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	• Strive to include in policy and practice	• Practice being implemented	operational
Diversity	• Development a policy statement	• Statement completed	operational
Volunteers	• Align program with agency's strategic direction	• 2022/23 review and strategy completed	operational
Volunteers	• Strengthen program supports	• Awaiting results of application for additional funding for program expansion and development	in progress
Facility & Capital Development Planning	• Secure funding for permanent location of round pen	• Currently seeking funding	in progress
Facility & Capital Development Planning	• Improve infrastructure to accommodate new clubhouse	• Design/Build Committee being confirmed	operational
Facility & Capital Development	• Develop capital project campaign	• DRAFT project case for support	

Planning		developed (Final draft June 2023)	in progress
Facility & Capital Development Planning	• Strike sub-committee for Capital Development project	• Fundraising Committee confirmed and meeting regularly	operational
Fundraising & Advancement	• Establish VTRA reserve fund	• Reserve fund not yet started	on pause
Fundraising & Advancement	• Secure funding for certification costs	• EAL Certification sponsorship secured • Still seeking TR Instructor certification support	in progress
Fundraising & Advancement	• Strengthen donor communications and stewardship	• Donor stewardship strategy not yet started	on pause
Fundraising & Advancement	• Develop sustainable strategy for the VTRA Tack Store	• Tack Store redevelopment strategy still in concept stage	on pause
Fundraising & Advancement	• Implement VTRA 1, 4, 10, 1,000 Strategy	• Strategy being implemented	operational
Learning & Development	• Develop performance review process	• Interim performance review strategy in place but full procedure not yet confirmed	on pause

Learning & Development	• Address professional development strategy	• Team discussion underway but strategy yet to be approved	in progress
Learning & Development	• Review staff compensation model	• compensation model reviewed and implemented	operational
Operations	• Replace front area turnout fencing	• Front turnout fencing replaced	operational
Operations	• Renovate Farrier's Room	• Farriers Room renovation funds being integrated into Cap Dev Project	in progress
Operations	• Address site landscaping	• Landscaping being explored as part of Cap Dev Project	in progress
Operations	• Rebuild smaller front paddocks	• Rebuilding underway as of March 2023	operational
Operations	• Develop a facility maintenance plan	• Assigned to Program and Facility Committee	in progress
Operations	• Address office and clubhouse space for COVID requirements	• Addressed in Capital Project planning	operational
Operations	• Assess back area trail development	• Trail development being explored in	

		partnership with local school and non-profit	operational
Operations	• Address tack store location/facility	• Tack Store facility not yet being explored	🚦 on pause
Operations	• Address site environmental issues	• Issues not yet fully scoped or addressed	🚦 on pause
Operations	• Upgrade agency technology needs	• Agency technology needs being addressed ongoing	🚦 operational
Program Development	• Draft participant centered outcomes in program evaluation	• Outcomes being reviewed by staff and external consultant	🚦 in progress
Program Development	• Create and implement an EAL program	• EAL program launched and fully funded for 2023/24	🚦 operational
Program Development	• Establish a VTRA Internship Program	• Internship program established, now seeking funding for Fall 2023/24 start	🚦 in progress
Program Development	• Relaunch Equine Facilitated Wellness (EFW) programming	• EFW programming not currently being explored due to facility capacity issues	🚦 on pause
Program Development	• Explore programs for seniors & veterans programming	• Programming being explored in program	🚦

		calendar and with	operational
Program Development	• Facilitate Early Intervention programming	• EI programming scheduled for Term 4	operational
Program Development	• address instructor and staff turn-over risk	• Risk being addressed with 2023 wage review funding and planning	operational
Strategic Partnerships	• Develop and implement new programs	• New programming being explored with funding and space considerations	in progress
Strategic Partnerships	• Explore satellite program planning	• Preliminary satellite program planning discussions started but currently on hold until overall team capacity improves	in progress
Strategic Partnerships	• Expand program offerings through partnership	• Partnership development underway in 2023	operational
Strategic Risk Management	• Improve internal reporting systems	• Internal reporting being explored in 2023	in progress
Strategic Risk Management	• Create 3 year budget cycle	• 3 year budget cycle not yet actively explored	on pause
Strategic Risk Management	• Documenting the Nominations Committee process	• Review and redevelopment of process and	

		procedures underway	operational
Strategic Risk Management	• Implement Board evaluation process	• Evaluation tool planning underway	🚦 operational
Strategic Risk Management	• Draft AGM templates	• Some AGM specific templates completed	🚦 operational
Strategic Risk Management	• Develop Board information package	• Board tool being explored	🚦 in progress
Strategic Risk Management	• Strengthen reporting between the Board and commitees	• Committee TORs reviewed and how to best report is being explored	🚦 in progress
Strategic Risk Management	• Develop guide for strategic plan implementation	• Strategic Plan implementation and measurement tools being explored	🚦 in progress
Strategic Risk Management	• Develop KPIs for emerging evaluation process	• Evaluation planning in process	🚦 in progress
Strategic Risk Management	• Develop dashboard tool	• Dashboard not yet explored	🚦 on pause
Strategic Risk Management	• Support program expansion by diversifying herd	• Herd diversification implemented	🚦

			operational

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