

2011-
2013

Business Plan

Alberta Equestrian Federation

Board of Directors
Alberta Equestrian Federation
2011-2013



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ABOUT THE AEF

Equines and equine enthusiasts are an integral part of Alberta.

The history of the province is one of horses, donkeys and mules, and their riders and drivers. The First Nations, the European explorers, the pioneers and the mounted police relied on equines to survive and to thrive. Together, they established the heart of the province. From these equine roots, Alberta has gained an international reputation for excellence in equestrianism, as exemplified by Spruce Meadows and the Calgary Stampede.

It is said that Alberta has more equines per capita than any other jurisdiction in Canada. Although the exact numbers are as of yet unknown, it is clear to those who know horses, donkeys and mules that equines continue to be an important part of the culture and industry of the province. Even if not directly connected to equines, Albertans value them and their riders and drivers. A Sunday drive in the Alberta countryside is complete when grazing equines dot the fields or riders are spotted on the hillsides. A summer parade in Alberta is complete when horses, donkeys or mules walk by.

The Alberta Equestrian Federation (AEF) was established in 1978 as a non-profit organization to support equestrian sport and recreational activities within the province of Alberta. Throughout the ensuing decades the federation has developed from a small organization to a medium-sized non-profit with a budget approaching a million dollars per annum. The federation is striving to position itself to become an even greater support for equine activities in the province. Equestrian and equine owner requests are growing for AEF programs and services. There are opportunities to create programs in emerging areas of new interest for equine enthusiasts.

AEF programs and services cover a wide range of equestrian activities for beginners to experts in a multitude of disciplines. Services range from the provision of reasonable cost insurance for all members to services in the areas of recreation, sport, education, breeds and industry. The federation provides provincial support and administration for the National English, Western, and Driving Coach Certification Programs and the English and Western Rider Development programs. It established and supports the Wild Rose competitions program across the province. It is dedicated to the well-being of equines.

The AEF works for the equine and equestrian community in the province. The Board of Directors, elected from the equestrian public, enables the federation to serve its members with a contemporary and dynamic approach. The AEF is poised for growth in membership and increased equestrian participation at all ability levels and in all areas of equine interest.

The AEF is the only equestrian body recognized by Alberta Sport, Recreation, Parks and Wildlife Foundation, thereby having a voice within the Alberta Government. To learn more about the AEF and its programs and services, visit: www.albertaequestrian.com

ORGANIZATIONAL CHART

BOARD OF DIRECTORS

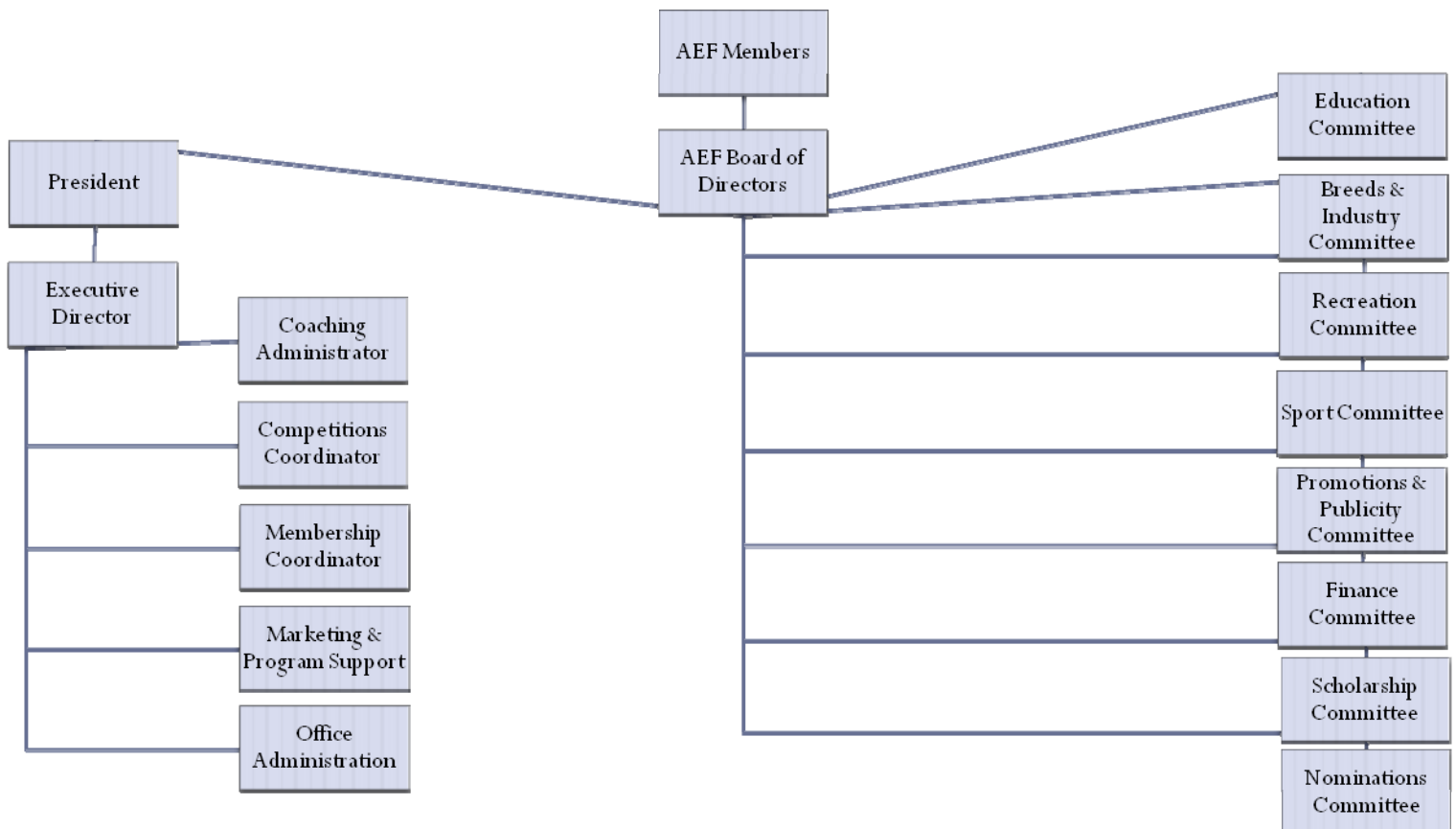
The Board of Directors is comprised of individual members and the President, Past President, Vice President, Secretary, Treasurer and standing committee chairpersons for Sport, Recreation, Breeds & Industry, Education and Promotion & Publicity. Other committees include Finance, Scholarship, Equine Assisted Learning, Nominations and Executive. Other ad hoc committees may be formed for specific needs; for example, 2012 Trail Ride.

EXECUTIVE DIRECTOR

The Executive Director manages the day-to-day business of the federation according to the direction as established by the Board of Directors, including management of all staff.

EMPLOYEES

There are 5 full-time employees and 1 part-time employee. Positions are as follows: Executive Director, Coaching Administrator, Competitions Coordinator, Membership Coordinator, Marketing & Program Support and Office Administration.



VISION

The voice of equine Alberta

The premier source for education, information and support for the entire equine community

MISSION

To assist in creating a positive environment for the enjoyment of equines

Through our leadership and proactive approach we promote, facilitate and co-ordinate equestrian related activities for Alberta

VALUES

The AEF values underlie how the federation will fulfill its mission as it works toward its vision. The following values influence the decisions the AEF makes and the actions it takes:

- We will take a leadership role in the areas of Equine Sport, Recreation, Breeds & Industry, Education, Promotion & Publicity
- We will be a voice for all equines in the province
- All undertakings will be done through partnerships, cooperation, and collaboration
- The programs and services we provide will demonstrate excellence in continued education, impartial sport, recreation, active living and advocacy
- This will be accomplished by setting measurable, achievable goals and monitoring effectiveness in all programs and services
- To ensure efficient and effective use of all resources, we will assume accountability and fiscal responsibility
- We will be innovative, creative and flexible in our approaches to work and partnerships
- We will maintain a strong viable organization

CHALLENGES

As it is with any non-profit organizations, the Alberta Equestrian Federation is presented with a number of challenges that shift as the economy, the equine industry and equestrian interests change. The AEF will continue to address challenges as they arise by reacting appropriately, planning strategically and acting proactively.

To address current challenges identified by the AEF Board of Directors and membership, the AEF should:

1. Determine the needs of AEF's membership and develop programs and services to meet those needs.
2. Develop, implement and fund new recreational and sport opportunities for Alberta riders and equines.
3. Have an effective means of reaching non-members and horse owners in the province to encourage membership in the AEF.
4. Expand the AEF revenue base to continue meeting the growing demands for current programs and services, and to meet requests for new programs for an even broader base of Albertans.
5. Meet the regulations of the new not-for-profit act

OPPORTUNITIES

Challenges present opportunities for action. To effectively meet the challenges presented at this time, the AEF should take hold of the following opportunities:

1. Increase membership in the organization
2. Market the AEF programs to the entire equine interest community including members and non-members
3. Create new recreational and educational opportunities for Alberta horse owners and riders
4. Educate and involve all members and non-members in the province about equine Sport, Recreation, Health and Welfare, and Breeds & Industry
5. Continue to develop and implement the Wild Rose provincial level of competition including the incorporation of a wider variety disciplines.

OBJECTIVES

The AEF has developed objectives for its business plan for 2011-2013 based upon the challenges and opportunities presented to the AEF in the current and next few years. Priorities offered by the Board of Directors also informed the development of the plan.

These objectives are meant to be SMART (specific, measurable, achievable, realistic and time-bounded). In some ways, the objectives are a stretch for the AEF, but, nonetheless, they are realistic. They are, of course, resource dependent.

As SMART objectives, they carry the evaluative components within them. Success can be easily measured.

The inter-related business objectives for the AEF for 2011-2013 are the following:

1. Increase membership to 20,000 by December 2013
2. Establish a fund development staff position and guiding volunteer committee to raise \$100,000 for new initiatives by December 2013
3. Conduct and analyze a needs assessment survey of members by August 2012 to determine if there are important unmet needs and to prioritize development of new initiatives
4. Develop and implement a provincial outreach program to market AEF programs and services by April 2012
5. Expand the Wild Rose competitions program to include reining and gymkhana by June 2012
6. To complete a full review of the AEF governance structure and implement changes to meet the new not-for-profit act by December 2013

WORK PLAN: OBJECTIVES AND STRATEGIES

OBJECTIVE #1: INCREASE MEMBERSHIP TO 20,000 BY DECEMBER 2013

Strategies	2011	2012	2013
Develop the rationale of why it is beneficial to be an AEF member	*		
Update the website and membership materials; share the benefits widely in AEF enews and Alberta Bits	*	*	*
Set targets for board members and implement membership drive from board level		*	*
Reach out to member organizations to encourage individual and family memberships		*	*
Coordinate and present AEF information across the province (see objective 4)		*	*
Talk about possibilities of developing new member programs (see objective 3) to attract new members			*
Enhance the Wild Rose competitions program (see objective 5) to attract new members			*

OBJECTIVE #2: ESTABLISH A FUND DEVELOPMENT STAFF POSITION AND GUIDING VOLUNTEER COMMITTEE TO RAISE \$100,000 FOR NEW INITIATIVES BY DECEMBER 2013

Strategies	2011	2012	2013
Apply for a grant to support the fund development position	*		
Establish and orient the fund development committee, including the board appointment of the committee chair	*	*	
Hire and orient a fund development coordinator		*	
Develop and implement fund development strategy (see objectives 1, 3 and 4)		*	*

Set expectations for board member involvement in fund development		*	*
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OBJECTIVE #3: CONDUCT AND ANALYZE A NEEDS ASSESSMENT SURVEY OF MEMBERS BY AUGUST 2012 TO DETERMINE IF THERE ARE IMPORTANT UNMET NEEDS AND TO PRIORITIZE DEVELOPMENT OF NEW INITIATIVES

Strategies	2011	2012	2013
Develop targeted questionnaire	*	*	
Test questionnaire with focus group (committee) selected from target groups		*	
Conduct survey and compile results		*	
Inform community in AEF e-news and Alberta Bits about possible new initiatives (see objective 1) and need for support of new initiatives (see objective 2)		*	*
Discuss with board and staff; plan new initiatives based on results and leading into next business plan		*	*

OBJECTIVE #4: DEVELOP AND IMPLEMENT A PROVINCIAL OUTREACH PROGRAM TO MARKET AEF PROGRAMS AND SERVICES BY APRIL 2012

Strategies	2011	2012	2013
Research and determine focus areas across the province to target		*	
Examine opportunities for developing sponsorship prospects to support outreach activities		*	*
Enlist board of directors for outreach by them within their localities		*	*
Reach out to member organizations and businesses for outreach within their localities and areas of interest		*	*
Continually update the website to enhance outreach	*	*	*
Include outreach information and opportunities to book presentations in AEF e-news and Alberta Bits	*	*	*

OBJECTIVE #5: EXPAND THE WILD ROSE COMPETITIONS PROGRAM TO INCLUDE REINING AND GYMKHANA BY JUNE 2012			
Strategies	2011	2012	2013
Develop rules, regulations, officials and judges		*	
Market new inclusions to shows; book and support new shows		*	*
Hold new competitions and award end-of-year prizes			*

Strategies	2011	2012	2013
Develop rules, regulations, officials and judges		*	
Market new inclusions to shows; book and support new shows		*	*
Hold new competitions and award end-of-year prizes			*

OBJECTIVE #6: TO COMPLETE A FULL REVIEW OF THE AEF GOVERNANCE STRUCTURE AND IMPLEMENT CHANGES TO MEET THE NEW NOT-FOR-PROFIT ACT BY DECEMBER 2013			
Strategies	2011	2012	2013
Have the proposed act on hand for reference by the board and staff	*	*	*
Complete a full review of the AEF governance structure using resources available to non-profits from government and volunteer agencies		*	
Develop implementation plan based on recommendations in review		*	
Act upon recommendations		*	*
Develop and implement a training and mentorship program for new directors		*	*

Strategies	2011	2012	2013
Have the proposed act on hand for reference by the board and staff	*	*	*
Complete a full review of the AEF governance structure using resources available to non-profits from government and volunteer agencies		*	
Develop implementation plan based on recommendations in review		*	
Act upon recommendations		*	*
Develop and implement a training and mentorship program for new directors		*	*