

Strategic Overview Report



Created for Saskatchewan Horse Federation
November 2015



Morris Interactive
it starts with people



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Executive Summary



In 2012, in partnership with Morris Interactive, the Saskatchewan Horse Federation (SHF) conducted their first Strategic Planning Session. During the session, a situational analysis was conducted, which included examining key areas of focus, as well as a SWOT analysis.

Over the last three years, the SHF has worked to meet the goals set out in the 2012 Strategic Plan. In the third quarter of 2015, the SHF Board reached out to Morris Interactive to help review and revise the current standpoint. This Strategic Overview Report has been developed by the SHF Board of Directors in order to provide a disciplined approach with objectives for continued success of the SHF over the next three years, or until the plan is redirected by the SHF Board of Directors.

During the 2015 Strategic Review Session, the board reviewed and revised the SHF Mission, Vision, and Values to better fit their 2015 model of business. The SHF board worked collaboratively to brainstorm and analyze the current environmental factors, continued growth, and future successes.

Keeping their current environmental factors in mind the SHF board set out prioritized goals they deemed necessary and achievable over the next three years, and assigned responsibility and deadlines for these important goals.

The Saskatchewan Horse Federation endeavors to be an association that anyone active in the horse industry desires to be a part of. The SHF is accessible to all members, on both professional and personal levels. Through this strategic overview report the SHF hopes to outline the goals and actions necessary to support the continued diversification within the industry.



Overview

Introduction:

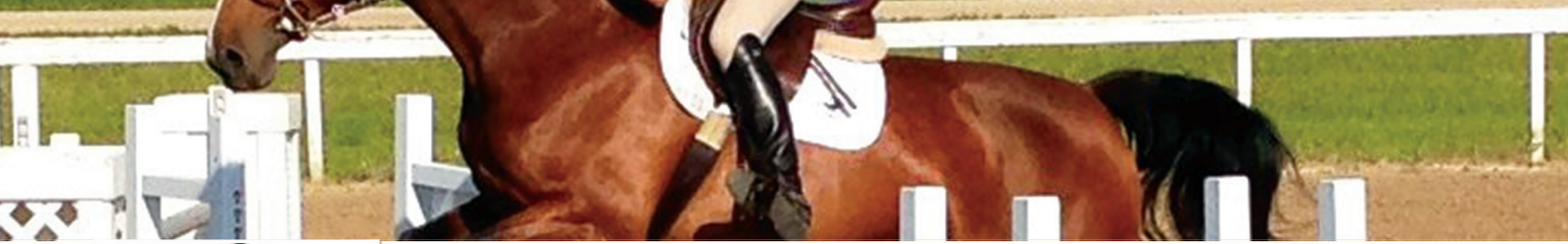
The Saskatchewan Horse Federation strives to continue to be the influential leader in the Saskatchewan horse industry - to be the voice of their membership and the provincial leaders, at a national level. Since the creation of the last strategic initiatives, the SHF has regained respect in the Saskatchewan horse industry, grown its membership base, and built a strong, cohesive Board of Directors.

Goal

The predominant focus of the strategic overview report is to identify the Saskatchewan Horse Federation's priority goals and develop action plans with measurable outcomes over the next three years of continued success and growth. The plan proposes organization wide goals, carried out in a coordinated approach, to the benefit of all those involved within the horse industry. The board identified the main pillars for the SHF as the following:

Profile, People, and Productivity

This is a time of renewal- the SHF needs to approach it with open minds, creativity, and fervent respect for shared goals. The SHF board must embrace change where needed, but also acknowledge their areas of strength.



SHF Management

Board of Directors

The Board of Directors is comprised of individually elected members – President, President-Elect, and Executive Committee. Ad-hoc and Standing Committees are formed for specific needs, including; finance, by-laws, governance, fundraising, education, and special events, etc.

Executive Director

The Executive Director manages the day to day business of the SHF according to the directions established by the Board of Directors and this strategic overview report, including management of all staff.



Where are we now?

Structure

This report recommends three strategic pillars of focus with goals that reflect the over-arching initiatives listed below. The strategic focus areas and initiatives are inter-related, which have important ties to the SHF's aspirational success.

The values underlie how the federation will fulfill its mission, as it works towards its vision. The following influence the decisions the SHF makes, and the action it takes.

Our **MISSION**

The Saskatchewan Horse Federation delivers value to its member through initiatives in sport, industry, and recreation activities, while upholding standards of equine welfare.

Our **VISION**

The Saskatchewan Horse Federation is the voice and leader in an evolving and sustainable horse industry.

Our **VALUES**

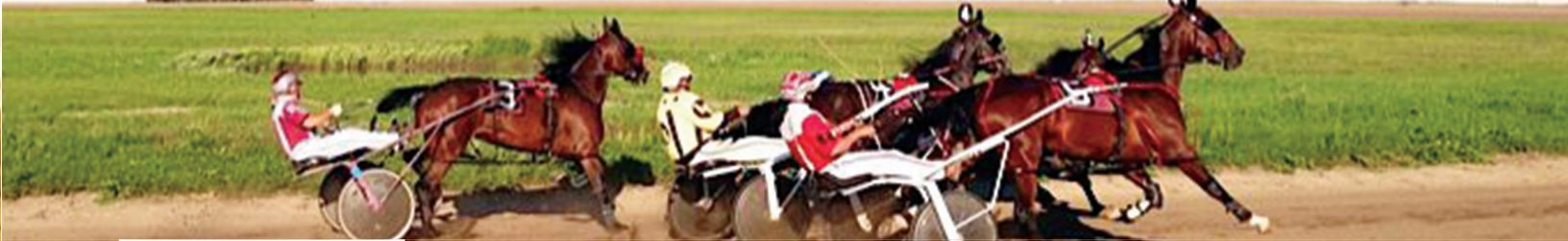
EQUALITY: Respecting and recognizing the equal worth of each individual. Equally accepting all, regardless of age, race, creed, religion, gender, sexual orientation, or economic background.

JUSTICE: Following fair play.

RESPECT: Expecting conduct that is honest, respectful, and honourable for all of its members.

LEADERSHIP: The provision of ethical, educational, and technical guidance at all levels of operations of the Saskatchewan Horse Federation.

COMPETENCE: Maintaining and improving current levels of knowledge and practice for the pursuit of equine activities of members.





What Does Success Look Like?

Identified 3 [P]illars

Raising [P]rofile:

To achieve increased education, advancement, training, and enhance prestige the Saskatchewan Horse Federation will:

- Increase the number of coaches, competitions, and competitors.
- Host educational forums for members.
- Host governance training for corporate members (value added initiative).
- Develop and maintain a strong presence at important industry events.
- Organize and host educational/development events for coaches, officials, and competition organizers.

By 2018, success will be measured by:

- A pre-determined, identified increase in number of coaches, competitions, and competitors
- Realization of annual or bi-annual educational forums
- Set schedule of annual or bi-annual educational/development forums for corporate members
- Strong SHF presence at important industry events,
 - Prioritizing top five events
- Scheduled bi-annual educational events for coaches, officials, and competition

Investing in [P]eople:

To achieve increased individual memberships, improve stakeholder relations with key industry leaders, and strengthen the internal education and efficiency of the board, the SHF will:

- Develop a target number/percentage to use as a goal for increased membership
- Identify key industry leaders to build/maintain stakeholder relations
- Develop effective communication tools for board meetings
 - Briefing notes and posted/distributed board minutes,
- Board training, education, and mentorship
 - Develop policy and procedure manual in alignment with the SHF governance package.

By 2018, success will be measured by:

- Achieving or surpassing target goal/percentage for increased membership
- Diarize and compile a document of key industry leaders
- Increased communication and stakeholder relations with industry leaders
- Development and implementation of board communication tools and processes
 - Such as;
 - Briefing notes from committees, staff, executive director and board members,
- Clear and developed appointment process and governance procedures for the purpose of new board members

Raising [P]roductivity:

To improve the productivity of the organization as a whole the Saskatchewan Horse Federation will:

- Complete a needs assessment
- Begin processes for achievement of livestock designation
 - Update industry study
 - Apply for available grants and funding to update the industry study,

By 2018, success will be measured by:

- Review and analyse assessment results
 - Identify gaps,
- Successful achievement or measureable progress towards livestock designation
- A viable and relevant updated industry profile.



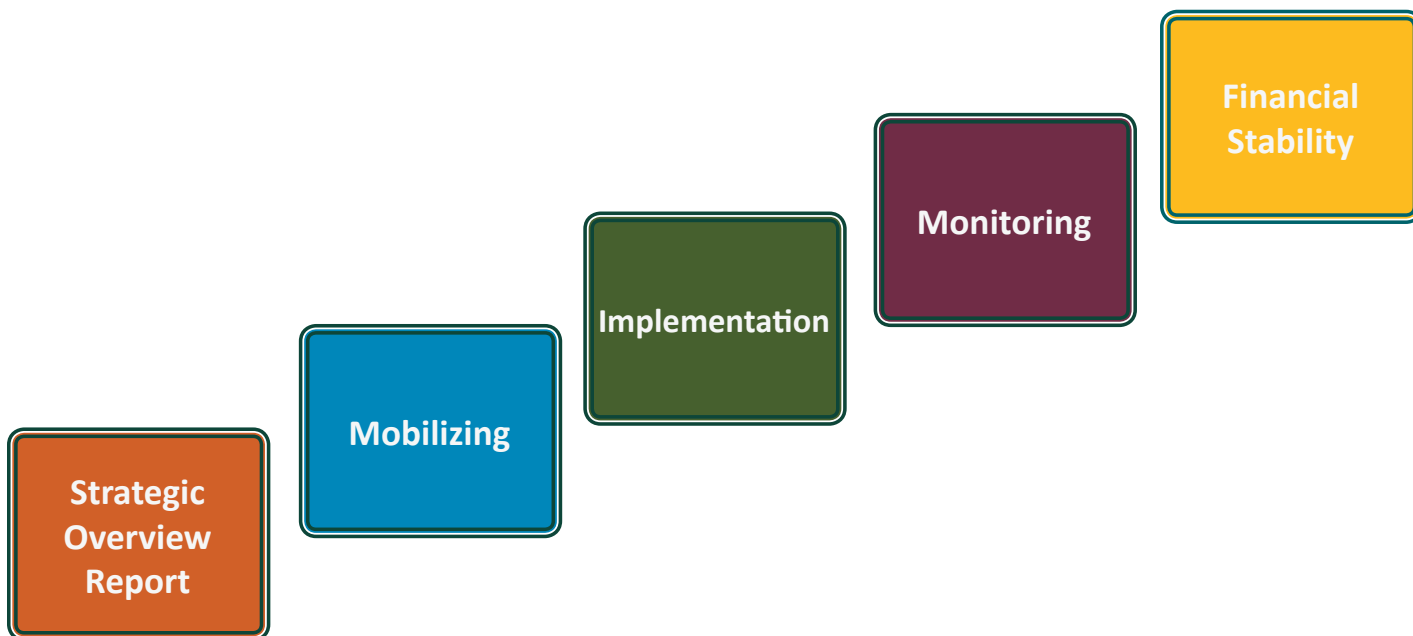
Breakdown of Identified Priorities

Livestock Designation
Board Mentorship, Succession, and Communication
Value-Added & Corporate Membership Review
Improved Stakeholder Relationships

Five-Step Process

The Strategic Overview Report includes the following five steps:

1. Creation of the Report
2. Mobilizing effort and consensus around the vision, mission and values of the SHF
3. Implementation of identified strategic pillars
4. Monitoring the financial inputs on a quarterly basis
5. Achievement of financial stability



ACTION ITEMS

EMPOWER your JOURNEY

Raising [P]rofile			
OBJECTIVES	ACTIVITIES	LEAD	TIMEFRAME
Increase the number of coaches, competitions, and competitors	<ul style="list-style-type: none"> Set target goals Determine action plan for reaching target 	Kylie	December 2016
Host educational forums for members	<ul style="list-style-type: none"> Set annual or bi-annual dates for educational forums Determine focus/topics of educational forums Advertise educational forums to membership Create effective communication tool for membership feedback for future educational forums 	Board Driven	February 2016 December 2016 January 2016
Host governance training for corporate members	<ul style="list-style-type: none"> Set annual or bi-annual dates for governance training Determine who will lead the governance training (internal or external) Advertise governance training to membership Create effective communication tool for membership feedback for future governance training 	Board Driven	TBD
Organize and host educational/development events for coaches, officials, and competition organizers	<ul style="list-style-type: none"> Set bi-annual dates for educational/development events Determine who will lead the educational/development events (internal or external) Advertise educational/developmental events to membership Create effective communication tool for membership feedback for future educational/development events 	Board Driven	TBD
Develop and maintain a strong presence at important industry events	<ul style="list-style-type: none"> Identify important industry leaders Identify important industry events Prioritize top five events Ensure strong SHF presence at top five events Endeavor to have SHF presence at all industry events by 2018 	TBD	TBD
The Saskatchewan Horse Federation Board will assign lead and determine an appropriate time line for all goals			

ACTION ITEMS

EMPOWER your JOURNEY

Investing in [P]eople			
OBJECTIVES	ACTIVITIES	LEAD	TIMEFRAME
Increase individual membership	<ul style="list-style-type: none"> Develop a target number/percentage goal for increased membership Develop action plan to reach target goal 	<i>TBD</i>	<i>TBD</i>
Build and maintain strong relationships with key industry leaders	<ul style="list-style-type: none"> Diarize and compile a document of key industry leaders Increase communication and stakeholder relations with key industry leaders 	<i>TBD</i>	<i>TBD</i>
Board training, education, and mentorship	<ul style="list-style-type: none"> Develop policy and procedure manual in alignment with SHF governance package Briefing notes from committees, staff, executive director, and board members Develop clear appointment process and governance procedures for the purpose of new board members Institutionalize mentorship program for new board members 	Krissy Executive board members and committee chairs	March 2016
The Saskatchewan Horse Federation Board will assign lead and determine an appropriate time line for all goals			

ACTION ITEMS

EMPOWER your JOURNEY

Improving [P]roductivity			
OBJECTIVES	ACTIVITIES	LEAD	TIMEFRAME
Identify gaps in SHF productivity	<ul style="list-style-type: none"> Complete a needs assessment Review and analyse assesment results to identify gaps 	TBD	TBD
Achieve livestock designation	<ul style="list-style-type: none"> Apply for available grants and funding to update industry study Update the industry study Determine process of achieving livestock designation 	TBD	TBD
The Saskatchewan Horse Federation Board will assign lead and determine an appropriate time line for all goals			



Acknowledgements

Many people contributed their ideas, feedback and energy to the process, informing and developing the strategy by providing valuable input and insight.

We gratefully acknowledge their contribution to this project as well as their ongoing contributions to the community.

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