



VERNON DISTRICT RIDING CLUB STRATEGIC PLAN 2023 - 2028

OUR MISSION

- ❓ The Vernon District Riding Club is a non-profit Society that brings together equestrians of all ages, skill levels and disciplines to ride, learn, teach, compete, and enjoy a shared passion for horses and equestrian activities. The club cultivates it's unique connection to the District of Coldstream, City of Vernon and the beautiful Okanagan Valley and works to promote opportunities to build community between our members, non-members, neighbors and others.

OUR VALUES

Enjoyment	Accessibility	Knowledge Sharing
Safety	Beautiful environment	

- ❓ **STRATEGIC PRIORITY A: MEMBERSHIP**
- ❓ **STRATEGIC PRIORITY B: GROUNDS and EQUIPMENT**
- ❓ **STRATEGIC PRIORITY C: CLUBHOUSE**
- ❓ **STRATEGIC PRIORITY D: REVENUE GENERATION**
- ❓ **STRATEGIC PRIORITY E: RELATIONSHIPS**
- ❓ **STRATEGIC PRIORITY F: CLUB EXPANSION [2028]**

Note that goals highlighted **IN GREEN** are identified as funding-dependent

WHAT THESE COLUMNS MEAN*

*WHO IS RESPONSIBLE: *Ensure the goal is not forgotten; initiate action and maintain momentum*

***TIMELINE:** *When action will get underway; when the first steps will be taken*

STRATEGIC PRIORITY A: MEMBERSHIP

☑ We will engage with our members, listen to their priorities, and foster their engagement with VDRC.

YEAR 1 TARGETS ~ 2023					
GOALS	STRATEGIES	DEPENDENCY/ PARTNERSHIP	MEASURES OF SUCCESS	WHO IS RESPONSIBLE	TIMELINE
A1: Develop online Membership platform	<ol style="list-style-type: none"> 1. Research various online platforms 2. Choose a platform that works best for VDRC 3. Transition Member information onto the platform 4. Include detailed information about members skills and abilities 	Summer Student Volunteer Committee Communications Committee	Online platform will be operational All Member data will be on new platform	Board of Directors	April 2023
A2: Take proactive steps to increase VDRC membership	<ol style="list-style-type: none"> 5. Arrange a planning discussion to identify and prioritize opportunities; examples include <ul style="list-style-type: none"> ● Reach out to leaders of other disciplines ● Encourage Board representation from different disciplines ● Pursue Diversity and Inclusion initiatives ● Connect with Therapeutic Riding Group ● Develop programs for different levels of riders (EC) e.g. Offer Introductory-level clinics to encourage new riders 	Goal E3	VDRC develops a plan designed to increase membership An implementation plan is developed	Board of Directors	January 2024

	<ol style="list-style-type: none"> 2. Connect with other clubs to explore the potential for reciprocal partnership opportunities 	<p>Kelowna Riding Club Salmon Arm Pony Club Armstrong Pony Club Mountain Trail Discipline-specific clubs 4H</p>	<p>Other clubs are contacted to gauge their interest in collaboration Next steps are identified</p>	<p>Kelowna Riding Club – Allison Covert Other Pony Clubs – Ruth Moore</p>	<p>April/2023 November/2023</p>
<p>A3: Increase member engagement and investment in VDRC; foster a cohesive community and build a sense of ownership among members</p>	<ol style="list-style-type: none"> 1. Develop a survey to solicit input from members and coaches re. their interests/needs 2. Consider offering events that foster engagement, such as: <ul style="list-style-type: none"> • Social events/dinners • Speakers • Special events – agility, campouts • Lunch meetings 3. Personalize contacts with members 4. Create opportunities for parents to be involved 	<p>Coaches Parents Volunteers Board of Directors</p>	<p>Members and coaches are surveyed; input is analyzed Next steps are identified based on input A plan for offering social events and enhancing connections and engagement at VDRC is developed</p>	<p>Social Committee Board of Directors</p>	<p>April/2023 Underway and ongoing</p>

<p>A4: Encourage increased volunteer time among members</p>	<ol style="list-style-type: none"> 1. Develop an online platform to sign-up for volunteer opportunities; include jobs and hours available 2. Develop procedures (“job descriptions”) that give all the info needed in advance 3. Highlight the Volunteer area on the membership form; track skills and abilities listed and target requests for volunteer jobs 4. Develop a reliable and streamlined mechanism to track volunteer hours 5. Develop volunteer recognition and incentive programs <ol style="list-style-type: none"> a. Recognition of volunteer hours b. Volunteer of the month c. Draws for number of volunteer hours (prizes/tickets) 6. Enhance awareness of using language of gratitude re. volunteerism in Communications 	<p>Summer Student Volunteers</p>	<p>Online platforms are optimized to capture and track areas of interest regarding volunteerism at VDRC</p> <p>Volunteers are recognized; VPRC routinely expresses appreciation for the contributions of volunteers</p>	<p>Volunteer Committee</p>	<p>April 2023</p>
<p>A5: Enhance communication to members</p>	<ol style="list-style-type: none"> 1. Maintain up-to-date member email list; use of online membership platform will help 2. Routinely send out VDRC newsletter to all members via email 3. Explore use of social media 		<p>A communications plan is developed to enhance the use of existing systems and to consider new ways of communicating with members on an ongoing basis</p>	<p>Communications Committee</p>	<p>April/2023 Underway and ongoing</p>

YEAR 2-3 TARGETS ~ 2024/2025 MEMBERSHIP					
GOALS	STRATEGIES	DEPENDENCY/ PARTNERSHIP	MEASURE OF SUCCESS	WHO IS RESPONSIBLE	TIMELINE
A6: Offer education events to members on a routine basis	1. Determine educational opportunities and priorities including <ul style="list-style-type: none"> ● EC Riders Level program ● First aid ● Speakers/Speaker series ● Clinics ● Engage coaches and offer professional development opportunities 	Equestrian Canada viaSport National Coaching Certification Program	A plan and/or schedule for Education events is developed and implemented	Coaches Committee Social Committee Clinic Committee	January/2024

YEAR 4-5 TARGETS ~ 2026/2027 MEMBERSHIP					
GOALS	STRATEGIES	DEPENDENCY/ PARTNERSHIP	MEASURE OF SUCCESS	WHO IS RESPONSIBLE	TIMELINE
PLACEHOLDER					

STRATEGIC PRIORITY B: GROUNDS AND EQUIPMENT

- ☐ We will maintain and enhance VPRD grounds and equipment in order to provide optimal spaces and environments for our members. We will endeavor to be fiscally responsible in upgrading facilities as funding permits.

YEAR 1 TARGETS ~ 2023					
GOALS	STRATEGIES	DEPENDENCY/ PARTNERSHIP	MEASURES OF SUCCESS	WHO IS RESPONSIBLE	TIMELINE
B1: Develop a succession plan for groundskeeping	<ol style="list-style-type: none"> 1. Develop a procedures manual that covers groundskeeping responsibilities 2. Identify areas where training or knowledge sharing is needed 3. Identify opportunities for volunteers to contribute to groundskeeping 4. Determine current groundskeeper's timelines and co-develop a succession plan 	Jean-Guy Doyon Past Groundskeepers	A succession plan to ensure VDRC grounds are maintained in a consistent manner is developed	Sherry Demetrick	April/2023
B2: Develop a footing evaluation and maintenance schedule	<ol style="list-style-type: none"> 1. Develop and implement a schedule for routine review and maintenance to ensure appropriate footing conditions are consistent 		A plan is developed to ensure footing is maintained in a consistent manner	Grounds Committee	May/2023 Annually
B3: Develop an evaluation, maintenance and replacement schedule for jump equipment	<ol style="list-style-type: none"> 1. Develop inventory of jump equipment 2. Develop a maintenance schedule for the equipment 3. Determine replacement needs and develop a schedule for acquisition 4. Submit recommendations to the Board of Directors 		A plan is developed to ensure jump equipment is maintained in a consistent manner and replaced when needed	Grounds Committee	May/2023 Annually

B4: Enhance footing in the dressage and warm-up rings	<ol style="list-style-type: none"> 1. Add new shavings to the dressage ring (possibly add sand/ sawdust) 	Local Contractors	Quality of footing in the rings is enhanced in time for the current season	Grounds Committee	April/2023
B5: Invest in Hunter Derby jump equipment	<ol style="list-style-type: none"> 1. Research class types 2. Develop wish list from course designers 3. Secure more fill – boxes, gates 4. Submit recommendations to Board of Directors 	\$2000 Donation Men's Shed	<p>Equipment needs are identified</p> <p>Equipment is sourced with a view to meeting needs and optimizing funds</p>	Grounds Committee	May/2023
B6: Purchase lighter jump standards	<ol style="list-style-type: none"> 1. Research options and obtain quotes 2. Submit recommendations to Board of Directors 		Plans and costs for new jump standards are submitted for funding consideration	Grounds Committee	March/2024
B7: Update and enhance the Judge's Booths	<ol style="list-style-type: none"> 1. Replace tabletop(s) 2. Design and obtain quotes for moveable plexiglass walls 3. Secure chairs that remain in the booths 4. Submit recommendations to Board of Directors 	Local Glass Business Men's Shed	The quality of the space, content and set-up of the Judge's Booths are enhanced as planned	Grounds Committee Horse Show Committee	May/2023
B8: Enhance the irrigation system	<ol style="list-style-type: none"> 1. Secure a professional review of the system and obtain recommendations for upgrades 2. Submit recommendations to Board of Directors 	Irrigation companies	<p>Short-term and long-term fixes for the irrigation system are detailed</p> <p>Priorities are identified and next steps are planned</p>	Grounds Committee	July/2023

YEAR 2-3 TARGETS ~ 2022/2025 GROUNDS AND EQUIPMENT					
GOALS	STRATEGIES	DEPENDENCY/ PARTNERSHIP	MEASURE OF SUCCESS	WHO IS RESPONSIBLE	TIMELINE

B8: Construct a new wash rack	<ol style="list-style-type: none"> 1. Find suitable location 2. Develop appropriate design <ul style="list-style-type: none"> • Ensure proper drainage • Ensure safe footing 3. Submit recommendations to Board of Directors 	Contractor Excavator	Plans and costs for a new wash rack are submitted for funding consideration	Grounds Committee	September/2024
B9: Install floodlights in parking area and outside the Clubhouse	<ol style="list-style-type: none"> 1. Obtain quotes for equipment and installation 2. Submit recommendations to Board of Directors 	Electrician Jean-Guy Doyon	Plans and costs for floodlighting are submitted for funding consideration	Grounds Committee	September/2024
B10: Install mirrors in one arena; portable and hangable	<ol style="list-style-type: none"> 1. Research options and obtain quotes 2. Submit recommendations to Board of Directors 		Plans and cost for mirror installation are submitted for funding consideration	Grounds Committee	March/2024

YEAR 4-5 TARGETS ~ 2026/2027 GROUNDS AND EQUIPMENT					
GOALS	STRATEGIES	DEPENDENCY/ PARTNERSHIP	MEASURE OF SUCCESS	WHO IS RESPONSIBLE	TIMELINE
B11: Investigate possible structures to cover a ring to mitigate against sun and heat	<ol style="list-style-type: none"> 1. Identify multiple different roof options 2. Research options and obtain quotes 		Plans and cost for cover are submitted for funding consideration	Grounds Committee	January 2026

STRATEGIC PRIORITY C: CLUBHOUSE

☑ We will be active in upgrading and enhancing the comfort and functionality of the Clubhouse as funding allows.

YEAR 1 TARGETS ~ 2023					
GOALS	STRATEGIES	DEPENDENCY/ PARTNERSHIP	MEASURES OF SUCCESS	WHO IS RESPONSIBLE	TIMELINE
C1: Upgrade the sound system in the Clubhouse	<ol style="list-style-type: none"> 1. Identify the current issues and their sources 2. Research options and obtain contacts and quotes for new equipment and installation 3. Submit recommendations to Board of Directors 	Contractors	Plans and costs for upgrading the sound system are submitted for funding consideration	Grounds Committee	April/2023
C2: Asbestos Testing and Abatement Plan	<ol style="list-style-type: none"> 1. Identify a company that can do the testing and obtain quotes 2. Design abatement procedures to control the release of asbestos fibers during repair and maintenance as well as any construction projects 	Contractors Jean-Guy Doyon	Testing is complete and procedures are in place	Grounds Committee	April/2023

YEAR 2-3 TARGETS ~ 2024/2025 CLUBHOUSE					
GOALS	STRATEGIES	DEPENDENCY/ PARTNERSHIP	MEASURE OF SUCCESS	WHO IS RESPONSIBLE	TIMELINE
C2: Complete interior renovations in the Clubhouse	<ol style="list-style-type: none"> 1. Research options and obtain quotes for replacement of floors, windows, bathroom vanities, and light fixtures. 2. Submit recommendations to Board of Directors 	Contractors	Plans and costs for replacing the floors and windows in the Clubhouse are submitted for funding consideration	Grounds Committee	November/2024
C3: Enhance design, comfort and seating at the Clubhouse	<ol style="list-style-type: none"> 1. Develop a plan to tidy club house, enhance seating and improve the overall design 2. Submit recommendations to Board of Directors 		Plans and cost to enhance clubhouse are submitted for funding consideration	Grounds Committee Social Committee	April/2023

YEAR 4-5 TARGETS ~ 2026/2027 CLUBHOUSE					
GOALS	STRATEGIES	DEPENDENCY/ PARTNERSHIP	MEASURE OF SUCCESS	WHO IS RESPONSIBLE	TIMELINE
C4: Upgrade washrooms and install showers in the Clubhouse	<ol style="list-style-type: none"> 1. Design washroom area (consider accessibility) 2. Research options and obtain quotes (including the status of the septic system) 3. Submit recommendations to Board of Directors 	Contractors	<p>The Board determines a process to develop a new washroom design</p> <p>Renovation plans and costs for upgrading the washrooms are submitted for funding consideration</p>	Board Chair on behalf of the Board of Directors	March/2026

C5: Investigate steps needed to use the clubhouse year-round	<ol style="list-style-type: none"> 1. Consider needs including: <ul style="list-style-type: none"> ● Heat, insulation ● Equipment needs ● Driveway maintenance ● Utilities – year-round use + costs ● Year-round building and ground maintenance 2. Submit recommendations to Board of Directors 	Contractors Plowing services Groundskeepers	<p>The Board determines a process to assess needs and develop a plan</p> <p>Plans and costs for winterizing the Clubhouse are submitted for funding consideration</p>	Board Chair on behalf of the Board of Directors	March/2027
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STRATEGIC PRIORITY D: REVENUE GENERATION

☐ We will explore opportunities to diversify revenue sources in order to achieve our strategic priorities.

YEAR 1 TARGETS ~ 2023					
GOALS	STRATEGIES	DEPENDENCY/ PARTNERSHIP	MEASURES OF SUCCESS	WHO IS RESPONSIBLE	TIMELINE
D1: Develop a comprehensive fundraising plan based on identified current and future needs (e.g. items highlighted in this plan)	<ol style="list-style-type: none"> 1. Develop list of priorities that require funding 2. Determine funding needs and timelines 3. Prioritize the list based on urgency, funding need and timeline 4. Identify funding opportunities including operating funds, grants, in-kind and donation options 5. Review the priority list on an ongoing basis as needed 	Goal D2	<p>A comprehensive plan of current needs that require funding is developed, including prioritization, costs and potential funding sources</p> <p>Future needs and cost estimates are tracked, reviewed and considered on an ongoing basis</p>	Sherry Demetrick Rachelle Demetrick	May/2023 Ongoing
D2: Optimize grant submission process	<ol style="list-style-type: none"> 1. Identify viable grant opportunities 2. Develop a master list of grant criteria and due dates 3. Review funding needs and align with grant criteria 4. Submit grant applications on an ongoing basis as appropriate 	Goal D1	<p>A good understanding of grant opportunities is maintained on behalf of VPRC</p> <p>Grant opportunities are pursued on an ongoing/as-needed basis</p>	Sherry Demetrick Rachelle Demetrick	April/2023 Underway and ongoing
D3: Offer revenue-generating events/ environments	<ol style="list-style-type: none"> 1. Consider options including: <ul style="list-style-type: none"> ● Speakers; speaker series ● On-site social events ● Dog agility 2. Develop a plan 		A plan for organizing and offering events that generate revenue is developed	Social Committee	April 2024

D4: Offer VDRC-branded swag for sale [or use as prizes/incentives]	<ol style="list-style-type: none"> 1. Develop brand/colours 2. Select items to be available 3. Set prices and advertise 4. Track sales and gauge benefit 		VDRC-branded merchandise is available for sale to members and the public Sales and revenue are tracked to confirm sustainability	Communications Committee	April 2023
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YEAR 2-3 TARGETS ~ 2024/2025 REVENUE GENERATION					
GOALS	STRATEGIES	DEPENDENCY/ PARTNERSHIP	MEASURE OF SUCCESS	WHO IS RESPONSIBLE	TIMELINE
D5: Rentals – determine interest in VDRC functioning as a Rental Facility	<ol style="list-style-type: none"> 1. Develop a process to determine as a Board/Club whether there is interest in offering Rental Facilities as a revenue generating endeavor 2. Confirm the types of events that are permitted per municipal bylaws 3. Determine insurance implications 4. Determine Rental availability within the schedule of in-house events <p>Potential rental opportunities:</p> <ul style="list-style-type: none"> • Dog agility • Puppy training • Photo location • Sponsored events • Additional opportunities if Clubhouse is winterized 	<p>District of Coldstream bylaws</p> <p>Insurance provisions</p>	<p>VDRC confirms whether it is interested in Rentals management</p> <p>If interested, parameters around Rental potential are determined</p> <p>Based on parameters, a Rental plan is developed</p>	<p>Board Chair on behalf of the Board of Directors</p>	<p>March/2025</p>

YEAR 4-5 TARGETS ~ 2026/2027 REVENUE GENERATION					
GOALS	STRATEGIES	DEPENDENCY/ PARTNERSHIP	MEASURE OF SUCCESS	WHO IS RESPONSIBLE	TIMELINE
PLACEHOLDER					

STRATEGIC PRIORITY E: RELATIONSHIPS

- ☐ We will seek out opportunities to establish new relationships and maintain existing relationships to the mutual benefit of VDRC and its partners.

YEAR 1 TARGETS ~ 2023					
GOALS	STRATEGIES	DEPENDENCY/ PARTNERSHIP	MEASURES OF SUCCESS	WHO IS RESPONSIBLE	TIMELINE
E1: Establish and maintain effective relationships with local government	<ol style="list-style-type: none"> Reach out to representatives from local government Schedule presentations Invite representatives to VDRC events 	RDNO District of Coldstream City of Vernon	Initial steps are made to establish effective relationships with local government	Sherry Demetrick Rachelle Demetrick	April/2023
E2: Initiate a Good Neighbor campaign; increase awareness of Club function and events	<ol style="list-style-type: none"> Identify key immediate and close neighbors Advise and keep apprised of club activities and events Extend invitations to events 	Neighboring property owners District of Coldstream	Efforts are made to establish and maintain positive relationships with VPRC neighbors	Communications Committee	April/2023

YEAR 2-3 TARGETS ~ 2024/2025 RELATIONSHIPS					
GOALS	STRATEGIES	DEPENDENCY/ PARTNERSHIP	MEASURE OF SUCCESS	WHO IS RESPONSIBLE	TIMELINE
PLACEHOLDER					

YEAR 4-5 TARGETS ~ 2026/2027 RELATIONSHIPS					
GOALS	STRATEGIES	DEPENDENCY/ PARTNERSHIP	MEASURE OF SUCCESS	WHO IS RESPONSIBLE	TIMELINE
E3: Develop mechanisms to increase Diversity and Inclusion at VDRC	<ol style="list-style-type: none"> Engage with diverse populations and organizations; ask how they might like to be included and what would make it easier for them to engage Consider accessibility needs for participation 	Diverse minority groups/organizations Goal A1	Diversity and Inclusion purposefully and thoughtfully factor into VDRC planning	Board Chair on behalf of the Board of Directors	March/2027
E4: Pursue opportunities to collaborate with other clubs	<ol style="list-style-type: none"> Identify clubs with which there might be mutual benefit in partnering 		Partnership potential with other clubs is identified and potential next steps are determined	Board Chair on behalf of the Board of Directors	March/2027

STRATEGIC PRIORITY F: CLUB GROWTH AND EXPANSION

☐ We will assess the viability of purchasing additional property and planning for the construction of an indoor arena space.

LONG TERM GOAL ~ 2028					
GOALS	STRATEGIES	DEPENDENCY/ PARTNERSHIP	MEASURES OF SUCCESS	WHO IS RESPONSIBLE	TIMELINE
F1: Explore purchasing additional property for the club	<ol style="list-style-type: none"> Assess the feasibility of purchasing adjoining property; include consideration of ongoing maintenance and operating costs Next steps would include: <ul style="list-style-type: none"> Identify property Investigate mortgage options Fundraising 		The viability of proceeding with planning for club expansion, if so and when ready, next steps are identified	Board Chair on behalf of the Board of Directors	March/2027
F2: Build and operate an indoor arena	<ol style="list-style-type: none"> Assess the feasibility of taking on this large-scale project; include consideration of ongoing maintenance and operating costs Next steps would include: <ul style="list-style-type: none"> Design and Building costs Fundraising Construction Operations plan 		The viability of proceeding with planning for an indoor arena space is confirmed and, if so and when ready, next steps are identified	Board Chair on behalf of the Board of Directors	March/2028