

**Alberta Equestrian Federation
Board Strategic Planning Session**

WinSport at 88 Canada Olympic Road SW
Markin MacPhail Centre, Shane Homes boardroom
September 20, 2025
9-3:30

Session purpose

- Complete a full update of the AEF Strategic Plan
- Review the current environment affecting AEF and discuss implications for the organization.
- Identify 3–5 strategic priorities to guide AEF over the next three years.
- Define what each priority means for AEF's direction and impact.
- Brainstorm and narrow key initiatives that align with AEF's capacity and resources.
- Confirm next steps for refining the updated plan and establishing monitoring and reporting processes.

Review in advance

- Attached environmental scan

Agenda

1. Welcome and framing of the day
2. Strategic planning overview
 - a. A short history
 - b. Operational versus governance roles
 - c. Purposes of a strategic plan/operational plan
3. Environmental scan
 - a. Review provided environmental scan
 - b. Discuss implications
 - c. How will the scan inform the strategic priorities
4. Strategic priorities (3-year plan)
 - a. Priority setting (3-5)
 - b. For each strategic priority, define: why it matters, how it positions AEF and what difference it will make
 - c. Identify key initiatives
5. Key initiatives
 - a. Identify key initiatives for each strategic priority
 - b. Discuss capacity and narrow in on critical key initiatives

6. Review and closing
 - a. Confirm agreement on strategic priorities and key initiatives
 - b. Next steps
 - c. Monitoring and reporting on progress

Note that the following are not under review at this session:

Vision: *An inclusive, thriving Alberta equestrian community united by the joy, passion, well-being and connection with horses.*

Mission: *AEF supports Alberta's equine community through programs, education and resources that promote horse welfare, sustainability and meaningful connections among members.*

Five-Year Goal: *By 2030, AEF will strengthen its financial foundation by growing revenue and building reserves.*

Guiding Principles:

Passion

We are passionate about our equines, our people, and our industry.

Community Driven

We exist to serve our community. We acknowledge our rich equine history and remain true to our grassroots origin.

Adaptability and Leadership

We are adaptable in our actions, and we are leaders in the equine community.

Caring and Stewardship

We prioritize the health, welfare and safety of our equines and our members. As honest stewards, we know that the environment, animals, and people are interconnected.

Accountability

We account for our actions and accept responsibility in an open and transparent manner. We invest our resources wisely. We build trusting relationships with our equines, our members and our community.

Inclusive and Diverse

Together, we create an inclusive culture to encourage, support and celebrate the diverse voices and experiences of our members. We are dedicated to experiencing authentic relationships with equines and each other.