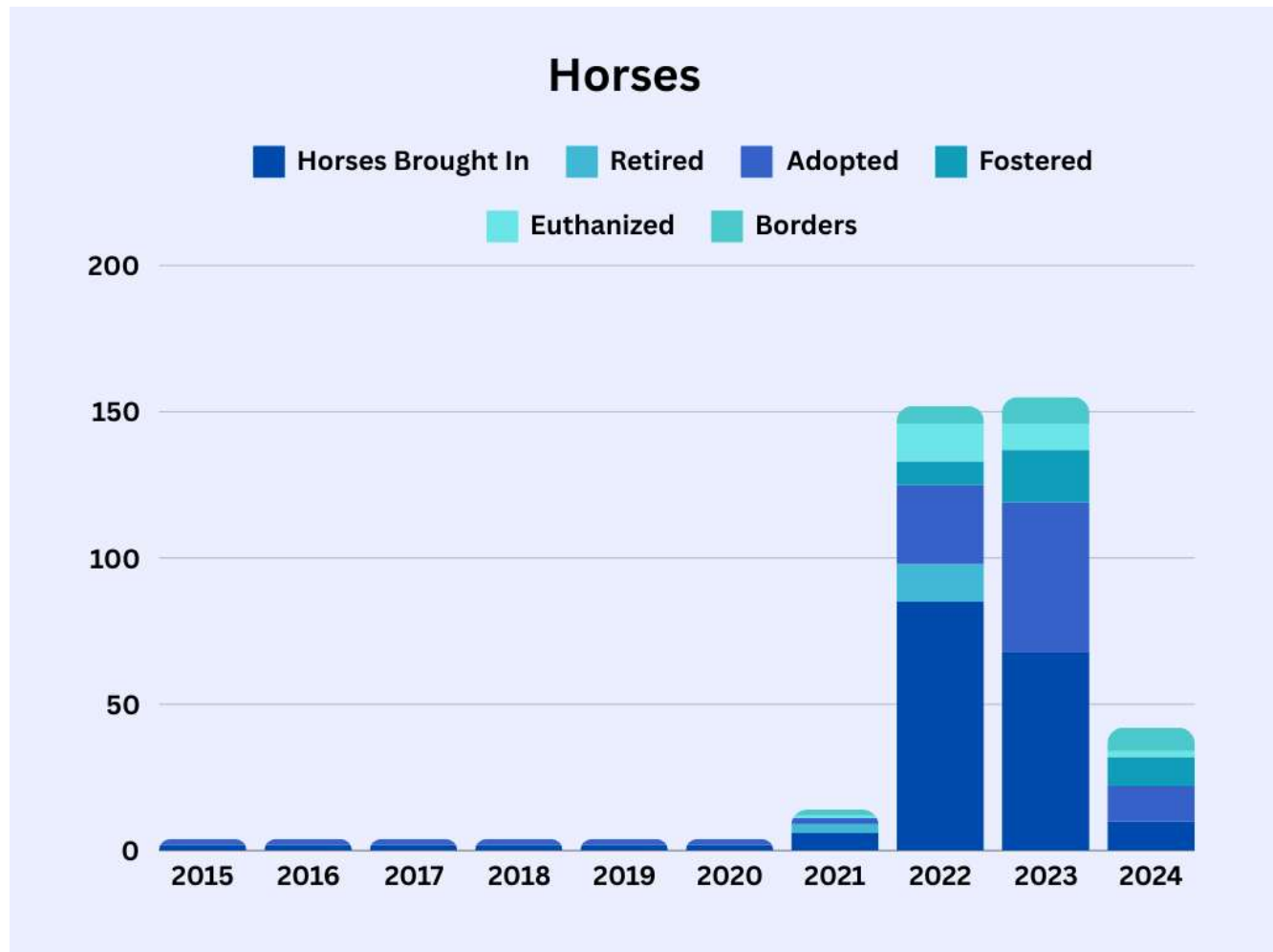




# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan

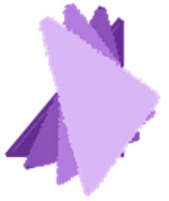


## Historic Performance

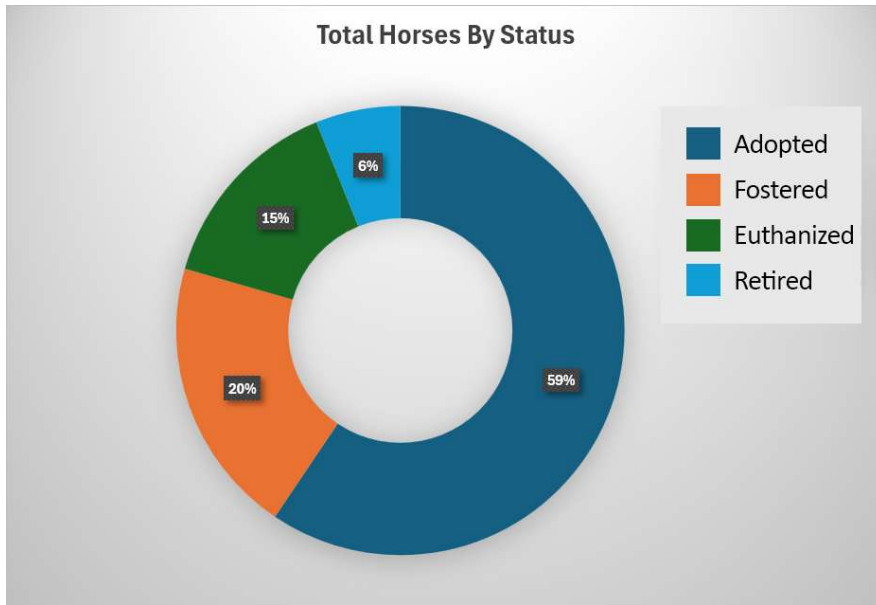




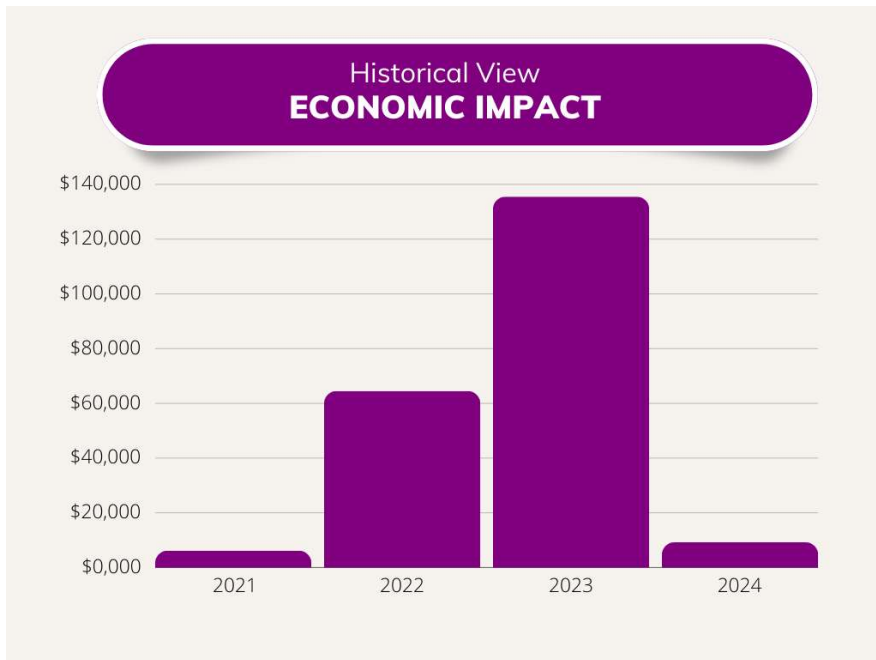
# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



## Total Horses by Status



## Economic Impact

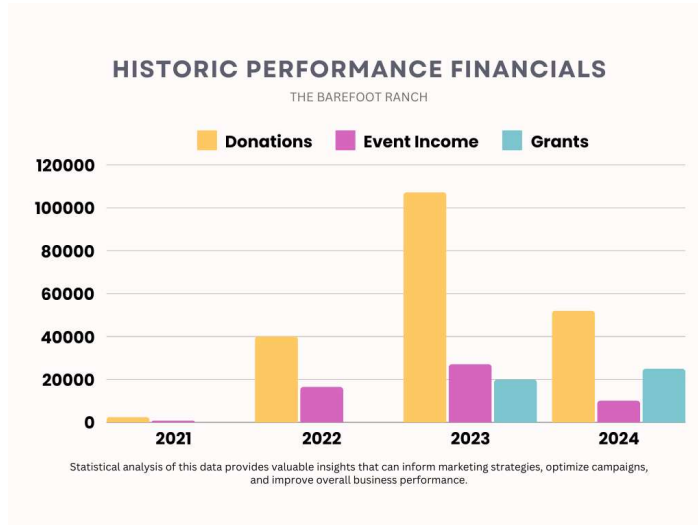




# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



## Historic Performance Financials



## Historic Financials

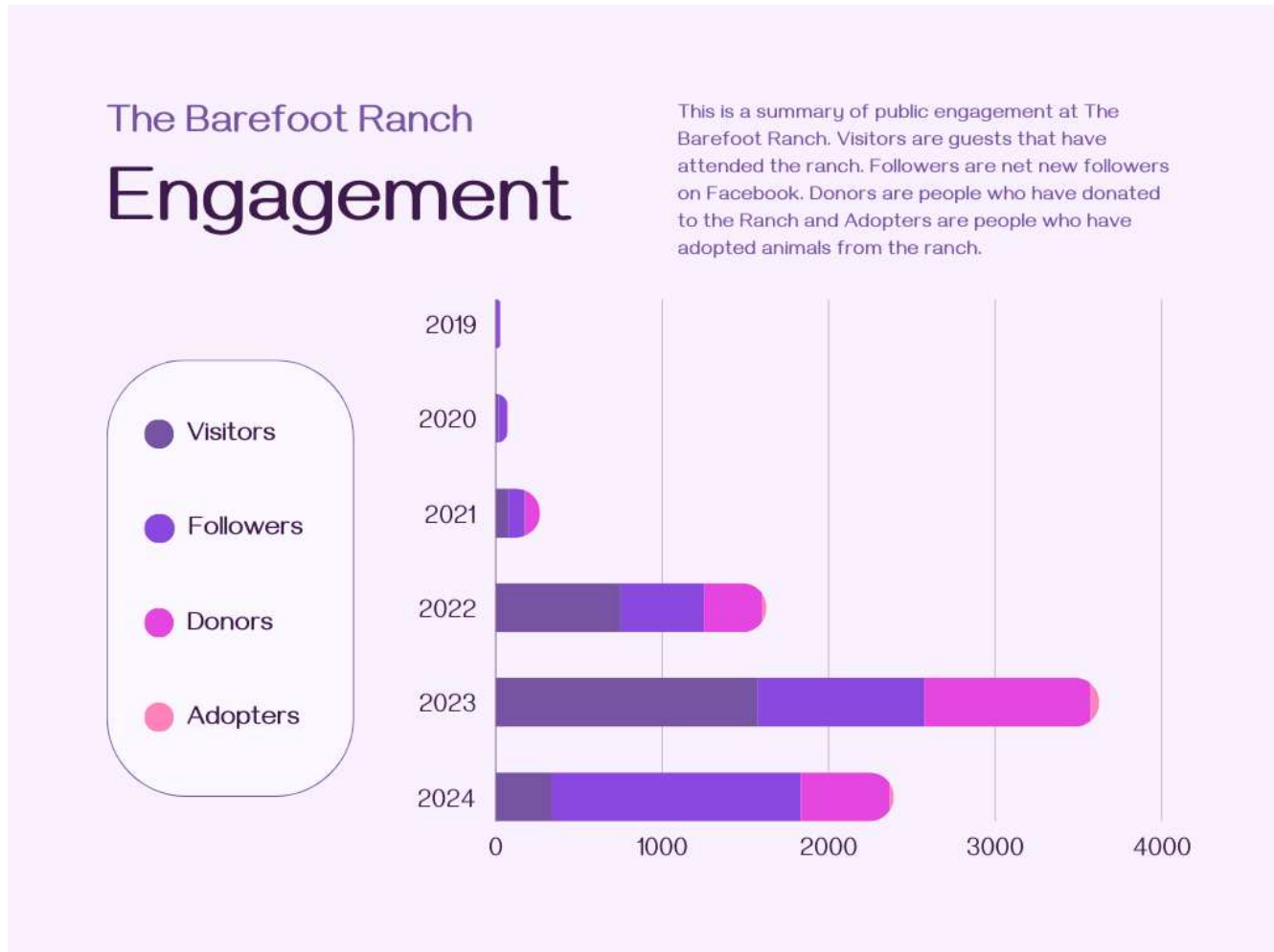
Historical Financials													
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Donation Income													
Individuals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$842.96	\$33,118.80	\$90,889.12	\$54,852.63
Businesses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Major Donors	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Donation Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$842.96	\$33,118.80	\$90,889.12	\$54,852.63
Other Revenue													
Program Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$515.00
Product Sales	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,333.51	\$1,210.00	\$0
Grants/Foundations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,245.00	\$25,000.00
Fundraiser Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,715.00	\$10,176.76
Event Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,502.12	\$16,554.94	\$11,389.46	\$0
Adoption Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,300.00	\$21,725.00	\$14,915.00
Boarding Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,400.00	\$3,200.00	\$6,800.00
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,188.04	\$56,707.25	\$154,373.58	\$112,259.39
Expenses													
Feed	\$3,360.00	\$3,396.00	\$3,396.00	\$3,396.00	\$3,396.00	\$3,396.00	\$3,396.00	\$3,396.00	\$3,396.00	\$2,970.56	\$23,225.19	\$75,564.04	\$38,274.19
Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,990.54	\$4,140.56	\$2,392.89
Vet	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,558.88	\$12,769.13	\$7,022.68
Farrier	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,015.00	\$5,581.30	\$2,830.00
Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$830.23	\$5,299.81	\$15,832.41	\$6,551.37
Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,265.75	\$9,006.24	\$14,186.33	\$9,515.38
Administration	\$0	\$0	\$0	\$0	\$300.00	\$50.00	\$50.00	\$50.00	\$50.00	\$1,018.91	\$6,899.69	\$11,778.32	\$6,593.05
Advertising	\$0	\$0	\$0	\$0	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00	\$355.02	\$4,184.74	\$7,058.27	\$3,290.64
Events	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$668.49	\$1,613.93	\$7,098.45	\$326.75
Utilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$372.16	\$452.72	\$716.54	\$1,583.46
Total Expenses	\$3,360.00	\$3,396.00	\$3,396.00	\$3,396.00	\$3,921.00	\$3,671.00	\$3,671.00	\$3,671.00	\$3,671.00	\$7,481.12	\$59,246.74	\$154,725.35	\$78,380.41
Profit/Loss	-\$3,360.00	-\$3,396.00	-\$3,396.00	-\$3,396.00	-\$3,921.00	-\$3,671.00	-\$3,671.00	-\$3,671.00	-\$3,671.00	-\$3,293.08	-\$2,539.49	-\$351.77	\$33,878.98
Capital Projects													
Barn	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tractor	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Horse Trailer	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,300.00



# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



## Historical Engagement

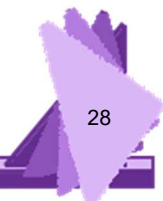


## Current State

### Capacity

We are licensed for 50 Units.

- 10 Equine Permanent Residents
- 5 Horses in training





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan

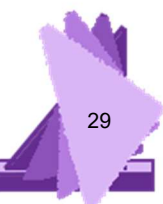


- 5 ponies in training
- 3 donkeys
- 3 mules
- 1 llama
- 1 alpaca
- 2 cows
- 2 sheep
- 2 goats
- 2 turkeys
- 2 geese
- 10 ducks
- 20 chickens
- 2 rabbits
- 2 dogs
- 6 cats
- 5 fish

If we are at maximum capacity, we will need to adopt/foster out an animal to intake a new one.

## Property

- 120 acres of land
- Land is divided into several paddocks:
  - Large Pasture
    - 80 acres
    - 40 acres of natural shelter
    - 1 Large dugout fed by natural spring.
    - 3 water troughs

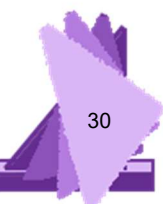




# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



- Can be closed off for winter pen.
  - 7 round bale feeders
- Small pasture
  - 30 acres
  - 20 acres of natural shelter
  - 1 manufactured shelter
  - 1 Small dugout fed by rainwater.
  - 5 water troughs
  - 4 round bale feeders
- Corral
  - 1000 square feet
  - 1 large shelter
  - 1 water trough
  - Open with ability to spin up 6 box stalls if needed.
  - 1 round bale feeder
- Corral side pen – large.
  - 12x12 feet
  - 1 water trough
- Corral side pen – small.
  - 6 x 10 feet
  - 1 water trough
- North-west corral pen
  - 20 x 20 feet
  - 1 water trough
- Pony pasture
  - 2 acres
  - 1 man-made shelter
  - 10 large deciduous trees for shelter





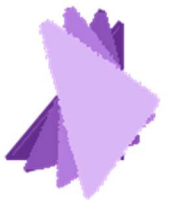
# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



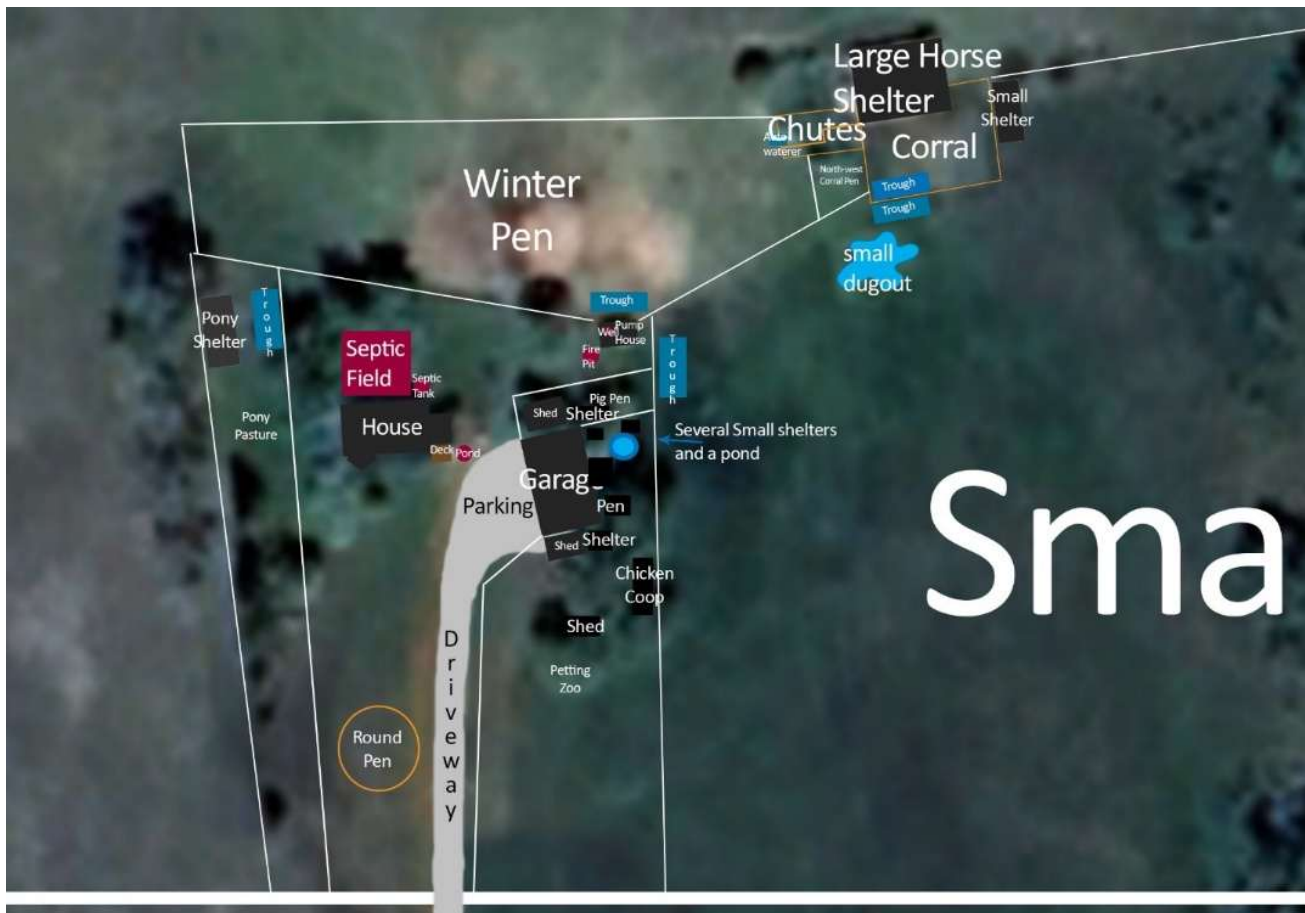
- 3 water troughs
- Sheltered on two sides.
- Ability to divide into three pens if needed.
- 2 round bale feeders
- Round pen/quarantine area
- 16 feet round
- 1 water trough
- Petting Zoo
  - 2 acres
  - 12 shelters of all sizes
  - 2 large trees for additional shelter
  - 2 round bale feeders
  - 2 water troughs
  - 2 heated buckets
  - 1 pond
  - 2 pools
  - 4 bird waterers
  - Ability to divide into three pens if needed.
- Pig pen
  - 1 acre
  - 2 manufactured shelters
  - 1 large tree for added shelter.
  - 1 water trough
  - Ability to divide into two pens if needed.
- Common Area can be made into a pen if needed.
  - 20 x 20 feet
  - 1 water trough
  - 1 large tree for shelter



# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



- Back yard can be made into a pen if needed.
  - 20 x 40 feet
  - 1 water trough
  - 3 large trees for shelter
  - Fully sheltered on two sides



## Products & Services

- Adoption Program – we offer our animals for adoption for people looking for a valued companion and provide them with their forever home and loving care for the rest of their lives.



# The Barefoot Ranch Horse Rescue & Sanctuary

## Business Plan



- Foster Program – we offer our animals as foster animals to responsible individuals who can care for animals on their property and wish to help us socialize and train them for future adoption.
- Surrender Program – we take in equine and other farm animals regardless of their age, health, or other detriments.
- Rescue Program – we offer ourselves to the community to round up and rescue loose, abused, abandoned, and neglected animals.
- Horse Rehabilitation Program - Horses that arrive at The Barefoot Ranch go into a rehabilitation program conducted by our trainers and volunteers. We teach them to trust, enjoy interacting with people, and work with them. Some are trained under saddle or on a cart, it all depends on the horse.
- Community Education & Awareness – we offer several programs to the public to help them learn about horses and other animals. We also teach them how to interact with animals. We are always open to new opportunities to give back to the community.
  - Public Tours
  - Open Houses
  - Field Trips
  - Team Building Events
  - Camps
  - 4H
  - Senior's Club
  - Horsemanship Lessons
  - Riding Lessons
  - Petting Zoo Outreach



# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



## Future Planning

### Projected Performance / Financials

	Historical Financials									
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Donation Income</b>										
Individuals	\$125,000.00	\$135,000.00	\$145,000.00	\$155,000.00	\$165,000.00	\$175,000.00	\$185,000.00	\$195,000.00	\$205,000.00	\$215,000.00
Businesses	\$10,000.00	\$20,000.00	\$30,000.00	\$40,000.00	\$50,000.00	\$60,000.00	\$70,000.00	\$80,000.00	\$90,000.00	\$100,000.00
Major Donors	\$10,000.00	\$20,000.00	\$30,000.00	\$40,000.00	\$50,000.00	\$60,000.00	\$70,000.00	\$80,000.00	\$90,000.00	\$100,000.00
<b>Total Donation Income</b>	<b>\$145,000.00</b>	<b>\$175,000.00</b>	<b>\$205,000.00</b>	<b>\$235,000.00</b>	<b>\$265,000.00</b>	<b>\$295,000.00</b>	<b>\$325,000.00</b>	<b>\$355,000.00</b>	<b>\$385,000.00</b>	<b>\$415,000.00</b>
<b>Other Revenue</b>										
Program Fees	\$22,500.00	\$23,500.00	\$24,500.00	\$25,500.00	\$26,000.00	\$27,000.00	\$27,500.00	\$28,000.00	\$28,500.00	\$29,000.00
Product Sales	\$1,300.00	\$1,500.00	\$1,700.00	\$1,900.00	\$2,100.00	\$2,300.00	\$2,500.00	\$2,700.00	\$2,900.00	\$3,100.00
Grants/Foundations	\$20,000.00	\$30,000.00	\$40,000.00	\$50,000.00	\$60,000.00	\$70,000.00	\$80,000.00	\$90,000.00	\$100,000.00	\$110,000.00
Fundraiser Income	\$15,000.00	\$19,000.00	\$23,000.00	\$27,000.00	\$31,000.00	\$35,000.00	\$39,000.00	\$43,000.00	\$47,000.00	\$51,000.00
Event Income	\$12,000.00	\$13,000.00	\$14,000.00	\$15,000.00	\$16,000.00	\$17,000.00	\$18,000.00	\$19,000.00	\$20,000.00	\$21,000.00
Adoption Income	\$30,000.00	\$40,000.00	\$50,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00
<b>Total Revenue</b>	<b>\$245,800.00</b>	<b>\$302,000.00</b>	<b>\$358,200.00</b>	<b>\$414,400.00</b>	<b>\$460,100.00</b>	<b>\$506,300.00</b>	<b>\$552,000.00</b>	<b>\$597,700.00</b>	<b>\$643,400.00</b>	<b>\$689,100.00</b>
<b>Expenses</b>										
Feed	\$94,400.00	\$94,400.00	\$94,400.00	\$94,400.00	\$94,400.00	\$94,400.00	\$94,400.00	\$94,400.00	\$94,400.00	\$94,400.00
Supplies	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00
Vet	\$14,000.00	\$16,000.00	\$17,000.00	\$18,000.00	\$19,000.00	\$20,000.00	\$21,000.00	\$22,000.00	\$24,000.00	\$25,000.00
Farrier	\$6,000.00	\$7,000.00	\$8,000.00	\$9,000.00	\$10,000.00	\$11,000.00	\$12,000.00	\$13,000.00	\$14,000.00	\$15,000.00
Maintenance	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
Travel	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
Administration	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
Advertising	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
Events	\$16,000.00	\$16,000.00	\$16,000.00	\$16,000.00	\$16,000.00	\$16,000.00	\$16,000.00	\$16,000.00	\$16,000.00	\$16,000.00
Utilities	\$5,400.00	\$5,400.00	\$5,400.00	\$5,400.00	\$5,400.00	\$5,400.00	\$5,400.00	\$5,400.00	\$5,400.00	\$5,400.00
<b>Total Expenses</b>	<b>\$174,300.00</b>	<b>\$177,300.00</b>	<b>\$179,300.00</b>	<b>\$181,300.00</b>	<b>\$183,300.00</b>	<b>\$185,300.00</b>	<b>\$187,300.00</b>	<b>\$189,300.00</b>	<b>\$192,300.00</b>	<b>\$194,300.00</b>
Profit/Loss	\$71,500.00	\$124,700.00	\$178,900.00	\$233,100.00	\$276,800.00	\$321,000.00	\$364,700.00	\$408,400.00	\$451,100.00	\$494,800.00
<b>Capital Projects</b>										
Barn	\$50,000.00	\$100,000.00	\$150,000.00	\$200,000.00	\$200,000.00	\$300,000.00	\$0.00	\$0.00	\$0.00	\$0.00
Tractor	\$15,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Horse Trailer	\$0.00	\$20,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
UTV	\$4,000.00	\$4,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Riding Arena	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$350,000.00	\$0.00	\$0.00	\$0.00
Upgrade Fencing	\$0.00	\$0.00	\$0.00	\$0.00	\$25,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Shelters	\$0.00	\$0.00	\$25,000.00	\$30,000.00	\$50,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Truck	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$80,000.00	\$0.00	\$0.00
<b>Savings</b>										
Savings	\$2,500.00	\$700.00	\$3,900.00	\$3,100.00	\$1,800.00	\$21,000.00	\$14,700.00	\$328,400.00	\$451,100.00	\$494,800.00



# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



## Strategic Action Plan

Strategic Action Plan					
	2025	2026	2027	2028	2029
<b>Donation Income</b>					
Individuals	\$125,000.00	\$135,000.00	\$145,000.00	\$155,000.00	\$165,000.00
Businesses	\$10,000.00	\$20,000.00	\$30,000.00	\$40,000.00	\$50,000.00
Major Donors	\$10,000.00	\$20,000.00	\$30,000.00	\$40,000.00	\$50,000.00
Program Fees	\$22,500.00	\$23,500.00	\$24,500.00	\$25,500.00	\$26,000.00
Product Sales	\$1,300.00	\$1,500.00	\$1,700.00	\$1,900.00	\$2,100.00
Grants/Foundations	\$20,000.00	\$30,000.00	\$40,000.00	\$50,000.00	\$60,000.00
Fundraiser Income	\$15,000.00	\$19,000.00	\$23,000.00	\$27,000.00	\$31,000.00
Event Income	\$12,000.00	\$13,000.00	\$14,000.00	\$15,000.00	\$16,000.00
Adoption Income	\$30,000.00	\$40,000.00	\$50,000.00	\$60,000.00	\$60,000.00
<b>Total Revenue</b>	<b>\$245,800.00</b>	<b>\$302,000.00</b>	<b>\$358,200.00</b>	<b>\$414,400.00</b>	<b>\$460,100.00</b>
<b>Capital Projects</b>					
Barn	\$50,000.00	\$100,000.00	\$150,000.00	\$200,000.00	\$200,000.00
Tractor	\$15,000.00	\$0.00	\$0.00	\$0.00	\$0.00
Horse Trailer	\$0.00	\$20,000.00	\$0.00	\$0.00	\$0.00
UTV	\$4,000.00	\$4,000.00	\$0.00	\$0.00	\$0.00
Upgrade Fencing	\$0.00	\$0.00	\$0.00	\$0.00	\$25,000.00
Shelters	\$0.00	\$0.00	\$25,000.00	\$30,000.00	\$50,000.00
<b>Savings</b>					
Savings	\$2,500.00	\$700.00	\$3,900.00	\$3,100.00	\$1,800.00

## Implementation Plan

Implementation Plan												
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2024	Create Business Plan				Define Executive Board			CVO Case			Grant Applications	
2025	Solicit Major Donor Support											
	Continue Grant Writing for Capital Projects											
	Social Media and Public Campaigns to increase sentiment											
2026	Continue Soliciting Major Donor Support											
	Continue Grant Writing for Capital Projects											
	Social Media and Public Campaigns to increase sentiment											
2027	Continue Soliciting Major Donor Support											
	Continue Grant Writing for Capital Projects											
	Social Media and Public Campaigns to increase sentiment											
2028	Continue Soliciting Major Donor Support											
	Continue Grant Writing for Capital Projects											
	Social Media and Public Campaigns to increase sentiment											

## Future State – 5 Year Plan

- Large Pasture
  - 16 - 2-acre paddocks

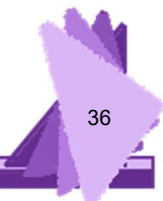


# The Barefoot Ranch Horse Rescue & Sanctuary

## Business Plan



- 16 medium shelters
  - 16 auto waters
  - 16 round bale feeders
  - 16 grain feeders
- Large Barn
  - 16 stalls
  - 16 auto-waterers
  - 16 feed bins
  - 16 hay heeders
  - Feed room
  - Tack room
  - Wash bay
  - Treatment room
  - Kitchen
  - Bathroom
  - Full loft
  - 16 10x20 paddocks (one for each stall)
    - 16 auto-waterers
    - 16 feed bins
    - 16 hay heeders
- Winter pen – 2 acres
  - 1 large row shelter
  - 1 large 3.5-sided shelter
  - 2 auto waterers
  - 2 water troughs
  - 5 round bale feeders
- Small Pasture
  - 1 40 x 100 yearling pen





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



- 1 shelter
  - 1 auto-waterer
  - 1 water trough
- 1 winter pen – 2 acres
  - 1 large row shelter
  - 1 medium row shelter
  - 1 auto waterer
  - 2 water troughs
  - 1 dugout
  - 3 round bale feeders
- Pony Pasture
  - Build shelter town.
- Permanent Round Pen – 16 feet
- Outdoor riding arena – 2 acres
- Round pen
  - Poles
  - Barrels
  - Tires
  - Tarp
  - Cavaletti
- Senior Centre
  - 20x40 feet
  - 2 box stalls
  - Communal area
  - 2 tables
  - 8 chairs



# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan

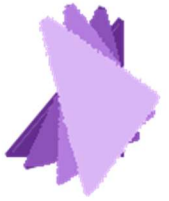


## Future State – 10 Year Plan

- Large Pasture
  - 2<sup>nd</sup> Barn
    - 16 stalls
    - 16 auto-waterers
    - 16 feed bins
    - 16 hay heeders
    - Feed room
    - Tack room
    - Wash bay
    - Treatment room
    - Kitchen
    - Bathroom
    - Full loft



# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



- 16 10x20 paddocks (one for each stall)
  - 16 auto-waterers
  - 16 feed bins
  - 16 hay heeders
- Indoor Riding Arena
  - 40 x 100
  - 4 box stalls
  - 10 x 10
  - 4 auto-waterers
  - 4 grain feeders
  - 4 hay feeders
  - Round pen
  - Poles
  - Barrels
  - Tires
  - Tarp
  - Cavaletti



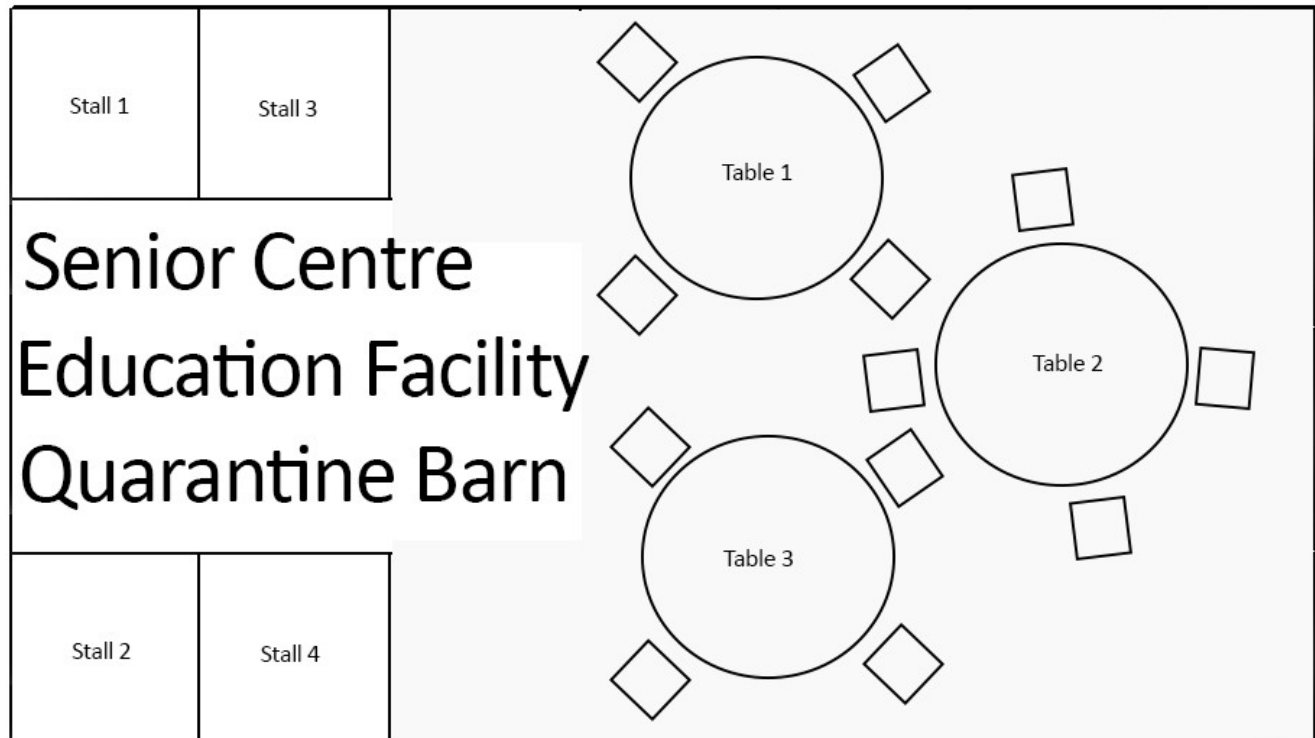
- Complete our garage remodel.
- Build our senior center / education facility.
- Create our permanent quarantine facility.
- Build two large row shelters.
- Build a pony shelter village.
- Build our outdoor arena and round pen.
- Create sixteen new paddocks.
- Develop additional funding sources.
- Create an effective volunteer communication system and career path progression.
- Review and update policies/procedures as needed.
- Manage the budget to control expenses, increase income and maintain a healthy financial position.



# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



- Assure we are operating at the highest ethical standards.
- Develop effective PR and marketing, and administration to meet our goals.
- Create a capital assessment plan for additional facility and land space.



## Mid-term Plan (4-6 years)

- Build our first big barn.
- Development of a continuity/replacement system for volunteers and board members
- Development of an active visitor, volunteer attraction, internship training and progression system
- Be recognized nationally and internationally as the model for successful horse rescue.
- Establish a reserve fund of \$300,000 and an operating budget of \$150,000.
- Create a network of horse rescues working together throughout Canada.



# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



- Create operating procedures for rescues.
- Work hand in hand with the government to create policies.
- End the pattern of abuse on social media toward rescue facilities.
- End horse export and slaughter in Canada.
- Help government to create responsible breeding program.

Kitchen	Bathroom	Wash Bay	Stall 1	Stall 3	Stall 5	Stall 7	Stall 9	Stall 11	Stall 13	Stall 15
Barn 1										
Treatment Room	Feed Room	Tack Room	Stall 2	Stall 4	Stall 6	Stall 8	Stall 10	Stall 12	Stall 14	Stall 16

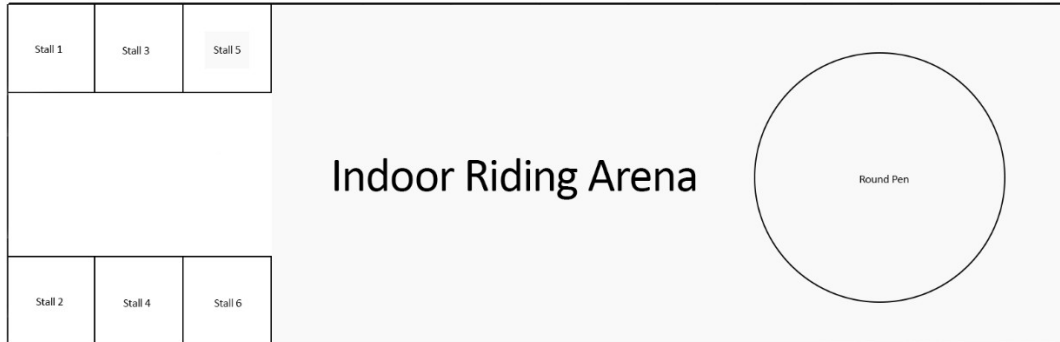
## Long-term Plan (7-10 years)

- Build our second big barn.
- Build our indoor riding arena.
- Hire our first employees.
- Continue working with government and law makers to change the care of horses in Manitoba and Canada

Feed Room	Stall 1	Stall 3	Stall 5	Stall 7	Stall 9	Stall 11	Stall 13	Stall 15	Stall 17	Stall 19	Stall 21
Barn 2											
Tack Room	Stall 2	Stall 4	Stall 6	Stall 8	Stall 10	Stall 12	Stall 14	Stall 16	Stall 18	Stall 20	Stall 22



# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



## Review of Plans

The Board will review the Strategic Plan annually and update as needed. A team of at least three members of the board will conduct the review as well as a review of staff positions.

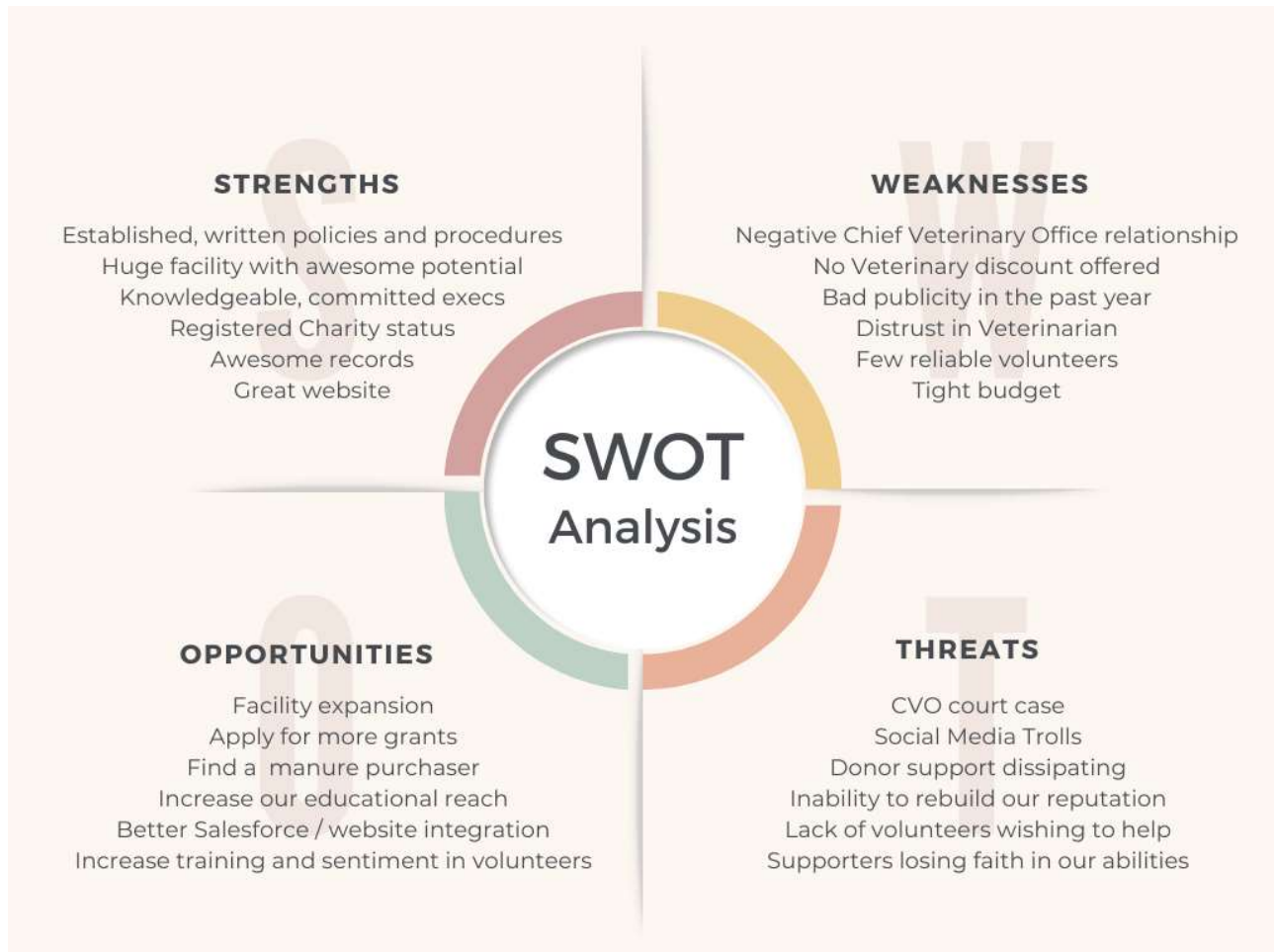


# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



## Business Analysis

### SWOT Analysis



## Objectives

Develop a state of the art, self-supporting facility that supports:

1. Host monthly open houses year-round.
2. Host programs for local:
  - a. Seniors



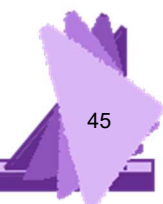
# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



- b. Youth
  - c. Aboriginal peoples
  - d. Mentally and physically challenged people.
3. Offer a safe place for equine in need.
  4. Offer a safe place for farm animals in need.
  5. Work with our volunteers to develop skills with horses and enjoy their experiences at the ranch.
  6. Find more adoptive homes for placement of horses so more can be saved.
  7. Gentle and train our horses.
  8. Provide needed treatment for all physically and emotionally abused horses.
  9. Gain more support in the community.
  10. Become financially secure. Find more and different funding sources.
  11. Become a respected national resource for horse rescue information and educational presentations.
  12. Work to change the way rescues are viewed by Government agencies and the public.
  13. Help establish better guidelines and laws for the care of Equine in Manitoba and beyond.

## Challenges

1. Showing the CVO and the Courts we are doing excellent work here.
2. Win our court case and get our animals back.
3. Get our reputation back and increase public sentiment.
4. Better educate the public and law makers
5. Work with the other rescues to ensure we all succeed.
6. Tough decisions about care of high-need horses
7. Find more sources of income to covers expenses: more donors, more grants.
8. Adopt out more horses so we can help more.
9. More reliable volunteers.





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



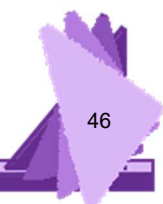
10. Better and more transparent communications for volunteers and board.
11. A better process for assessing horses as to placement potential.
12. Medical isolation/quarantine areas to control for diseased and better care for sick/injured horses.
13. Improve our relationships with granting organizations.
14. Basic training for horses to be more adoptable.
15. Get a veterinary discount / discount day.
16. Get the ability to hire employees.

## Opportunities

1. Improve the performance of volunteers by providing more transparent communication and career path development.
2. Train volunteers to consistently follow policies for safety and care of horses and property.
3. Better educate the public about horse rescue and why we are here.
4. Better educate the public about horse export and slaughter.
5. Find a purchaser for waste to maximize financial resources.
6. Provide better unity of purpose for all people associated with The Barefoot Ranch.
7. Instill positive, optimistic attitudes in volunteers by creating a happy, pleasant environment.
8. Train and motivate the volunteers to advance our goals and participate in problem-solving.
9. Ensure our facilities and processes are in line with standards for horse rescue.
10. Become a model for horse rescue in Canada.
11. Use our space more efficiently to meet future goals.
12. Increase the amount of money available for our operation.

## Assets

1. Community recognition





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



2. Facilities at the ranch are in good condition
3. Dedicated board
4. Responsive donors
5. Reliable website
6. Excellent Facebook following
7. Dedicated volunteers for the fundraisers
8. Good relationships with some rescue organizations
9. Multiple annual fundraisers
10. Established awareness of yearly fundraisers
11. Seasoned ranch and organization – have been in existence for 12 years.
12. Established written policies and procedures.
13. Supportive adopters
14. Effective communication systems (videos, You Tube, newsletter, Facebook, blog)
15. High ethical standards

## Competitive Advantages

- We are the only registered horse rescue charity in Manitoba.
- We own our own property.
- We have a large, versatile property.
- We have a history of transparency.
- We have open houses and allow the public into our facility.
- We have a no questions asked surrender policy.
- We do not turn horses away because of age/health or any other detriment.
- We have a great network of fosters and adopters who update us regularly.
- Our support base consists of blue collar, everyday people that do not believe horses belong in barns and tiny paddocks.
- We operate with an elevated level of professionalism.





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



- We have a dedicated and knowledgeable Board of Directors
- We have an excellent history of positive results.

## Competitive Research

### Industry Factors and Trends

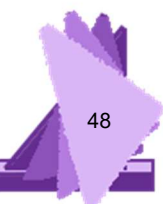
Society has become disconnected from nature, animals, and farm life. The term “nature deficit disorder” was coined by Richard Louv in his 2005 book *Last Child in the Woods*.

The causes of the disorder include loss of open space, increasingly busy schedules, an emphasis on team sports over individualized play and exploration, competition from electronic media, and what Louv and others call a "culture of fear," in which people are afraid to visit natural areas or even go outside due to heavy media coverage of violent events.

Research has shown that time in natural spaces strengthens neighbourhood ties, reduces crime, stimulates social interactions among children, strengthens family connections and decreases domestic violence, assists new immigrants cope with transition, and is cost effective for health benefits.

A recent trend is growing where adults want to engage with nature, and farm animals. Many people have experienced horse back riding as a child but have never spent time with horses in a more natural environment. Many people share about their experiences growing up on a small farm and how they would love to revisit their childhood farm experience, and have their own children and grandchildren experience it.

Small farm ownership is declining due to cost of land and competition of large industrial farms. Many people who visit the ranch, say they have always dreamed of owning a farm, but it is too far out of reach.





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



The Barefoot Ranch offers people many volunteer opportunities to experience farm life without all the expense and 24/7 workload. Imagine grooming a horse, bottle feeding a baby cow, kissing an alpaca, walking a goat, hauling hay, fixing a fence, etc.

When people volunteer, they feel pride in the work they do and that they are contributing to the sustainability of a non-profit.

## Industry Outlook

Farm sanctuaries are a recent phenomenon all over the world and there is tremendous growth in this non-profit sector.

There are 35 farm sanctuaries in Canada, but none are serving children and adults.

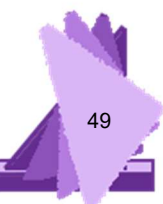
Criminal activity and violence are always a concern in growing communities. The public is looking for solutions to decrease the amount of crime and deescalate the level of violence. The Barefoot Ranch offers volunteer programs and tours to help break the generational cycle of violence and make our communities safer.

There is huge growth in these sectors: healthy food, plant-based diet, environmental protection, organic gardening, food security, local food production, protection of our natural resources, and farm animal welfare.

All these growth areas can be seized upon by The Barefoot Ranch programs.

## Market Size

Our market is Winnipeg and the Interlake Region, although it does extend throughout Manitoba and into Saskatchewan and Ontario. We do have reach across the world through social media as well.





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



There is little capacity in Manitoba for the rescue and re-homing of abused and neglected farm animals. The Barefoot Ranch takes the “hard to re-home” animals that many animal welfare agencies are unable to handle.

Unfortunately, there is a constant supply of farm animals needing homes.

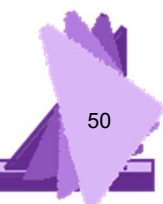
## Competitive Environment

The Barefoot Ranch is one of the few non-profits in Canada that combine a farm sanctuary with programs for the public, including open houses. The Barefoot Ranch is the only animal welfare organization in Manitoba with a mission to promote the human/animal bond. This allows us to become a haven for people and animals alike.

Many volunteers say that The Barefoot Ranch has become their community, and they receive healing at the ranch.

Many animal welfare organizations have a one-sided animal welfare component that disregards kindness towards people. The Barefoot Ranch creates a haven for children, volunteers, and the public to know that an animal that they have cared for, loved, and even donated support for, will live out its natural life at The Barefoot Ranch.

This is especially important when working with vulnerable populations that have experienced violence. Local working farms that are open to the public are operating farms that harvest produce and slaughter their animals. Petting Zoos are known to purchase baby animals for their business and then send the animals to slaughter when they are no longer babies. Any business that eventually slaughters their animals for food breaks the human/animal bond and creates a tough dichotomy, especially for children, to understand.





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



Caring for an animal, falling in love with an animal, and knowing that these animals will be slaughtered creates another layer of trauma. A few examples of other local businesses/non-profits with similar operations to our own include:

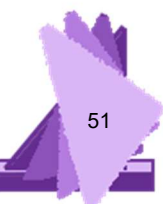
1. **Boomer's Funny Farm:** Located in Fraserwood on eighty acres, this is a typical farm sanctuary that rescues farm animals and provides them with a forever home. Boomer's founders own and live on the property. There are many volunteer opportunities here to care for the animals. The farm holds several events and tours for the public.
2. **Ledowich Family Farm:** A hobby farm owned by the Ledowich family near Inwood. They offer a forever home for unwanted animals and provide tours, events and learning experiences for the public.
3. **Free from Farm Sanctuary:** An animal sanctuary in Ste. Genevieve that offers volunteer opportunities and tours for the public.
4. **The Little Red Barn:** Is a vegan micro farm sanctuary in Winnipeg that offers educational opportunity for the public, teaching them compassion for animals.

## Competitive Opportunities & Challenges

Our support base will grow as we expand our program to include seniors, veterans, etc. As the popularity of our programs increases, so will public awareness and therefore donations.

Revamping our adoption program to rehabilitate and adopt our animals more quickly will allow us to rescue more horses and other farm animals. This will also help increase our reach, and donations.

People are attracted to Barefoot because they can help an abused animal and see that animals progress through rehabilitation and rehoming. Barefoot values their





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



people and involves them in the purposeful mission of helping animals and keeping them out of the slaughter pipeline.

Participating in local events will increase our visibility in the community and opportunities for more activities and events for the public. This provides an opportunity to piggyback off local community events.

Our biggest challenge is overcoming the effect of the Manitoba Equine Enthusiasts group on Facebook and the actions of the Chief Veterinary Office. We must re-earn the trust of this public and government organizations.

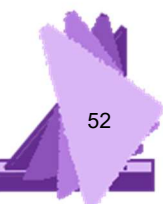
## Conclusion

Since its inception in 2012, The Barefoot Ranch has provided rescue services and a haven to over 100 horses while creating education and individual development opportunities for young people and adult volunteers. The Barefoot Ranch has evolved into a dynamic community resource and a horse lovers dream.

The Barefoot Ranch allows horses to heal physically and emotionally through the work of volunteers supplemented by the services of area veterinarians and farriers working in a team environment.

Integral to this process are unique programs that provide citizens opportunities for personal growth through volunteer work. Each program participant receives the opportunity to acquire equine knowledge and skill through challenging work and personal accountability.

The expansion of our facility will assist in the growth of the horse rescue program and educational programs that will generate the revenues required to sustain the growth of the organization and provide an endowment to ensure its longevity. With major donor support, The Barefoot Ranch will be able to meet the growing demand for its horse rescue, education, volunteer, and program services!





# The Barefoot Ranch Horse Rescue & Sanctuary Business Plan



## Succession Plan

When a member of The Board of Directors gives notice or is in the process of leaving, the transition plan is as follows:

1. The Board of Directors meets, and a quick review of the circumstances around which the Executive is departing is discussed, including departure date and then an appropriate goodbye is planned.
2. Together, the Board will then address the principal issues facing the organization.
3. The Board appoints an interim Executive to manage transition issues.
4. The Board appoints a committee to recruit and hire a candidate based on job descriptions, with the intent of making needed infrastructure improvements to reposition the organization and its programs to maximize the nonprofit's ability to provide its services and fulfill its mission.
5. The Executive chosen and the Board enter a formal contract, which clearly spells out priorities, roles, and procedures to be followed.

## Dissolution Process

In the case that the non-profit dissolves, all proceeds due the non-profit, including monetary, horses, and removable items would be transferred to another non-profit organization approved by the Board of Directors.

