

2018-  
2020

# Business Plan

Alberta Equestrian Federation

Approved October 14, 2017  
Alberta Equestrian Federation  
2018-2020



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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 perfect 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, recreational activities and the industry 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 and unrepresented populations.

The AEF programs and services cover a wide range of equestrian activities for beginners to experts in a multitude of disciplines and interest areas. 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, Driving and Saddle Seat 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 membership, 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 Connection, thereby having a voice within the Alberta Government. To learn more about the AEF and its programs and services, visit: [albertaequestrian.com](http://albertaequestrian.com)

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# ORGANIZATIONAL CHART

## *BOARD OF DIRECTORS*

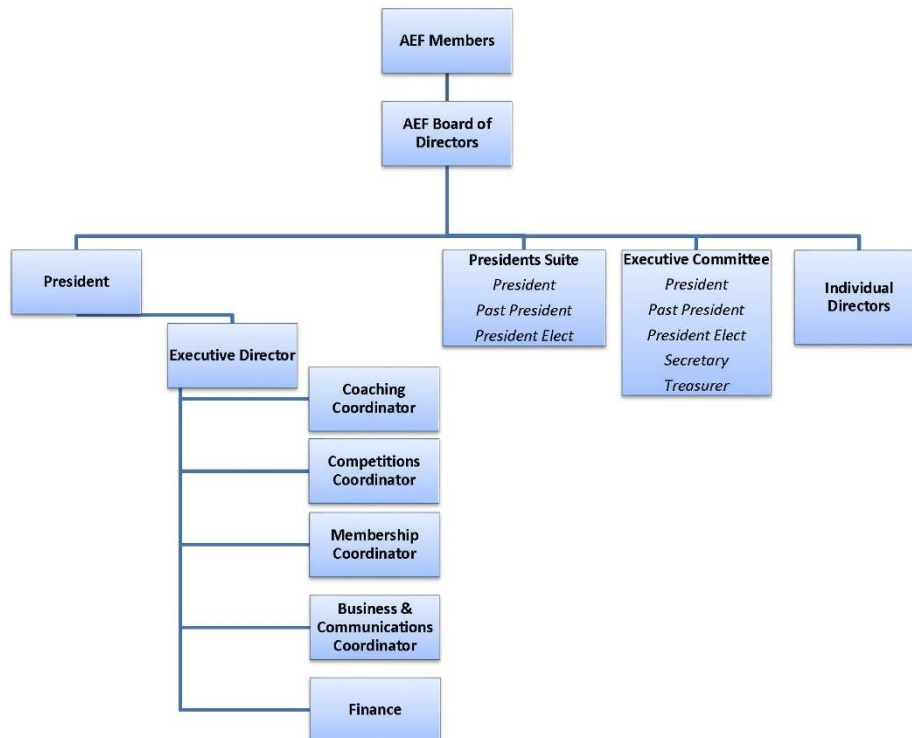
The Board of Directors is comprised of individual elected members; Presidents Suite - President, Past President and President Elect, Executive Committee – Presidents Suite, Secretary and Treasurer, and individual directors. Ad hoc and standing committees are formed for specific needs; finance, bylaws, governance, fundraising, Sport development, Recreation, Education, 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, Marketing & Communications Coordinator and Finance & Support.



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## VISION

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

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## 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.

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## 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.

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## CHALLENGES

As it is with any non-profit organization, 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, continue to develop and improve programs and services to meet those needs.
2. Develop, implement and fund opportunities to grow sport and recreational riders/drivers and equines in Alberta
3. Have an effective means of continuing to reach non-members and horse owners in the province to encourage membership and participation in the AEF and its programs.
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. Ensure that there are opportunities for continual training, team development, mentorship and education for board and staff.

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## 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 community including members and non-members.
3. Create new recreational, sport and educational opportunities and incentives for Alberta horse owners and riders/drivers and build on existing programs.
4. Inform and involve all members and non-members in the province about equine Sport, Recreation, Education, and Industry.
5. Continue to develop and implement the Wild Rose provincial level of competition including the incorporation of a wider variety of disciplines, all ages of participants and officials development.

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## OBJECTIVES

The AEF has developed objectives for its business plan for 2018-2020 based upon the challenges and opportunities presented to the AEF in the current and next few years. Priorities and objectives presented in the federation's strategic plan and offered by the Board of Directors, contributed to the development of this plan.

These objectives are meant to be SMART (specific, measurable, achievable, realistic and time-focused). 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 2018-2020 are the following:

1. Increase membership to 24,000 by December 2018;
2. Increase revenue by \$100,000 each year to ensure a self-sufficient member organization and the ability to fund new programs;
3. Support the equine community to advocate, improve and create programs and benefits for equine sport and recreational users by December 2019;
4. Expand the Wild Rose competitions & officials programs by December 2018; and
5. Foster a strong culture to achieve unified teamwork with board and staff by March 2019.

## WORK PLAN: OBJECTIVES AND STRATEGIES

### OBJECTIVE #1: INCREASE MEMBERSHIP TO 24,000 BY DECEMBER 2018

| Strategies  | 2018 | 2019 | 2020 |
|---|------|------|------|
| Continue to develop the rationale of why it is beneficial to be an AEF member   | *    | *    | *    |
| Freshen and update the website/social media/social media and membership materials; share the benefits widely  | *    |      |      |
| Set targets for board/staff members and members to continue implementing a membership drive   | *    | *    | *    |
| Reach out to member and non-member organizations to share benefits and encourage individual/family memberships  | *    | *    | *    |
| Implement new and improved member programs for targeted groups and build on current programs, (recreation, tourism & stables, sport), to attract new members (see objective #3) | *    | *    |      |

### OBJECTIVE #2: INCREASE REVENUE BY \$100,000 ANNUALLY TO ENSURE A SELF-SUFFICIENT MEMBER ORGANIZATION

| Strategies   | 2018 | 2019 | 2020 |
|--|------|------|------|
| Check, restrain and ensure control of spending                               | *    | *    | *    |
| Market member referral program thoroughly                                    | *    | *    |      |
| Set expectations for board member involvement in fundraising initiatives     |      | *    | *    |
| Increase member renewal rate via online renewals and expand referral program | *    | *    | *    |



|   |   |   |  |
|---|---|---|--|
| Improve provincial reach and contact with members and non-members (see objective #3 & #4) | * | * |  |
|---|---|---|--|

**OBJECTIVE #3: SUPPORT THE EQUINE COMMUNITY TO ADVOCATE, IMPROVE AND CREATE PROGRAMS AND BENEFITS FOR SPORT & RECREATIONAL USERS BY DECEMBER 2019**

| Strategies   | 2018 | 2019 | 2020 |
|--|------|------|------|
| Review current sport and recreational programs to determine participation and retention                            | *    |      |      |
| Create opportunity for further participation in programs (e.g. Ride and Drive, Competition, etc.)                  | *    | *    |      |
| Develop improvements and marketing initiatives   |      | *    | *    |
| Inform community about new and improved initiatives and opportunities available to them                            |      | *    | *    |
| Discuss with committee, board and staff; plan new initiatives based on results and leading into next business plan |      |      | *    |

**OBJECTIVE #4: EXPAND THE WILD ROSE COMPETITIONS & OFFICIALS PROGRAMS BY DECEMBER 2018**

| Strategies   | 2018 | 2019 | 2020 |
|--|------|------|------|
| Review AEF LTED plan and identify gaps in programs, coaching and athlete development   | *    | *    |      |
| Create improvements to close gaps; e.g. lack of officials, certified coaches, etc.   |      | *    |      |
| Work with the other Equestrian PTSO's in Canada to create a plan to fill gaps in the athlete pathway; encourage NSO to collaborate   |      | *    | *    |
| Provide competitions for horse and rider to gain valuable experience and build more confidence for future competition endeavors (aligned with Long Term Athlete Development-LTAD); provincial, regional championship |      | *    | *    |
| Offer individuals with no previous judging, officiating or course designing experience   | *    | *    | *    |

|   |   |   |   |
|---|---|---|---|
| with the knowledge and skills to begin a career   |   |   |   |
| Utilize certified coaches to help promote and grow competitions and participation             | * | * | * |
| Deliver opportunities for the accreditation, monitoring and upgrading of provincial officials | * | * | * |

**OBJECTIVE #5: FOSTER A STRONG CULTURE TO ACHIEVE UNIFIED TEAMWORK WITH BOARD AND STAFF BY MARCH 2019**

| <b>Strategies</b>   | <b>2018</b> | <b>2019</b> | <b>2020</b> |
|---|-------------|-------------|-------------|
| Create an effective board manual, including policies for directors                          | *           | *           |             |
| Utilize the Board Development Committee for a training and mentorship program for directors |             | *           |             |
| Offer training and educational opportunities for board and staff                            | *           | *           | *           |
| Design an approach to rewards and recognition for board and staff                           | *           | *           |             |
| Implement rewards and recognition for board and staff                                       |             | *           | *           |