



# VTRA 2021-24 Strategic Plan Report









An update on VTRA's 9 Strategic Priorities and Strategies









## May 2023 Report Card

PRIORITY	DETAILS	UPDATE	STATUS
Diversity	<ul style="list-style-type: none"><li>• Strive to include in policy and practice</li></ul>	<ul style="list-style-type: none"><li>• Practice being implemented</li></ul>	 operational
Diversity	<ul style="list-style-type: none"><li>• Development a policy statement</li></ul>	<ul style="list-style-type: none"><li>• Statement completed</li></ul>	 operational
Volunteers	<ul style="list-style-type: none"><li>• Align program with agency's strategic direction</li></ul>	<ul style="list-style-type: none"><li>• 2022/23 review and strategy completed</li></ul>	 operational
Volunteers	<ul style="list-style-type: none"><li>• Strengthen program supports</li></ul>	<ul style="list-style-type: none"><li>• Awaiting results of application for additional funding for program expansion and development</li></ul>	 in progress
Facility & Capital Development Planning	<ul style="list-style-type: none"><li>• Secure funding for permanent location of round pen</li></ul>	<ul style="list-style-type: none"><li>• Currently seeking funding</li></ul>	 in progress
Facility & Capital Development Planning	<ul style="list-style-type: none"><li>• Improve infrastructure to accommodate new clubhouse</li></ul>	<ul style="list-style-type: none"><li>• Design/Build Committee being confirmed</li></ul>	 operational
Facility & Capital Development	<ul style="list-style-type: none"><li>• Develop capital project campaign</li></ul>	<ul style="list-style-type: none"><li>• DRAFT project case for support</li></ul>	

Planning		developed (Final draft June 2023)	 in progress
Facility & Capital Development Planning	<ul style="list-style-type: none"> <li>Strike sub-committee for Capital Development project</li> </ul>	<ul style="list-style-type: none"> <li>Fundraising Committee confirmed and meeting regularly</li> </ul>	 operational
Fundraising & Advancement	<ul style="list-style-type: none"> <li>Establish VTRA reserve fund</li> </ul>	<ul style="list-style-type: none"> <li>Reserve fund not yet started</li> </ul>	 on pause
Fundraising & Advancement	<ul style="list-style-type: none"> <li>Secure funding for certification costs</li> </ul>	<ul style="list-style-type: none"> <li>EAL Certification sponsorship secured</li> <li>Still seeking TR Instructor certification support</li> </ul>	 in progress
Fundraising & Advancement	<ul style="list-style-type: none"> <li>Strengthen donor communications and stewardship</li> </ul>	<ul style="list-style-type: none"> <li>Donor stewardship strategy not yet started</li> </ul>	 on pause
Fundraising & Advancement	<ul style="list-style-type: none"> <li>Develop sustainable strategy for the VTRA Tack Store</li> </ul>	<ul style="list-style-type: none"> <li>Tack Store redevelopment strategy still in concept stage</li> </ul>	 on pause
Fundraising & Advancement	<ul style="list-style-type: none"> <li>Implement VTRA 1, 4, 10, 1,000 Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Strategy being implemented</li> </ul>	 operational
Learning & Development	<ul style="list-style-type: none"> <li>Develop performance review process</li> </ul>	<ul style="list-style-type: none"> <li>Interim performance review strategy in place but full procedure not yet confirmed</li> </ul>	 on pause
			

Learning & Development	<ul style="list-style-type: none"> <li>Address professional development strategy</li> </ul>	<ul style="list-style-type: none"> <li>Team discussion underway but strategy yet to be approved</li> </ul>	 in progress
Learning & Development	<ul style="list-style-type: none"> <li>Review staff compensation model</li> </ul>	<ul style="list-style-type: none"> <li>compensation model reviewed and implemented</li> </ul>	 operational
Operations	<ul style="list-style-type: none"> <li>Replace front area turnout fencing</li> </ul>	<ul style="list-style-type: none"> <li>Front turnout fencing replaced</li> </ul>	 operational
Operations	<ul style="list-style-type: none"> <li>Renovate Farrier's Room</li> </ul>	<ul style="list-style-type: none"> <li>Farriers Room renovation funds being integrated into Cap Dev Project</li> </ul>	 in progress
Operations	<ul style="list-style-type: none"> <li>Address site landscaping</li> </ul>	<ul style="list-style-type: none"> <li>Landscaping being explored as part of Cap Dev Project</li> </ul>	 in progress
Operations	<ul style="list-style-type: none"> <li>Rebuild smaller front paddocks</li> </ul>	<ul style="list-style-type: none"> <li>Rebuilding underway as of March 2023</li> </ul>	 operational
Operations	<ul style="list-style-type: none"> <li>Develop a facility maintenance plan</li> </ul>	<ul style="list-style-type: none"> <li>Assigned to Program and Facility Committee</li> </ul>	 in progress
Operations	<ul style="list-style-type: none"> <li>Address office and clubhouse space for COVID requirements</li> </ul>	<ul style="list-style-type: none"> <li>Addressed in Capital Project planning</li> </ul>	 operational
Operations	<ul style="list-style-type: none"> <li>Assess back area trail development</li> </ul>	<ul style="list-style-type: none"> <li>Trail development being explored in</li> </ul>	

		partnership with local school and non-profit	operational
Operations	<ul style="list-style-type: none"> <li>Address tack store location/facility</li> </ul>	<ul style="list-style-type: none"> <li>Tack Store facility not yet being explored</li> </ul>	 on pause
Operations	<ul style="list-style-type: none"> <li>Address site environmental issues</li> </ul>	<ul style="list-style-type: none"> <li>Issues not yet fully scoped or addressed</li> </ul>	 on pause
Operations	<ul style="list-style-type: none"> <li>Upgrade agency technology needs</li> </ul>	<ul style="list-style-type: none"> <li>Agency technology needs being addressed ongoing</li> </ul>	 operational
Program Development	<ul style="list-style-type: none"> <li>Draft participant centered outcomes in program evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Outcomes being reviewed by staff and external consultant</li> </ul>	 in progress
Program Development	<ul style="list-style-type: none"> <li>Create and implement an EAL program</li> </ul>	<ul style="list-style-type: none"> <li>EAL program launched and fully funded for 2023/24</li> </ul>	 operational
Program Development	<ul style="list-style-type: none"> <li>Establish a VTRA Internship Program</li> </ul>	<ul style="list-style-type: none"> <li>Internship program established, now seeking funding for Fall 2023/24 start</li> </ul>	 in progress
Program Development	<ul style="list-style-type: none"> <li>Relaunch Equine Facilitated Wellness (EFW) programming</li> </ul>	<ul style="list-style-type: none"> <li>EFW programming not currently being explored due to facility capacity issues</li> </ul>	 on pause
Program Development	<ul style="list-style-type: none"> <li>Explore programs for seniors &amp; veterans programming</li> </ul>	<ul style="list-style-type: none"> <li>Programming being explored in program</li> </ul>	

		calendar and with	operational
Program Development	<ul style="list-style-type: none"> <li>Facilitate Early Intervention programming</li> </ul>	<ul style="list-style-type: none"> <li>EI programming scheduled for Term 4</li> </ul>	 operational
Program Development	<ul style="list-style-type: none"> <li>address instructor and staff turn-over risk</li> </ul>	<ul style="list-style-type: none"> <li>Risk being addressed with 2023 wage review funding and planning</li> </ul>	 operational
Strategic Partnerships	<ul style="list-style-type: none"> <li>Develop and implement new programs</li> </ul>	<ul style="list-style-type: none"> <li>New programming being explored with funding and space considerations</li> </ul>	 in progress
Strategic Partnerships	<ul style="list-style-type: none"> <li>Explore satellite program planning</li> </ul>	<ul style="list-style-type: none"> <li>Preliminary satellite program planning discussions started but currently on hold until overall team capacity improves</li> </ul>	 in progress
Strategic Partnerships	<ul style="list-style-type: none"> <li>Expand program offerings through partnership</li> </ul>	<ul style="list-style-type: none"> <li>Partnership development underway in 2023</li> </ul>	 operational
Strategic Risk Management	<ul style="list-style-type: none"> <li>Improve internal reporting systems</li> </ul>	<ul style="list-style-type: none"> <li>Internal reporting being explored in 2023</li> </ul>	 in progress
Strategic Risk Management	<ul style="list-style-type: none"> <li>Create 3 year budget cycle</li> </ul>	<ul style="list-style-type: none"> <li>3 year budget cycle not yet actively explored</li> </ul>	 on pause
Strategic Risk Management	<ul style="list-style-type: none"> <li>Documenting the Nominations Committee process</li> </ul>	<ul style="list-style-type: none"> <li>Review and redevelopment of process and</li> </ul>	

		procedures underway	operational
Strategic Risk Management	<ul style="list-style-type: none"> <li>Implement Board evaluation process</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation tool planning underway</li> </ul>	 operational
Strategic Risk Management	<ul style="list-style-type: none"> <li>Draft AGM templates</li> </ul>	<ul style="list-style-type: none"> <li>Some AGM specific templates completed</li> </ul>	 operational
Strategic Risk Management	<ul style="list-style-type: none"> <li>Develop Board information package</li> </ul>	<ul style="list-style-type: none"> <li>Board tool being explored</li> </ul>	 in progress
Strategic Risk Management	<ul style="list-style-type: none"> <li>Strengthen reporting between the Board and committees</li> </ul>	<ul style="list-style-type: none"> <li>Committee TORs reviewed and how to best report is being explored</li> </ul>	 in progress
Strategic Risk Management	<ul style="list-style-type: none"> <li>Develop guide for strategic plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Plan implementation and measurement tools being explored</li> </ul>	 in progress
Strategic Risk Management	<ul style="list-style-type: none"> <li>Develop KPIs for emerging evaluation process</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation planning in process</li> </ul>	 in progress
Strategic Risk Management	<ul style="list-style-type: none"> <li>Develop dashboard tool</li> </ul>	<ul style="list-style-type: none"> <li>Dashboard not yet explored</li> </ul>	 on pause
Strategic Risk Management	<ul style="list-style-type: none"> <li>Support program expansion by diversifying herd</li> </ul>	<ul style="list-style-type: none"> <li>Herd diversification implemented</li> </ul>	

## Comments

Currently we have:

21	Operational strategies
17	Strategies in progress
9	Strategies on pause

The majority of priorities have either been addressed or are currently being worked on.

The team's ability to complete priorities has been impacted by a number of recent challenges including staff turn-over and the team's overall capacity/bandwidth