

VTRA 2021-2024

STRATEGIC PRIORITIES

Dear VTRA friends,

On behalf of the VTRA Board of Directors and Staff, we are pleased to present VTRA's 2021-2024 Strategic Plan. This most recent plan builds on previous objectives and is both ambitious and forward looking.

VTRA has been fortunate to maintain and expand its core program and add new program offerings during the recent COVID-19 situation due to the dedication, creativity and adaptability of VTRA's staff and volunteers. We feel this experience will stand VTRA in good stead as we embark on our newly updated strategic plan.

In developing this plan, the Strategic Planning Committee led a collaborative process that included the Board and its committees, VTRA staff and other stakeholders. We thank everyone for their time and input to support the development of this plan.

Work is already underway on many of these strategies and we expect they will be completed in the near future. Other strategies lay the foundations for longer-term goals that address VTRA's growth, future direction and sustainability.

We look forward to working with staff, volunteers, community partners, donors and other supporters to bring about the future envisioned in this document for the benefit of our program participants and our equine partners.

Sincerely,

Annie Brothwell, VTRA Board Chair

Karen Diederichs, Chair, VTRA Strategic Planning Committee



**VICTORIA THERAPEUTIC
RIDING ASSOCIATION**

Our Vision

Learning, connection, and joy through the power of horses

Our Mission

Build individual capacity through human and horse teamwork

Our Commitment

The VTRA is committed to inclusivity, diversity, equity and equine welfare—we value difference and individuality and a proactive and adaptive approach to meeting our members needs. Our mission is to serve others. We provide opportunities for people of all abilities to connect, learn, grow and thrive. This is at the heart of everything we do.

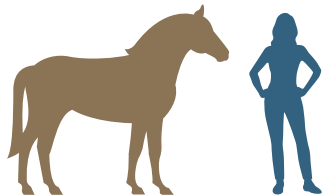
Our Areas of Impact

Opportunities, relationships and diverse programming that focuses on individual goals, wellness, building skills and a sense of belonging.



OUR FRAMEWORK

CONNECTION

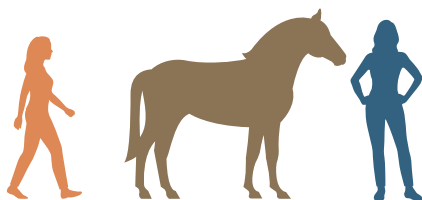


Provide ample and diverse opportunities for participants, volunteers and other community members to access our herd and engage in VTRA programming.

Develop and deliver quality programs that embrace the principles of inclusion and diversity and that are relevant and responsive to evolving community needs.

Lead, learn and participate in the equine therapy industry and benefit from increased participation, collaboration and recognition opportunities.

TEAMWORK

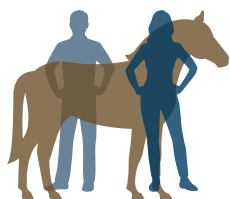


Demonstrate the value of intentional teamwork by facilitating opportunities for people and horses to work together.

Secure the future of our organization by seeking sustainable growth based on a framework of engagement, planning and shared leadership.

Secure our organization as a thriving not for profit organization by being responsible stewards with the funds we receive; by expanding sources of funding and by being accountable to our funders and our community.

ACHIEVEMENT



Work towards known goals, recognize growth and develop and celebrate success.

Maximize opportunities for the broader community to be aware of our programs and become engaged in the delivery of our programs. Facilitate participant-centred programming that results in learning, growth and achievement.

OUR FOCUS IS ON

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OUR PRIORITIES

Priority #1 Diversity

Strategy:

1. Strive for diversity, inclusion and equity throughout VTRA by developing a statement and approach for operating with this filter.

Priority #2 Volunteers

Strategy:

1. Reevaluate and/or adapt the volunteer program to align with the growth and future direction of VTRA
2. Strengthen the volunteer program to ensure base program roles are regularly filled and unique skill sets are used to our advantage

Priority #3 Facility & Capital Development Planning

Strategy:

1. Maximize existing outdoor areas to facilitate program growth by building a permanent location for the round pen with appropriate footing and adding new footing and lighting to the outdoor ring
2. Establish a sustainable financial model that will scale to support improvements and advancement by preparing for and executing a capital campaign plan to fund facility and site improvements
3. Improve VTRA infrastructure to accommodate operational requirements by building a new Clubhouse
4. Strike or support a sub-committee to explore Capital Development Planning and Fundraising to support replacement of the aging office/clubhouse facility

Priority #4 Fundraising & Advancement

Strategy:

1. Establish a sustainable financial model that will scale to support improvements and advancement by building a capital reserve to support operations in the event of a temporary or emergency shut down
2. Secure funding to offer partial or full support of certification costs for new instructors
3. Strengthen and formalize fundraising expectations, communications, and donor stewardship
4. Develop a SMART long-term strategy for the VTRA Tack Store program
5. Continue use of the “1, 4, 10, 1000 Revenue Generation Strategy” to provide consistency and focus to our work by:
 - Building on the developing Annual Appeal Campaign for the next three years
 - Developing a robust monthly donor program to increase monthly supporters
 - Develop a more aggressive bequest, wills and legacy plan for VTRA

Priority #5 Learning & Development

Strategy:

1. Create and implement an annual performance dialogue process that creates opportunity for objective setting, feedback, and inquiry
2. Create and implement a learning and development framework that supports and commits to the professional development and growth of our employees
3. Review employee compensation against appropriate market comparisons every three years to ensure that VTRA motivates and retains a high performing team

Priority #6 Operations

Strategy:

1. Maintain and improve current VTRA infrastructure to accommodate operational requirements by:
 - Replacing turnout area and paddock fencing in the front area of property
 - Renovating farrier's room to create fully functioning space with technology
 - Adding permanent landscaping to enhance front of clubhouse and barn
 - Rebuilding the front paddocks to accommodate larger herd, if necessary
2. Develop a maintenance plan for regular review and upkeep of the facility
3. Temporary expansion of office space for meetings/classroom/for staff (1-2 years) as the current layout is an interim solution to meet Covid-19 space requirements
4. Explore the possibility of accessing and making a trail at back of property/neighbours property for additional outdoor activity
5. Find a permanent suitable location for the tack store , if it is retained as part of the revenue stream
6. Create a plan to make VTRA more environmentally sustainable
7. Purchase new technology and/or improve VTRA's existing technology to modernize registration process, support new program growth and expand teaching tools available to the Instructors to support mounted and unmounted program

Priority #7 Program Development

Strategy:

1. Develop a framework for participant-centred measures and outcome reporting to support therapeutic approach.
2. Focus on development of new and diverse programming by:
 - Creating and implementing an Equine-Assisted Learning program
 - Establishing an internship program to support those with diverse abilities in learning about equine-related employment
 - Relaunching the Equine-Facilitated Wellness program

- Creating program options for seniors, first responders and veterans
- Creating an unmounted program for Early Intervention-aged participants
- Identifying and addressing risk with staff turnover, transitions and change

Priority #8 Strategic Partnerships

Strategy :

1. Focus on development of new and diverse programming by creating partnerships with complementary organizations
2. Plan and establish a second (satellite) site for VTRA programs
3. Establish strong partnerships with community organizations so specific programs may develop (e.g., at-risk youth, seniors) and to ensure VTRA has a broader pool of potential participants

Priority #9 Strategic Risk Management

Strategy:

1. Establish a sustainable financial model that will scale to support improvements and advancement by:
 - Improving internal reporting and systems
 - Creating a three-year budget cycle to better align with the strategic plan and program delivery
2. Strive for excellence in non-profit governance at VTRA by:
 - Documenting the process and procedures for the Nominations Committee
 - Complete VTRA policies and procedures update project
 - Implement a board self-evaluation process and development structure
3. Build on current foundation of transparency and accountability by:
 - Developing a template for Annual General Meeting planning and execution
 - Reviewing and updating the information package for prospective board and committee members
 - Strengthening reporting between the board and committees

4. Build strategic planning capacity across the organization by:

- Developing a process to guide implementation of the strategic plan
- Developing an approach to evaluation, including performance measures, of supporting actions
- Developing a reporting dashboard for ongoing/periodic reporting at the board level

5. Support expansion of core programming by:

- Developing a plan to increase and diversify the herd size to accommodate an increased participant base and evolving program needs (e.g. larger horses and ponies, suitable horse and ponies for driving etc) and maintaining herd size in the event of the loss or retirement of a horse.

VTRA is committed to the vision of this strategic plan and thanks everyone involved in the development of this document



**VICTORIA THERAPEUTIC
RIDING ASSOCIATION**

About the VTRA

The Victoria Therapeutic Riding Association (VTRA) was formed in 1982 to provide a therapeutic riding experience to children and adults with diverse abilities throughout the Greater Victoria area.

Today, VTRA is a non-profit charitable organization that uses horseback riding as a recognized therapeutic tool and offers a variety of equine-assisted learning programs to more than 200 children, youth and adults throughout the region.

VTRA is supported by a volunteer board, a small staff team, 11 horses and 275+ dedicated volunteers who enable participants to benefit each week.

VTRA gratefully acknowledges that we operate on the traditional lands of the Lekwungen (Esquimalt and Songhees) and WSÁNEĆ (Pauquachin, Tsartlip, Tsawout, Tseycum) peoples.