

# Alberta Equestrian Federation

2017 - 2022 Strategic Plan



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# Contents

Introductory Statement.....	3
Background History .....	3
Management Board and Staff .....	4
Board of Directors.....	4
Executive Director .....	4
Employees .....	4
Vision .....	5
Mission.....	5
Values .....	5
Our Organization’s Context.....	6
Goals and Strategies .....	7
Action Plan.....	12
Conclusion .....	17
Appendix: SWOT Analysis .....	18
Glossary of Acronyms and Terms.....	23

## Introductory Statement

This strategic plan has been developed by the Alberta Equestrian Federation (AEF) Board of Directors in order to provide a disciplined approach with objectives for orderly management of the AEF over the next five years or until the plan is redirected by the AEF Board of Directors.

It presents the AEF's vision, mission, values and objectives; reviews strengths, weaknesses, problems and opportunities; and outlines the goals and action strategies to support each objective.

## Background History

Equines and equine enthusiasts are an integral part of Alberta.

The history of the province is one of horses, donkeys and mules and their breeders, riders and drivers. The First Nations, the European explorers, the pioneers and the mounted police relied on equines to survive and to thrive. Together, the people and their equine assistants established the heart of the province. From these equine roots, Alberta has gained an international reputation for excellence in equestrian, as exemplified by Spruce Meadows, the Calgary Stampede and the many persons and equines that have attained national and international acclaim for industry leadership from science to performance.

It is said that Alberta has more equines per capita than any other jurisdiction in Canada. 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 Alberta. 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 AEF was established in 1978 as a non-profit organization to promote and support equestrian sport, recreational activities, and the equine industry within the province of Alberta. Throughout the ensuing decades the federation has developed from a small organization into a medium-sized non-profit with a budget of a million dollars per annum. The federation is striving to position itself to become an even greater support for the equine industry and activities in Alberta. Equestrian and equine owner support and requests are growing for AEF programs and services. There are opportunities to create programs in emerging areas of new interests for equine enthusiasts.

## Management Board and Staff

### Board of Directors

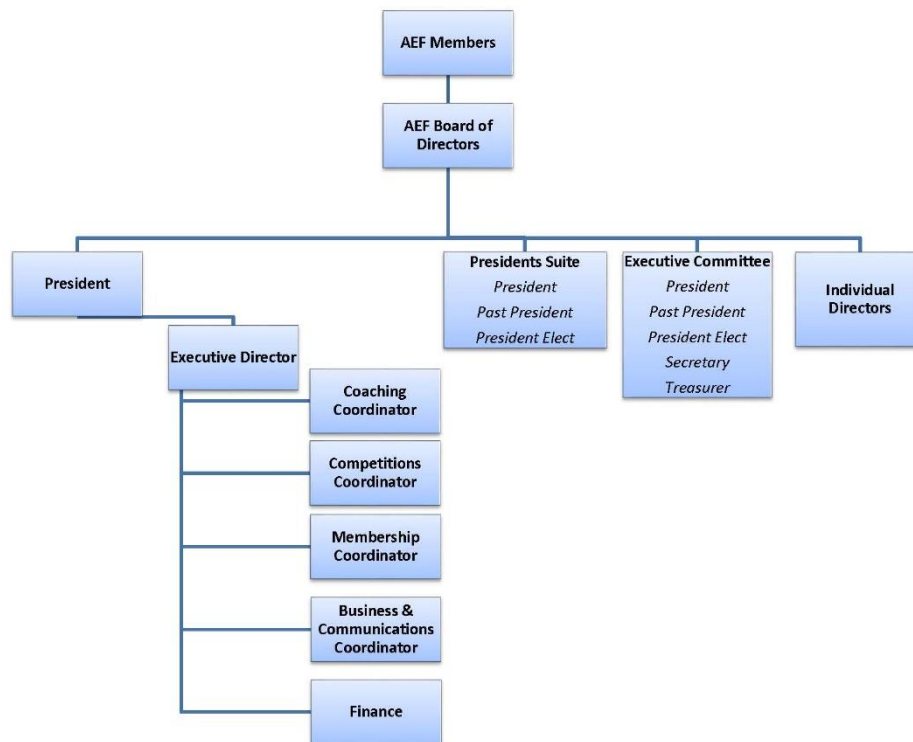
The Board of Directors is comprised of individual elected members; Presidents Suite - President, Past President and President Elect, Executive Committee – Presidents Suite, Secretary and Treasurer and individual directors. Ad hoc and standing committees are formed for specific needs; finance, bylaws, governance, fundraising, Sport development, Recreation, Education and special events such as the Canadian Interprovincial Equestrian Championships (CIEC), etc.

### 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 6 full-time employees. Positions are as follows: Executive Director, Coaching Coordinator, Competitions Coordinator, Membership Coordinator, Business & Communications Coordinator and Finance.



## Vision

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, Industry, and Education;
- 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.

## Our Organization's Context

AEF programs and services cover a wide range of equestrian activities for beginners to experts in a multitude of disciplines and avenues for participation. Services range from the provision of reasonable cost insurance for all members to services and programs in the areas of recreation, sport, education, breeds and industry.

The federation provides provincial support and administration of the Equestrian Canada (EC) National English, Western, and Driving Coach Certification Programs and the English and Western Rider Development programs. The AEF established and supports the Wild Rose competitions provincial program (aligned with the Long Term Athlete Development (LTAD)) across the province of Alberta. The AEF is dedicated to the health, welfare and general well-being of equines, the safety of custodians and handlers and their success.

The AEF works for the equine and equestrian community in the province. The Board of Directors, elected from the membership, enables the federation to serve its members with a contemporary and dynamic approach. The AEF is constantly poised for growth in membership and to encourage increased equestrian participation at all levels and in all areas of equine interests. The AEF is the only equestrian body recognized by Alberta Sport Connection, thereby having a voice within the Alberta Government.

As it is with any non-profit organization, the AEF is constantly presented with a number of challenges that shift as the economy, the industry and equestrian interests change. The AEF will continue to address challenges as they arise by reacting appropriately, planning strategically and being proactive.

To address current challenges the AEF will:

1. Determine the needs of the AEF membership and develop and strengthen programs while striving to meet needs.
2. Develop, implement and improve recreational and sport opportunities for Alberta riders and equines.
3. Gather current information related to equine health, welfare and safety and circulate to Alberta equine owners and handlers.
4. Have an effective means of reaching non-members and horse owners in the province to encourage membership in the AEF, and support for the Alberta equine industry.
5. Expand the AEF revenue base to continue meeting the growing demands for programs and services and to meet requests for new programs for an even broader base of Albertans.
6. Continue to meet Alberta government and legislative requirements for funding and accountability.

## Goals and Strategies

### Goal #1 – Increase AEF Membership

To increase membership to 24,000 by December 2018. The AEF membership has been gradually increasing over the years; most program areas have seen regular growth. With the number of horse owners and riders in the province of Alberta, there is enormous opportunity to reach out to non-members to provide value & service. This will be done by continuing to offering incentives, providing educational opportunities, and showing the benefit of membership.

**Success Indicator: Objective criteria**

### Strategies

**Strategy #1:** Develop the rationale of why it is beneficial to be an AEF member

- Survey members to determine what is working, what is needed and what is missing
- Review member benefits and add other benefits that are missing
- Work toward providing those services and benefits
- Involve the staff, board members, members and non-members
- Communicate results through social media, media, publications and educational outlets
- Pursue and recruit other clubs, disciplines and organizations into the AEF family and move forward for the benefit of the entire equine community

**Strategy #2:** Update the website and membership materials; share benefits widely in AEF Electronic News (E-news) and *Alberta Bits* (AEF member magazine)

- Budgeting to change/update programs/benefits
- Ensure website, media and other forms of promotional materials are continually promoting benefits and programs
- Funding strategy to support the goal
- Operations strategy – what tools, equipment, programs, methods, people are required? Will we have to learn new things, buy things and change things?
- People strategy – who will be involved and how does it relate to their interests
- Communication strategy – who will we communicate with, what and when

## **Goal #2 – Increase Revenue by \$100,000 to ensure a self-sufficient organization**

As a nonprofit organization, the AEF must ensure prudent financial planning to guarantee reserves are available if needed. Should government or casino funding dissipate, when faced with economical down turns, inflations, higher costs, reduced income and other factors, these can easily lead to larger cash shortfalls. Funds in reserve could be used toward fundraising efforts. Many funders often do not wish to be alone in support of a project or capital purchase. Reserve funds can speak to all of these issues.

*Based on advice obtained from the AEF's CMA in 2014, the AEF should have enough available surplus to meet 6 months operating costs, which is approximately \$180 to \$200k.*

**Success Indicator: Objective criteria**

### **Strategies**

**Strategy #1:** Increase marketing efforts and reach to attract new members; increase revenue

**Strategy #2:** Review and implement a fund development strategy and ensure control of expenditures

**Strategy #3:** Set expectations for board member involvement in fundraising initiatives



### Goal #3 – Offer additional benefits for Recreational Riders

A large portion of AEF membership consider themselves recreational riders; they enjoy trail riding, grassroots competitions, non-FEI disciplines and participating in many activities with their equine partners. These populations consists of individuals, businesses, clubs and industry partners.

A Needs Assessment Survey of recreational riders/drivers will assist in determining where unmet needs are. AEF will prioritize development of initiatives and strive to meet the needs of this sector. AEF will focus on attracting disciplines that are more western.

**Success Indicator: Objective criteria**

#### Strategies

**Strategy #1:** Conduct phone calls; attend western events and onsite visits to selected target groups

- Provide better and more communication between people and organization
- Obtain a clearer vision of AEF and its perceptibility within these groups
- Become further involved in the horse industry to a larger degree

**Strategy #2:** Offer a 1-year complimentary Club membership to non-members

- Obtain memberships from diverse organizations helping to establish the AEF as a common place for all organizations/disciplines and that will allow for improved programing and services to meet needs
- Widely promote the benefit of Club and Individual membership to non-discipline Clubs
- Review current programs and services to realign with the needs of this sector and industry

**Strategy #3:** Inform membership in AEF e-news and *Alberta Bits* about other breeds, events, disciplines

- Increase public perception of the scope of interests that AEF is designed to benefit
- Provide more public awareness and recognition for all disciplines
- Grow membership by sharing information publicly with non-members (*Alberta Bits* is distributed to tack shops in Alberta)

## Goal #4 – Expand the Wild Rose Competitions & Officials Program

Expand the Wild Rose Competitions program to include more disciplines, athlete & coach participation and opportunities for mentoring for new officials. Ensure that certified coaches are working with, and encouraging their students to participate in the program. Align the program with LTED to allow coaches and athletes the opportunity to work and develop together.

**Success Indicator: Objective criteria**

### Strategies

**Strategy #1:** Further develop the Wild Rose Rulebook

- Improve the format of the rulebook for ease of readership
- Add further discipline rules (e.g. Western Dressage) with the assistance of other P/TSO's and discipline members
- Ensure identification of AEF LTED is included and fostered in to rules

**Strategy #2:** Develop and certify more provincial officials to cater to each discipline

- Promote the provincial officials program to non-certified officials and show organizers
- Offer cost effective incentives to encourage certification
- Create opportunities for certification through hosting officials clinics and updates
- Ensure mentorship opportunities are available at provincial and national competitions

**Strategy #3:** Generate increased participation of certified coaches and athletes

- Create pathways for all athletes with more local competitions
- Ensure coaches recognize participation as an opportunity to improve the level of performance and competence of their students
- Enable people of all ages and levels to achieve competitive goals and growth within their chosen sport and/or equine activity
- Further focus on developing a clearer, structured competition system that includes all levels of competition and closely follows the LTED

**Strategy #4:** Introduce an annual championship and awards

- Build qualifier classes into the program that apply toward an annual championship
- Align annual championship with LTED
- Grant year end awards

## Goal #5 – Foster a strong culture to achieve unified teamwork toward goals

Ensure the organizational team is effective with board and staff along with a unified willingness to work together to allow the AEF to achieve and reach goals. The most effective teams require contributions from all members (board and staff), measured by specific performance expectations. By further defining roles and expectations, each team member will be empowered, inspired, committed and motivated by the action plan.

**Indicator: Objective criteria**

### Strategies

**Strategy #1:** Complete ongoing reviews of governance structure

- Update and review policies and procedures for business and operational aspects on a regular basis
- Review Policies, Procedures, Board and HR manuals

**Strategy #2:** Alberta Sport Connection (ASC) and Alberta Government regulations and funding criteria reviewed annually

- Ensure all AEF board and staff are provided with current, relevant changes or updates

**Strategy #3:** Utilize board governance committee on a regular basis

- Ensure board governance aligns to current policies, procedures and goals

**Strategy #4:** Align job descriptions and committee descriptions with goals and action plans

- Perform an annual assessment of required changes and update as necessary
- Further define committee roles and expectations
- Create a succession plan to ensure that missions, services and organizations goals can always be met when faced with change or organizational challenges

**Strategy #5:** Motivate and strengthen team to ensure organizational success

- Create an annual opportunity for board and staff to provide input into goals and action plans
- Improve focus on business core goals and not get sidetracked
- Improve perception of organization by members, public and team
- Provide educational opportunities for board and staff development

**Strategy #6:** Develop and implement training and mentorship program for directors

- A policy manual for board members is to be implemented which includes acceptable behavior guidelines as well as rules
- All Board members need to understand and have clarification on their responsibilities and expectations
- Provide a transition period and mentorship program for new directors

## Action Plan

### Goal #1 / Strategy #1

Action to be taken	Who is accountable	What is the timeline	What are the costs?
Develop the rationale of why it is beneficial to be an AEF member	Board Staff	2017 – 2022; ongoing	Staff time and advertising (\$50,000)

### Goal #1 / Strategy #2

Action to be taken	Who is accountable	What is the timeline	What are the costs?
Update the website and membership materials; share the benefits widely in AEF E-news and <i>Alberta Bits</i>	AEF staff	2017 – 2022; ongoing	Staff time, continual web development (\$3,000 annually)

### Goal #2 / Strategy #1

Action to be taken	Who is accountable	What is the timeline	What are the costs?
Increase marketing initiatives and reach to attract new members; increase revenue	Executive Director Board AEF staff	2017 – 2020; ongoing	\$5,000 annually AEF staff

### Goal #2 / Strategy #2

Action to be taken	Who is accountable	What is the timeline	What are the costs?
Review and implement a fund development strategy and ensure control of expenditures	AEF Treasurer AEF Finance Committee Executive Director	2017 - 2018	Committee meetings - \$400

### Goal #2 / Strategy #3

Action to be taken	Who is accountable	What is the timeline	What are the costs?
Set expectations for board member involvement in fundraising initiatives	AEF Treasurer AEF Finance Committee AEF Board	2016 - 2018	Volunteer driven

### Goal #3 / Strategy #1

Action to be taken	Who is accountable	What is the timeline	What are the costs?
Conduct phone calls, attend western events and onsite visits to selected targeted groups	Competitions Coordinator Business & Communications Coordinator Volunteers	2017 - 2019	\$12,000 per annum

### Goal #3 / Strategy #2

Action to be taken	Who is accountable	What is the timeline	What are the costs?
Offer a 1-year complimentary Club members to non-member Clubs	Competitions Coordinator	2017 - 2018	Target 12 clubs - \$900

### Goal #3 / Strategy #3

Action to be taken	Who is accountable	What is the timeline	What are the costs?
Inform membership in AEF enews and Alberta Bits about other breeds, events and disciplines	Business & Communications Coordinator	2017 - 2022	Staff time

### Goal #4 / Strategy #1

Action to be taken	Who is accountable	What is the timeline	What are the costs?
Improve and further develop the Wild Rose rulebook	Competitions Staff Sport Committee	2017 - 2020	Staff & Committee conference calls - \$400

### Goal #4 / Strategy #2

Action to be taken	Who is accountable	What is the timeline	What are the costs?
Develop and certify more provincial officials to cater to each discipline	Sport Committee Competitions Staff	2017 - 2020	Staff time

### Goal #4 / Strategy #3

Action to be taken	Who is accountable	What is the timeline	What are the costs?
Generate increased participation of certified coaches and athletes	Competitions Staff Coaching Staff Marketing Staff	2017 - 2022	Staff time and internal marketing

### Goal #4 / Strategy #4

Action to be taken	Who is accountable	What is the timeline	What are the costs?
Introduce an annual championship and awards	Competitions Staff Business & Communications Coordinator	2018 - 2020	\$35,000 facility rental; \$10,000 awards and implementation

### Goal #5 / Strategy #1

Action to be taken	Who is accountable	What is the timeline	What are the costs?
Complete ongoing reviews of governance structure	Governance & Personnel Committee Executive Director	2017 - 2020	Volunteer and staff driven

### Goal #5 / Strategy #2

Action to be taken	Who is accountable	What is the timeline	What are the costs?
Alberta Sport Connection, Alberta Government regulations and funding criteria reviewed annually	Board members Executive Director	2017 - 2022	Volunteer and staff driven

### Goal #5 / Strategy #3

Action to be taken	Who is accountable	What is the timeline	What are the costs?
Utilize board governance committee on a regular basis	Board governance committee Board members	2017 - 2022	Volunteer driven – committee meetings \$500

### Goal #5 / Strategy #4

Action to be taken	Who is accountable	What is the timeline	What are the costs?
Align job descriptions and committee descriptions with goals and action plans	Board development committee Executive Director	2017 - 2019	Volunteer and Staff time – committee meetings \$200

### Goal #5 / Strategy #5

Action to be taken	Who is accountable	What is the timeline	What are the costs?
Motivate and strengthen team to ensure organization success	AEF staff Board development committee Board members	2017 - 2020	Staff time and development meeting - \$20,000

**Goal #5 / Strategy #6**

<b>Action to be taken</b>	<b>Who is accountable</b>	<b>What is the timeline</b>	<b>What are the costs?</b>
Develop and implement training and mentorship program for directors	Board development committee Board Governance Committee Executive Director	2017 - 2019	Committee conference calls - \$400 and staff time



## Conclusion

The AEF Strategic plan has the greatest value when it is used as a business tool. It is important to continually review and revise this planning tool in order to identify and capture and business requirements, goals and changes over the planning timeline.

This is a dynamic and evolving plan, created using an assessment of the operating environment and past plan. The plan will be reviewed annually if needed, adjusted to reflect changes in the operating environment of the AEF, business goals and objectives and to ensure board priorities and community needs are addressed.

## Appendix: SWOT Analysis

Category	Strengths	Weaknesses	Opportunities	Threats
Marketing and Outreach:	<ul style="list-style-type: none"> <li>- AEF newsletters &amp; web communication is excellent</li> <li>- AEF web has been redone (2016) and social media presence has increased significantly</li> </ul>	<ul style="list-style-type: none"> <li>- There are not enough staff and volunteers that are readily available to attend events and shows in the provinces</li> <li>- Networking opportunities for membership needs to be increased</li> </ul>	<ul style="list-style-type: none"> <li>- Opportunity to provide reimbursement for travel for board and staff to represent and network at shows and events.</li> <li>- New website software allows for simple template and security updates</li> </ul>	<ul style="list-style-type: none"> <li>-Constant changes in technology</li> <li>-Competing with other provincial and national associations</li> </ul>
Serving Our Customers:	<ul style="list-style-type: none"> <li>- Insurance offerings are an excellent value for members</li> <li>-Quarterly member publication</li> <li>-Access to scholarships and funding</li> <li>-Access to learn to ride and coaching programs</li> <li>-Active living programs for all ages</li> <li>-Event calendar on website – most visited page</li> <li>-Social media – keeps growing</li> </ul>	<ul style="list-style-type: none"> <li>- There is not enough representation throughout the Province for Recreational activities</li> <li>-Many members do not see that there is more than just ‘insurance’ to membership</li> <li>-Continual changes with NSO competition structure and fees have discouraged shows from sanctioning with the NSO &amp; P/TSO’s</li> </ul>	<ul style="list-style-type: none"> <li>- Opportunity to provide services or improve existing services that represent all equine disciplines including western disciplines, pleasure, and recreation.</li> <li>- Opportunity to collaborate with key recreation groups</li> <li>- Opportunity to create pathways for athletes with more local competitions</li> <li>-Opportunity to grow membership</li> </ul>	<ul style="list-style-type: none"> <li>- Ongoing unstable relationship with the NSO (EC) threatens areas/program such as competitions, coaching and membership</li> </ul>

Category	Strengths	Weaknesses	Opportunities	Threats
Operations/Processes:	<ul style="list-style-type: none"> <li>-Cross train staff in certain areas allow for members to be serviced more effectively</li> <li>-Website and database are all internet based allowing access from outside of the office at trade shows and events</li> <li>- Operational and business plan are being followed and goals are being met</li> </ul>	<ul style="list-style-type: none"> <li>- EC often tries to compete with and offer similar programs and services which in turn often leads to loss of membership and revenue</li> <li>- Standing Committees need to become more involved and more functional</li> <li>- Equine welfare is not promoted as effectively as it should</li> <li>- The public needs to continue to be educated on the need for bio-security protocols</li> <li>- Board members need to further understand their roles and responsibilities as directors</li> </ul>	<ul style="list-style-type: none"> <li>- Opportunity to work with and align services/programs with EC in order to best serve the membership</li> <li>- Opportunity to create full-fledged committees working on goals they have chosen to move this province forward</li> <li>-Opportunity to expand the AEF's volunteer base (external demands, i.e. government committees)</li> <li>- Opportunity to further increase the promotion of bio-security in the equine community</li> <li>- Opportunity to enhance equine welfare and education in the province of Alberta</li> <li>-Opportunity to define and create a standardized Provincial Equine Emergency Response protocol</li> </ul>	<ul style="list-style-type: none"> <li>-Only one specialty database provider</li> <li>-Cross training for staff is limited due to time constraints and workload of staff</li> <li>-Executive Director does not have as much time for staff as needed</li> <li>-Ever changing technology</li> </ul>

Category	Strengths	Weaknesses	Opportunities	Threats
Leadership:	<ul style="list-style-type: none"> <li>- President has provided strong leadership to ensure organizational goals are being met</li> <li>-President is guiding the Executive and Board</li> <li>-President is running structured meetings</li> <li>-President supports the chain of command and the role of the ED</li> </ul>	<ul style="list-style-type: none"> <li>- Some board members do not encourage and support the executive management as well as they should</li> <li>-Some board members do not respond to matters involving the board in a timely matter; sometimes, not at all</li> <li>- Board committees need to become more functional; set objectives, hold meetings, report regularly to the board</li> </ul>	<ul style="list-style-type: none"> <li>- Opportunity to evaluate the current board and make changes that reflect the current environment of the AEF and the community as a whole</li> <li>- Opportunity for ED to allow for more time with staff by delegating</li> </ul>	<ul style="list-style-type: none"> <li>-Some board members have individual agendas</li> </ul>
Financial:	<ul style="list-style-type: none"> <li>-Zero based budgeting is supported</li> <li>-ED considers that each \$ spent belongs to each member</li> <li>-Staff are all educated on financial matters</li> <li>-Staff are all taught to budget within their own programs</li> </ul>	<ul style="list-style-type: none"> <li>- Some Board members do not understand financial planning and contingency funds</li> <li>- The Board overall does not recognize that operating costs go up</li> <li>-Some Board members do not understand ‘fiscal’ responsibility as a director of a non-profit organization</li> <li>- Some Board members do not understand that ‘fundraising’ is a responsibility of directors</li> </ul>	<ul style="list-style-type: none"> <li>- Opportunity to create/enhance the budget process</li> <li>-Fundraising committee</li> <li>-Many volunteers can assist with fundraising</li> <li>-Market to new and potential members</li> <li>-Market to new and potential businesses</li> </ul>	<ul style="list-style-type: none"> <li>- Board must continue to support a balanced budget</li> <li>-Government funding can be gone at any time</li> <li>-Casino funding can be gone at any time</li> <li>-Competition from the NSO</li> <li>-Loss of revenue to the NSO (services, membership fees and competitions)</li> </ul>

Category	Strengths	Weaknesses	Opportunities	Threats
Technology:	<ul style="list-style-type: none"> <li>-Database supports all needs for equine</li> <li>-Staff have ongoing web and database training</li> <li>-Ability to pull member data easily and incorporate for quick stats, marketing materials (enews etc.)</li> <li>-Members have own account and can login at any time (have access to membership renewal, adding programs, profile updates, posting events, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- The AEF needs to expand the use of technology and social media to reach its member base more effectively.</li> <li>- One single database provider that services P/TSO's across Canada</li> <li>-EC does not use the same database as the P/TSO's and refuses to do so; leads to incorrect status of coaches, issues within the CAC database and Sport License holders purchasing a license without a P/TSO membership</li> </ul>	<ul style="list-style-type: none"> <li>- Opportunity to reach out to the equine community through the use of current technologies including Facebook, Twitter, Instagram and other social networking mediums.</li> <li>-Add more statistical fields into database and marketing materials (good for planning, development and attracting advertisers)</li> <li>-Ability to record competitions results and program into database</li> <li>-Ability to gather common stats amongst P/TSO's</li> </ul>	<ul style="list-style-type: none"> <li>-Ensuring ongoing privacy of member information</li> <li>-Always a need for ongoing last minute training.</li> </ul>
Regulatory/Legal	<ul style="list-style-type: none"> <li>-Relationship with other P/TSO's and shared information</li> <li>-Relationship with Alberta government</li> <li>-AEF ensures currency with all government regulations</li> </ul>	<ul style="list-style-type: none"> <li>-AEF does not retain legal counsel</li> <li>-Many equine related activities are not governed by the government</li> <li>-AEF does not have a recognized spokesperson</li> <li>-Some directors may speak on behalf of the AEF without consulting the President</li> <li>-Continual ongoing communication, accountability concerns with the NSO</li> </ul>	<ul style="list-style-type: none"> <li>- Opportunity to further develop polices &amp; procedures to outline chain of command for directors</li> <li>- Opportunity to continue tracking the progress or lack thereof of the NSO for accountability; hold back funds until accountability is met.</li> </ul>	<ul style="list-style-type: none"> <li>-BOD must understand legal responsibilities as directors</li> <li>-BOD must understand chain of command and supporting the AEF Vision, Mission and role of directors</li> <li>- EC must understand the importance of accountability and transparency for fees paid by P/TSO's.</li> </ul>

Category	Strengths	Weaknesses	Opportunities	Threats
Economics	<ul style="list-style-type: none"> <li>-Distribution of AEF materials to members (Alberta Bits, enews, FB and Twitter); Alberta Bits is distributed in Tack shops.</li> <li>-Contra agreements with other businesses</li> <li>-Relationship with government bodies and partnerships with other provincial/federal organizations &amp; businesses</li> </ul>	<ul style="list-style-type: none"> <li>-Not enough staff, volunteers or funds to cover participation at all events throughout the province</li> <li>- Some Board members do not attend events or assist in networking for the AEF in their respective areas of the province</li> <li>-Province is large, staff are 6</li> </ul>	<ul style="list-style-type: none"> <li>-A large non-member population (e.g. all horse owners in Alberta)</li> <li>-Sponsors for programs</li> <li>-Businesses and clubs to help distribute materials across the province</li> <li>-Board members selected from provincial zones to better cover the province</li> <li>-Increase distribution of Alberta Bits in stables, facilities, equine businesses</li> </ul>	<ul style="list-style-type: none"> <li>-Costs of production increasing</li> <li>-Staying current with information distributed</li> <li>-Missing out on marketing opportunities due to not being able to 'physically' cover the province</li> <li>-Volunteers have less and less time to commit</li> </ul>
Social/Demographic	<ul style="list-style-type: none"> <li>-Ability with database to know ages and locations</li> <li>-AEF Services over 420 communities in the province</li> </ul>	<ul style="list-style-type: none"> <li>-AEF does not have gender/ethnic group /age/disability/mobility specific programs</li> <li>- AEF does not currently ask ethnic/disability/mobility of members</li> <li>-AEF does not collect this information in database</li> <li>-BOD does not understand that creating programs for gender/race/age/disability/mobility should be a priority for organization</li> </ul>	<ul style="list-style-type: none"> <li>- Opportunity to continue to bring people with the same interests together from different areas of the province</li> <li>- opportunity to create programs for gender/race/age/disability/mobility</li> <li>- opportunity to apply for grants for programs specific to gender/race/age/disability/mobility</li> <li>-ability to collect data in database on members</li> </ul>	<ul style="list-style-type: none"> <li>-Other equine groups offering similar types of programs</li> <li>-members not wanting to share information</li> <li>-asking for social and demographic information is not often easily obtained or mandatory</li> </ul>

## Glossary of Acronyms and Terms

AEF	Alberta Equestrian Federation
EC	Equestrian Canada
AGM	Annual General Meeting
E-news	Electronic News
LTAD	Long Term Athlete Development
LTED	Long Term Equestrian Development
ASC	Alberta Sport Connection
NSO	National Sport Organization
P/TSO (P/TSO's)	Provincial/Territorial Sport Organization(s)