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| **SP: Increase Awareness of the value of membership** |
| OBJ: Adapt a service-driven approach that enhances the membership experience. |
| Membership feedback survey and quarterly summary of addressed goals |
| OBJ: Increase social media campaigns on all platforms |
| Social media strategy - talk about benefits. Storytelling - about the value of membership |
| OBJ: Implement Stable Management Program |
| Develop, promote, run, add new development/additional offers |
| OBJ: Implement outreach plan to connect with non-members |
| OBJ: Ambassadors to empower existing members to communicate organization benefits to non-members. |
| Ambassador plan to attract new and retain current members: existing members to attract new; ambassador recognition program; event attendance; board ambassadors |
| **SP: Ensure robust learning opportunities are available for the equine community** |
| OBJ: Use a variety of methods and tools to deliver accessible learning opportunities to members.  |
| Trail Rider Program, rider levels, officials training, medication education, video development; promote Uof C, Equine Guelph, coaching program |
| OBJ: Partner, network and participate in events that effectively showcase the AEF.  |
| Trade shows, horse events, reach out to non-members and members; part of communications plan |
| OBJ: Pilot “Meet a Horse” program  |
| Meet a Horse |
| OBJ: Expand representation of marginalized groups on Board of Directors (ongoing) |
| Board representation (DEIB) - annual board recruitment |
| **SP: Expand leadership in environmental and social responsibility**  |
| OBJ: Establish diversity, equity, inclusion and belonging (DEIB) policies that enhance opportunities for diverse groups  |
| Training, database information collection, inclusive programming plan |
| OBJ: Promote safe sport, inclusion and diversity, and mental health |
| Mental health, coach status, compliance policy |
| OBJ: Health and welfare of the equines |
| Equine health and wellness policy and education, risk management plan, safe sport policy |
| OBJ: Promote and discuss zero waste horse events and activities  |
| Zero waste event promotion - incorporate into marketing and communications plans |
| **SP: Enhance strong team performance** |
| OBJ: Maintain a strong foundation for board, staff, ambassador and volunteer success through policy, onboarding and aligning best practices.  |
| Board training and transition document etc. |
| OBJ: Analyze and assess the organization through annual evaluations. |
| Board evaluation, organization evaluation |
| OBJ: Create and implement ongoing board development opportunities.  |
| Board meetings in visible locations |
| OBJ: Ensure the web portal includes a clear communications tool for the Board of Directors and Staff |
| Board web portal |
| **SP: Ensure organizational stability through sustainable sources of revenue**  |
| OBJ: Develop processes that ensure accountability to funders |
| Project management / accounting software |
| OBJ: Clearly and consistently communicate the various ways to donate to the AEF |
| Ways to donate on website, social, advertising; define donation categories |
| OBJ: Continue to explore and take advantage of relevant grant opportunities including those specific to diverse groups |
| Review all relevant and significant funding opportunities |
| OBJ: Understand how partners feel about the benefits they receive and build a plan to maximize their experience |
| New partnership packages |
| **OP: Addition priorities** |
| Communications plan; align promotion/marketing efforts; style guide for writing |
| Coach developer development |
| Rookie Riders program into schools and other youth serving organizations; build new partnerships with youth serving organizations |
| Discuss purchasing location |
| Trail App |
| Review reducing size of board; maintain/increase committee size |
| Stampede attendance - Board ambassadors |