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# STRATEGIC INITIATIVES PLAN 2018-2022

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EQUESTRIAN  
CANADA  
ÉQUESTRE

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September 26, 2018

Photo Credit: Carly Tetley



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# INTRODUCTION

After thoughtful consideration and analysis of issues which are important to the stakeholders of Equestrian Canada (EC), this Strategic Initiatives Plan 2018-2022 presents key initiatives which are meaningful for all, realistically achievable; and intended to serve our membership today and for the future. These initiatives are true to the Vision and Mission of EC. As a living document, the Plan is adjustable for present and future needs, designed to readily adapt, positively and promptly to the changing needs of our industry.

This Strategic Initiatives Plan is a platform and ambitious guide for continuing input and involvement from the PTSOs, membership and stakeholders. An Operational Plan will be developed and honed with valued collaboration between EC, the PTSOs and all stakeholders as we embrace the future.

We all recognize that for sustainability, reaching out to more Canadians to embrace lifelong participation in equestrian activities is key, and as equestrians, we are the voice for the horse and for our sports moving forward.



# STRATEGIC INITIATIVES PLAN 2018-2022

## 1. WE ARE A LEADER IN EQUESTRIAN EXCELLENCE

*EC will realize world-class performance goals through the development of:*

Equestrians

- Coaching Development
- Athlete Development
- High Performance Development

Equines

- Equine Health & Welfare
- Equine Herd & Industry

Competitions

- Competition Development
- Officials Development
- Events & Hosting

## 2. WE ARE A LEADER IN STRATEGIC EXCELLENCE

*EC will achieve sustainable growth in equestrian sports & activities through development of:*

Strategic Participation & Engagement Initiatives

- Access and Growth
- Experience and Expectation
- Children and Youth
- Media Visibility

Strategic Industry & Economic Development Initiatives

- Impact Studies & the Business of Horses
- Industry & Economic Initiatives

## 3. WE ARE A LEADER IN ORGANIZATIONAL EXCELLENCE

*EC will achieve respect of stakeholders through the delivery of:*

Best Practices in Governance & Astute Financial Stewardship

- Governance & Leadership
- Communications
- Service Delivery to Membership
- Financial Stewardship
- Maximize Public & Partnership Funding

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# VISION

An aligned Canadian equestrian community that inspires and serves equestrians in their pursuit of personal excellence from pony to podium.

Canadians are inspired to achieve personal excellence and embrace lifelong participation in equestrian activities.

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# MISSION

*To lead, support, promote, govern and advocate for the equine and equestrian community in Canada.*

From championing best practices to encouraging fun and participation, Equestrian Canada is the dedicated national voice working to serve, promote and protect the interests of horses and Canada's equestrian community.

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# OUR CORE VALUES

We believe in:

- Excellence:** Upholding world-class standards in all our initiatives.
- Welfare:** Protecting the safety and welfare of equestrians and equines equally.
- Partnership:** Generating a culture of unity and collaboration across the equestrian community.
- Service:** Effectively and proactively serving the Canadian equestrian community to support the advancement of sport and industry.
- Integrity:** Championing an ethical, responsible and respectful approach to all roles, levels and areas of equestrian participation.

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# GOALS

Equestrian Canada is a leader in equestrian excellence.

Achieved through a firm focus on the development of equestrian & equine athletes and competitions,

Resulting in strong participation and healthy industry,

Governed by a reputable organization with best practices in governance and financial responsibility.

*The key Strategic Initiatives to achieve these goals are outlined as follows.*

**WE ARE A LEADER IN  
EQUESTRIAN EXCELLENCE**  
EC WILL REALIZE WORLD-CLASS  
PERFORMANCE GOALS THROUGH  
THE DEVELOPMENT OF:

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Equestrians  
Equines  
Competitions

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# EQUESTRIAN DEVELOPMENT

## **1. COACHING DEVELOPMENT**

- 1.1 Increased number of certified coaches and instructors who meet NCCP requirements.
- 1.2 Nation-wide implementation of the Respect in Sport Program and other safe sport initiatives.

## **2. ATHLETE DEVELOPMENT**

- 2.1 Successful completion of the goals in the PTSO MOA for Canadian Equestrian Development (CED) by 2020.
- 2.2 Assessment and revision of the rider levels through a detailed evaluation process.
- 2.3 Implementation of the LTED Plan, assessed and reviewed on a yearly basis.
- 2.4 Increased number of sport licences by 5% in all disciplines.
- 2.5 Increased accreditation of facilities and development of national Centres of Excellence through the creation of criteria and goals.

## **3. HIGH PERFORMANCE DEVELOPMENT**

- 3.1 Through data analytics of performance, EC identifies HP athletes and assesses needs for the further development of programs for Rising Stars, National athletes and our International competitors.
- 3.2 Through the continual and consistent development of our High Performance Strategy, Canada will maintain and increase world-class performance and results.



# EQUINE DEVELOPMENT

## **4. EQUINE HEALTH & WELFARE**

- 4.1 EC continues the assessment and adoption of meaningful national rules and policies protecting the welfare of the horse.
- 4.2 Provision of current information to sport licence holders and stakeholders on issues related to equine health & welfare.
- 4.3 Continue to work effectively with strategic industry alliances and various levels of government to focus on specific issues related to the health and welfare of the horse in competition.

## **5. EQUINE HERD & INDUSTRY**

- 5.1 Implementation of a national traceability program for the health and welfare of the equine herd in Canada.
- 5.2 EC committees work in collaboration with strategic industry alliances and government to address taxation and regulatory issues affecting the industry.
- 5.3 EC conducts relevant research with various organizations, including breeding program initiatives; and innovation in horse performance, with the intent to improve the health and longevity of the horse.

Photo Credit:  
Darice Whyte



# COMPETITION DEVELOPMENT

## **6. COMPETITION DEVELOPMENT**

- 6.1 Through the completion of a thorough national competition review, EC will identify and fill gaps to strengthen the competition pathway for athletes.
- 6.2 EC will create and implement a national rankings program, with national standings tabulation and national championships.
- 6.3 Tracking of sport licence data at all levels to monitor and analyze trends in each discipline, with a view to assess talent ID, athlete pathway trends and the development of a correlating marketing and promotion strategy.

## **7. OFFICIALS DEVELOPMENT**

- 7.1 Creation of a comprehensive long-term officials program by exploring the best practices of recruitment, retention, training and standards for officials.

## **8. EVENTS & HOSTING**

- 8.1 Exploration of an event hosting strategy which could include hosting the FEI North American Youth Championships as soon as 2021 and the FEI General Assembly in 2022.

**WE ARE A LEADER IN  
STRATEGIC EXCELLENCE**  
EC WILL ACHIEVE SUSTAINABLE  
GROWTH IN EQUESTRIAN  
SPORTS & ACTIVITIES THROUGH  
DEVELOPMENT OF:

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Participation & Engagement  
Industry & Economy

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# STRATEGIC PARTICIPATION & ENGAGEMENT INITIATIVES

## 9. ACCESS AND GROWTH

- 9.1 Increased participation in equestrian sport and recreation through the expansion of the national Learn to Ride, Ticket to Ride and Rookie Rider programs, and the endorsement and support of coaches.
- 9.2 Analyze barriers to horse ownership and work with strategic partners to develop ways to increase the number of active horse owners.

## 10. EXPERIENCE AND EXPECTATION

- 10.1 Creation of educational programs and information to increase knowledge and awareness of participation pathways for parents and athletes.
- 10.2 Implementation of strategic partnerships to increase participation of organizations; Pony Club, CanTRA, 4-H.

## 11. CHILDREN & YOUTH

- 11.1 Through the creation of an educational component within a marketing & promotion business plan, we promote the inclusivity of horse sports including lifelong involvement, healthy participation and societal benefits.
- 11.2 Explore and assess participation in trail riding and other recreational riding opportunities to grow participation in competition disciplines and lifelong participation in equestrian sport.

## 12. MEDIA VISIBILITY

- 12.1 Through the creation of a phased marketing & promotion business plan, we build our identity to increase visibility of the disciplines and our athletes, bringing equestrian sport to the forefront with other sports in Canada.
- 12.2 Through the creation of a phased marketing & promotion business plan, we explain the inclusivity of horse sports and results of lifelong involvement.
- 12.3 Through the creation of a national fan club, we will engage the broader public and increase awareness of the equestrian sports and lifestyle.





# STRATEGIC INDUSTRY & ECONOMIC DEVELOPMENT INITIATIVES

## 13. IMPACT STUDIES & THE BUSINESS OF HORSES

- 13.1 Establish a budgetary item, including grant options, and undertake a major impact study to include economic and positive societal benefit impacts, including therapeutic aspects of horses and resultant significant health benefits. This will serve as a tool for economic and government initiatives.

## 14. INDUSTRY & ECONOMIC INITIATIVES

- 14.1 Through strategic industry-wide forum discussions, increase our competitive advantage with initiatives to foster economic growth & investment in equine commerce & business start-ups.
- 14.2 An evaluation of current funding applications to be conducted to review that EC is maximizing funding for all levels, including high performance, through both government and sponsorships.
- 14.3 Create a plan to promote the successes of Canadian horses, including exploring initiatives to promote the various breeds.

**WE ARE A LEADER IN  
ORGANIZATIONAL EXCELLENCE  
EC WILL ACHIEVE RESPECT OF  
STAKEHOLDERS THROUGH THE  
DELIVERY OF:**

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Best Practices in Governance  
Astute Financial Stewardship

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# BEST PRACTICES IN GOVERNANCE & ASTUTE FINANCIAL STEWARDSHIP

## 15. GOVERNANCE & LEADERSHIP

- 15.1 The Board and all governing and operational committees will meet regularly, produce minutes and follow their Terms of Reference. Annual reports will be received and published on the EC website.
- 15.2 Conduct a review of HR, governance and operational structures to ensure a lean and efficient organization.
- 15.3 Yearly annual review of Strategic Initiatives plan to be conducted to assess progress.
- 15.4 Implementation of mandatory anti-harassment and Respect in Sport training for all sport licence holders, coaches, staff and volunteers by April 2020.

## 16. COMMUNICATIONS

- 16.1 Through development of a clear communications plan, EC will provide improved communication across disciplines, committees and departments maintaining and improving customer service experience.
- 16.2 With the creation of multi web-based portals, EC will facilitate training and development of athletes, coaches, officials, and volunteers.

## 17. SERVICE DELIVERY TO MEMBERSHIP

- 17.1 Through investing in information technology, EC will launch a new membership database that integrates National and PTSO membership renewals, supports a national result and rankings database, and leads the national equine ID data management.
- 17.2 EC will invest in technology that facilitates the gathering of statistics, better allowing the value of the industry to be assessed.
- 17.3 EC will invest in automation that facilitates workflow and efficiencies for staff and volunteers.

## 18. FINANCIAL STEWARDSHIP

- 18.1 Through an efficient operational structure, EC shall produce regular and timely reports for all departments and committees.
- 18.2 Through an efficient operational structure, EC shall present timely balanced budgets.
- 18.3 Through the implementation of new platforms for accounting, CRM and communications, EC will seek to reduce expenses and increase functionality.



*Continued*

# **BEST PRACTICES IN GOVERNANCE & ASTUTE FINANCIAL STEWARDSHIP**

## **19. MAXIMIZE PUBLIC & PARTNERSHIP FUNDING**

- 19.1 An evaluation of current grant applications will ensure EC is maximizing the use of all available levels of government and public funding.
- 19.2 An assessment of actual collaborations with our current strategic partners will identify gaps and strengths to move EC forward with mutually beneficial initiatives.
- 19.3 Through a strategic revenue plan, diversified sources of revenue and assets are sought and corporate partnerships and donations increase yearly.
- 19.4 Through a strategic revenue plan, philanthropic relationships will be created to sustain private financial support to strengthen philanthropic initiatives including the Horsepower Foundation.





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