

# MANITOBA HORSE COUNCIL

## STRATEGY 2023-26



### OUR VALUES

#### WELFARE

We prioritize the health, well-being, and safety of our horses and our members.

#### COMMUNITY

We strive to create safe and welcoming spaces for our members to connect with each other.

#### ACCEPTANCE

We work to create authentic and meaningful relationships by understanding other people's perspectives.

#### EDUCATION

We support an environment that continuously motivates all members to learn and grow.

#### INTEGRITY

We conduct ourselves with honesty and responsibility.

#### EXCELLENCE

We encourage and celebrate the achievements of our members.

### OUR VISION

United by our lifelong passion for horses



**Manitoba Horse Council**  
1974-2024

### OUR MISSION

The Manitoba Horse Council is a safe and welcoming member-based community that fosters respect for our equine companions and the growth of equine-related activities.

	Governance	Membership	Development	Facility
	Sustainable Organization	Engaged Community	Quality Services	Equestrian Facility
	Creating a modern, responsive organization that drives growth	Gaining and retaining members by demonstrating the value MHC membership offers them	Raising awareness, knowledge and understanding of horse welfare and horsemanship	Ensuring our equestrian facility is self-sustaining and an asset for our members
<b>Sustain</b>	Diversify revenue streams to increase long term financial viability. Simplify governance structure and implement modern risk management practices.	Develop relevant and beneficial content and services for members. Automate processes for membership, registration, and other services	Provide developmentally appropriate training and competition for participants through the sport pathway	Ensure the Equestrian Facility is self-sustaining in revenue generation allowing for capital improvements and upgrades
<b>Grow</b>	Modernize and redesign membership, and board structures focused on increased diversity and inclusion. Automate operational processes and invest in staffing.	Modernize and redesign membership categories focused on increased value and new markets.	Support learning and development across disciplines, activities, and experiences	Improve standards, innovate, and deliver excellent customer service to facility users, show organizers and partners
<b>Value</b>	Recognize, promote, and celebrate the achievements of individuals, clubs, and organizations throughout our horse community. Establish & nurture municipal, provincial, and federal government relationships to ensure the equine industry has a voice and a future.			

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## STRATEGY 2023-26

### STRATEGIC PRIORITIES AND MAJOR INITIATIVES

OUTCOMES SUSTAIN	Diversify revenue streams to increase long term financial viability. Simplify governance structure and implement modern risk management practices.	Develop relevant and beneficial content and services for members. Automate processes for membership, registration, and other services	Provide developmentally appropriate training and competition for participants through the sport pathway.	Ensure the Equestrian Facility is self-sustaining in revenue generation allowing for capital improvements and upgrades.
Major Initiatives	<b>Board Governance</b> <ol style="list-style-type: none"> <li>Complete bylaw review for 2024 AGM</li> <li>Ensure we have appropriate, effective, and up to date policies.</li> <li>Ensure that best practice is adopted in our standards, structures, policies, and procedures.</li> <li>Use Monday board to create interactive Board manual</li> </ol> <b>Financial stability</b> <ol style="list-style-type: none"> <li>Review the current finance policy and update as required.</li> <li>Assist our member clubs to be financially sustainable through economies of scale and leveraging additional sources of funding.</li> <li>Compliance with Sport Manitoba Funding Regulations (i.e., Respect in Sport compliance for NCCP coaches)</li> <li>Secure external funding from available sources to maximize the opportunities to increase participation in equine sports and activities.</li> <li>Realize cost savings for clubs and MHC through sharing of services where appropriate.</li> <li>Develop sustainable income streams, commercial relationships, and sponsorships.</li> </ol>	<b>Marketing &amp; Communication</b> <ol style="list-style-type: none"> <li>Develop a provincial program/event that encompasses all disciplines.</li> <li>Develop a multi-pronged membership strategy (reasons for being a member besides insurance).</li> <li>Use available media to maximize our reach to and engagement of our target audiences.</li> </ol>	<ol style="list-style-type: none"> <li>Ensure that equine sports operate in a safe environment where individuals are protected from harm.</li> <li>Implement appropriate mechanisms to investigate and support complaints and identify poor practices and where necessary ensure that remedial action is taken.</li> <li>Increase the number of licensed/certified coaches and officials in Manitoba.</li> <li>Promote Safe Sport compliance for coaches/officials.</li> </ol> <b>Sport Initiation</b> <ol style="list-style-type: none"> <li>Offer coaches pathways from grassroots designations to NCCP certification. Offer officials pathway from grassroots designations to EC/FEI certification.</li> <li>Team Event challenge – multi-discipline event involving athletes of all ages, abilities, zones and disciplines.</li> <li>Prairie Crocus class in club shows – provide ribbons and coolers, require results submitted.</li> <li>Pump up your Levels program to encourage EC coaches to offer LTR/D program, Rookie Rider</li> <li>Rookie Rider clinic for coaches, instructors and educators wishing to become certified.</li> </ol> <b>Performance Pathway</b> <ol style="list-style-type: none"> <li>Prairie Crocus provincial competition series or class to develop into provincial championship.</li> </ol>	<ol style="list-style-type: none"> <li>Explore potential business models that will enable access to more funding opportunities and ensure that the facility is revenue positive.</li> <li>Market the facility to other sports organizations and other horse-related groups to attract new clients.</li> <li>Develop a website for the Equestrian Facility designed to attract bookings of events and activities. Include online booking forms, videos, maps, etc.</li> <li>Promote hosting opportunities and support bids for first-class equestrian events.</li> <li>Explore the possibility of hosting an interprovincial or national equestrian competition or event at the facility.</li> <li>Promote to members and clubs.</li> </ol>
OUTCOMES GROW	<b>Modernize and redesign membership, and board structures focused on increased diversity and inclusion.</b> <b>Automate operational processes and invest in staffing.</b>	<b>Modernize and redesign membership categories focused on increased value and new markets.</b>	<b>Support learning and development across disciplines, activities, and experiences.</b>	<b>Improve standards, innovate, and deliver excellent customer service to facility users, show organizers and partners.</b>
Major Initiatives	<ol style="list-style-type: none"> <li>Lead the way in promoting inclusion, by creating a positive culture that respects equality and diversity.</li> <li>Ensure that our members fulfill their obligations regarding the Code of Conduct and Safe Sport.</li> <li>Introduce a board evaluation survey.</li> <li>Clarify board and operational roles and responsibilities.</li> <li>Conduct a review of board structure and roles in relation to operations.</li> <li>Recruit a treasurer for the board with CPA or other financial background to help MHC make good financial decisions.</li> <li>Continue to diversify revenue by researching grants, applying for them in timely manner.</li> <li>Ensure that operational plans are clear, visible, related to specific achievable goals.</li> </ol>	<ol style="list-style-type: none"> <li>Broader representation through marketing and potential review of membership categories to attract new markets.</li> <li>Grow the numbers of people participating in equine related activities and sports and promote the benefits of membership in clubs and MHC.</li> <li>Raise awareness, knowledge and understanding of equine sports and activities including high welfare standards and the rewards of the horse-human partnership.</li> </ol>	<ol style="list-style-type: none"> <li>Lead initiatives to increase diversity, protect athletes and support inclusion.</li> <li>Create &amp; implement programs for horse enthusiasts of all interests and levels.</li> <li>Educate members and the public about equine welfare.</li> <li>Develop and offer educational programs</li> </ol> <b>Sport Initiation</b> <ol style="list-style-type: none"> <li>Offer coaches pathways from grassroots designations to NCCP certification. Offer officials pathway from grassroots designations to EC/FEI certification.</li> <li>Team Event challenge – multi-discipline event involving athletes of all ages, abilities, zones and disciplines.</li> <li>Prairie Crocus class in club shows – provide ribbons and coolers, require results submitted.</li> <li>Pump up your Levels program to encourage EC coaches to offer LTR/D program, Rookie Rider</li> <li>Rookie Rider clinic for coaches, instructors and educators wishing to become certified.</li> </ol> <b>Performance Pathway</b> <ol style="list-style-type: none"> <li>Prairie Crocus provincial competition series or class to develop into provincial championship</li> </ol>	<ol style="list-style-type: none"> <li>Ensure adequate staffing to maintain grounds and buildings.</li> <li>Continue partnership with Stony Mountain Institute community service work crew for special projects throughout the season.</li> <li>Develop sustainable income streams, commercial relationships, and sponsorships.</li> <li>Ensure that we have appropriate, effective, and best policies and practices on biosecurity, emergency planning, health and safety, and risk management.</li> </ol>
OUTCOMES VALUE	<b>Establish &amp; nurture municipal, provincial, and federal government relationships to ensure the equine industry has a voice and a future.</b>	<b>Recognize, promote, and celebrate the achievements of individuals, clubs, and organizations throughout our horse community.</b>	<b>Recognize, promote, and celebrate the achievements of individuals, clubs, and organizations throughout our horse community.</b>	<b>Recognize, promote, and celebrate the facility as a legacy space for Manitoba and as an asset for MHC members.</b>
Major Initiatives	<ol style="list-style-type: none"> <li>Develop a government relationship strategy and identify key stakeholders and links to the equine industry. Define the goals for these relationships and advocacy/funding etc.</li> <li>Engage effectively with government, funders, media, current and prospective partners to encourage new and continued support for and involvement in equine sports and activities.</li> <li>Provide all relevant government levels and departments with information on the true cost of producing and sustaining high-quality herd and the need for high equine welfare standards.</li> </ol>	<ol style="list-style-type: none"> <li>Attract sponsors who offer value to members directly.</li> <li>Spotlight individual members and clubs</li> <li>Promote and recognize the skill and achievements of high-performing athletes and owners.</li> </ol>	<ol style="list-style-type: none"> <li>Work with Clubs to institute a provincial championship series.</li> <li>Address negative stereotyping and perceptions of equine related activities and sports by highlighting positive engagement including volunteering, social inclusion, accessibility, and affordability.</li> <li>Promote positive images that highlight the welfare of horses and the enjoyment that both horse and rider obtain from their relationships.</li> </ol>	<ol style="list-style-type: none"> <li>Develop a marketing and communication strategy to promote the facility.</li> <li>Develop a Friends of the Facility donor campaign specific to the facility for alumni.</li> </ol>