|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |  |
| **Project** | **Details** | **Responsibility (Staff, Board, Committee, Consultant, other)** | | | | | **Notes** | **Dates** | |
|  |  | Staff | Board | Committees | Consultant | Other |  | Start | End |
| **2023** |  |  |  |  |  |  |  |  |  |
| Fundraising | Review all relevant and significant funding opportunities | Executive Director makes decisions | Board recommends | All committees recommend |  |  |  | 01-Jan-23 | 31-Dec-28 |
| Ways to donate on website, social and advertising | Communications and Engagement Manager |  |  |  |  |  | 01-Jul-23 | 31-Dec-24 |
| Define donation categories | Executive Director |  |  |  |  |  | 01-Oct-23 | 31-Dec-23 |
| Board meetings in visible locations |  | Supported by Executive Director | Board |  |  |  |  | 01-Apr-23 | 30-Jun-24 |
| Officials training |  | Project and Event Coordinator |  |  |  |  |  | 01-Jul-23 | 30-Mar-24 |
| Governance and operational guidelines aligned ensuring governance and operations are equal partners |  | Staff | Board |  | Contractor / Sport Law |  |  | 01-Jul-23 | 30-Mar-24 |
| Video development |  | Project and Event Coordinator |  |  | Consultant |  |  | 01-Jul-23 | 30-Jun-24 |
| Risk/issues management plan |  | Supported by Executive Director | Board |  | Contractor / Sport Law |  |  | 01-Jul-23 | 30-Jun-24 |
| Policy | Safe Sport policy | Supported by Executive Director | Board |  | Contractor / Sport Law |  |  | 01-Jul-23 | 31-Dec-24 |
| Compliance policy | Supported by Executive Director | Board |  | Contractor / Sport Law |  |  | 01-Jul-23 | 31-Dec-24 |
| Equine health and wellness policy | Project and Event Coordinator | Board | Industry Committee |  |  |  | 01-Oct-23 | 31-Dec-24 |
| Coach developer development |  | Sport and Recreation Manager |  |  |  |  |  | 01-Oct-23 | 30-Mar-25 |
| Stampede – Board Ambassadors attend event |  |  | Board |  |  |  | Board ambassadors; annually | 01-Jul-23 | 31-Dec-23 |
| Promote Coach Status |  | Sport and Recreation Manager |  |  |  | Equestrian Canada |  | 01-Jul-23 | 31-Dec-24 |
| Evaluation | Board evaluation | Supported by Executive Director | Board |  |  |  |  | 01-Jan-23 | 31-Dec-23 |
| Organizational evaluation | Supported by Executive Director | Board | Governance /Board Development Committee |  |  | every other year | 01-Oct-24 | 31-Dec-25 |
| Medication education |  | Project and Event Coordinator |  | Industry Committee |  |  |  | 01-Oct-23 | 31-Mar-24 |
| Talk about mental health |  | Communications and Engagement Manager |  |  |  |  |  | 01-Oct-23 | 31-Dec-24 |
| Meet a Horse |  |  | Board |  |  |  |  | 01-Oct-23 | 30-Sep-24 |
| Board web portal |  | Executive Director | Board |  |  |  |  | 01-Oct-23 | 31-Dec-23 |
| Project management / accounting software that tracks responsibilities and accountabilities to funders |  | Finance and Support Manager |  |  |  |  |  | 01-Oct-23 | 31-Dec-24 |
| Annual calendar in board room |  | Staff |  |  |  |  |  | 01-Oct-23 | 31-Dec-23 |
| Communications plan |  | Communications and Engagement Manager |  |  |  |  |  | 01-Oct-23 | 30-Mar-25 |
| Alignment of promotions/marketing efforts |  | Communications and Engagement Manager |  |  |  |  |  | 01-Oct-23 | 30-Mar-25 |
| DEIB (Diversity, Equity, Inclusion and Belonging) | Board representation (DEIB) | Supported by Executive Director | Board |  |  |  |  | 01-Oct-23 | 31-Dec-24 |
| Partners | New partnership packages | Executive Director and Communications and Engagement Manager |  |  |  |  |  | 01-Oct-23 | 30-Mar-24 |
| Implement rider levels |  |  |  |  |  | Equestrian Canada |  | Octboer 1, 2023 | 31-Dec-24 |
|  |  |  |  |  |  |  |  |  |  |
| **2024** |  |  |  |  |  |  |  |  |  |
| Trail Rider program | Trail Rider Program: Information to committee for review | Membership Manager and Project and Event Coordinator |  | Recreation Committee |  |  |  | 01-Jan-24 | 30-Mar-24 |
| Trail Rider Program: Committee review complete |  |  | Recreation Committee |  |  |  | 01-Apr-24 | 30-Jun-24 |
| DEIB (Diversity, Equity, Inclusion and Belonging) | Training for Board and staff (DEIB) | Sport and Recreation Manager | Board |  |  |  |  | 01-Jan-24 | 31-Dec-24 |
| Database information collection - DEIB friendly coaches and facilities | Sport and Recreation Manager |  |  |  |  |  | 01-Oct-24 | 31-Dec-25 |
| Board training and transition document etc. |  | Supported by Executive Director | Board | Governance/Board Development Committee |  |  |  | 01-Jul-24 | 30-Jun-25 |
| Review Board and Committee complement |  | Supported by Executive Director |  | Governance/Board Development Committee |  |  |  | 01-Jan-24 | 30-Sep-24 |
| Stable Management Program | Stable Management Program: Develop | Membership Manager & Project and Event Coordinator |  |  | Contractor / 42 North |  |  | 01-Apr-24 | 31-Dec-25 |
| Educate about health and wellness of equine | Ongoing after | Communications and Engagement Manager |  | Industry Committee | Contractor / AB Bits |  |  | 01-Jul-24 | 31-Dec-24 |
| Rookie Riders program into schools and other youth serving organizations | Build new partnerships with youth serving organizations | Sport and Recreation Manager & Project and Event Coordinator |  |  |  |  |  | 01-Jul-24 | 31-Dec-27 |
| Social media strategy |  | Communications and Engagement Manager |  |  |  |  |  | 01-Oct-24 | 31-Dec-25 |
| 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 |  | Board |  |  |  | Part of comms plan | 01-Oct-24 | 30-Jun-27 |
| Ambassador program - create program that attracts new and retains current members | Provide information and tools | All staff | Board supports |  |  |  |  | 01-Oct-24 | 30-Jun-27 |
| Connect with existing members to attract new members (coaches as ambassadors, horses, members etc.) | All staff | Board supports |  |  |  |  | 01-Oct-24 | 30-Jun-27 |
| Appreciate ambassadors through recognition program | All staff | Board supports |  |  |  |  | 01-Oct-24 | 30-Jun-27 |
| Create plan for ambassadors to attend events | All staff | Board supports |  |  |  |  | 01-Oct-24 | 30-Jun-27 |
| Reach out to members who say they want to volunteer to ask if they want to be an ambassador | All staff | Board supports |  |  |  |  | 01-Oct-24 | 30-Jun-27 |
| Board - being an ambassador should be the number one role of the board | All staff | Board supports |  |  |  |  | 01-Oct-24 | 30-Jun-27 |
|  |  |  |  |  |  |  |  |  |  |
| **2025** |  |  |  |  |  |  |  |  |  |
| Trail Rider Program | Trail Rider Program: Promote | Communications and Engagement Manager |  | Recreation Committee |  |  |  | 01-Jan-25 | 30-Mar-25 |
| Membership feedback survey and quarterly summary of addressed goals | Survey around benefits - database, funding, insurance and member satisfaction | Staff |  |  |  |  |  | 01-Jan-25 | 30-Jun-25 |
| Style Guide for writing |  | Communications and Engagement Manager |  |  |  |  |  | 01-Jan-25 | 31-Dec-25 |
| Stable Management Program | Stable Management Program: Promote | Communications and Engagement Manager |  |  | Contractor / 42 North |  |  | 01-Jul-25 | 30-Jun-26 |
| Zero waste event promotion |  | Communications and Engagement Manager |  |  |  |  | Part of stable management program? | 01-Oct-25 | 31-Dec-28 |
|  |  |  |  |  |  |  |  |  |  |
| **2026** |  |  |  |  |  |  |  |  |  |
| Stable Management Program | Stable Management Program running | Membership Manager & Project and Event Coordinator |  |  |  |  |  | 01-Jan-26 | 31-Dec-27 |
|  |  |  |  |  |  |  |  |  |  |
| **2027** |  |  |  |  |  |  |  |  |  |
| Stable Management Program | New development /additional offers | Membership Manager & Project and Event Coordinator |  |  |  |  |  | 01-Oct-27 | 31-Dec-28 |
|  |  |  |  |  |  |  |  |  |  |
| **2028** |  |  |  |  |  |  |  |  |  |
| Discuss purchasing location |  | Executive Director |  |  |  |  |  | 01-Jan-28 | 31-Dec-28 |
| Trail App |  | Membership Manager & Project and Event Coordinator |  | Recreation Committee |  |  |  | 01-Jan-28 | 31-Dec-28 |
|  |  |  |  |  |  |  |  |  |  |
| **Ongoing** |  |  |  |  |  |  |  |  |  |
| Promote University of Calgary Programs (ongoing) |  | Communications and Engagement Manager |  |  |  |  |  | 01-Jan-23 | 31-Dec-28 |
| Promote Equine Guelph (ongoing) |  | Communications and Engagement Manager |  |  |  |  |  | 01-Jan-23 | 31-Dec-28 |
| Promote coaching program (ongoing) |  | Communications and Engagement Manager |  |  |  |  |  | 01-Jan-23 | 31-Dec-28 |
| Provide opportunities for Board and staff to meet, learn from one another and create strong partnerships |  | Supported by Executive Director | Board |  |  |  |  | 01-Jan-23 | 31-Dec-28 |
|  |  |  |  |  |  |  |  |  |  |
| **TBD** |  |  |  |  |  |  |  |  |  |
| DEIB (Diversity, Equity, Inclusion and Belonging) | Create plan to be more inclusive in programming (DEIB) | Staff |  |  |  |  | Timing TBD - staff discussion in fall of 2023 |  |  |