



STRATEGIC PLAN

As at June, 2008

MANDATE

Standardbred Canada is the official registry, record keeping and standard-setting body for Canadian harness racing, committed to dissemination of information, promotion and protection of the industry.

VISION STATEMENT

We will be recognized by our members & stakeholders as the industry leader, guiding harness racing to thrive & prosper.

MISSION STATEMENT

Driving Harness Racing.

WAGERING

We will create a solution to the issue of Standardbred wagering and lead the industry in its turnaround of the betting & racing product.

STRATEGIC OBJECTIVE	ACTIONS	PERFORMANCE MEASURE	TIMELINES	PERSONNEL
Develop a wagering action plan that stimulates growth on the Canadian Standardbred product.	<ul style="list-style-type: none"> Develop 5 committees as follows: Research, Distribution National Pools & National Products, Canadian Betting Exchange & Racing Product Development 	<ul style="list-style-type: none"> Are committees in place and meeting and regular meeting schedules established? 	In progress	Industry Marketing & Industry Communications
	<ul style="list-style-type: none"> Determine objectives & budgets for each committee 	<ul style="list-style-type: none"> Did Committees set objectives & targets? 	Quarterly reports of the Committees.	
	<ul style="list-style-type: none"> Develop business plans for each committee 	<ul style="list-style-type: none"> Did the plans stimulate growth? 		
Develop a national alliance of horseplayers to encourage & reward wagering.	<ul style="list-style-type: none"> Develop a special "horseplayer" member category at SC 	<ul style="list-style-type: none"> Creation of the category 	Sept. 2009	Industry Marketing & Industry Communications
	<ul style="list-style-type: none"> Develop a handicapping league for SC "Horseplayer" members 	<ul style="list-style-type: none"> 100 horseplayer members Launching handicapping league 	April 2009 Dec 2009	
	<ul style="list-style-type: none"> Research, develop and implement handicapping tools for horseplayers 	<ul style="list-style-type: none"> Did we create handicapping tools and are they being used as a stimulant to wagering? 	2008-2010	
Manage the packaging & sales of a unique betting product that pools a mixture of Canadian races for national and global distribution.	<ul style="list-style-type: none"> Develop a business plan 	<ul style="list-style-type: none"> Creation of a product 	Sept. 2008	Industry Marketing & Industry Communications
	<ul style="list-style-type: none"> Create partnerships with prospective participant tracks 	<ul style="list-style-type: none"> Number of tracks committed to partnership. 	February 2009	
	<ul style="list-style-type: none"> Partner with suppliers to develop packaging (for broadcast) 	<ul style="list-style-type: none"> Global participation & wagering on Canada's product Are agreements in place? 	April 2009	

WAGERING (Con't)

	<ul style="list-style-type: none"> Develop marketing program 		April 2009	
	<ul style="list-style-type: none"> Hire sales reps 		May 2009	
	<ul style="list-style-type: none"> Launch National Product 		October 2009	
Partner with racetracks to test and evaluate innovative racing products that embrace variety and the potential to increase wagering pools.	<ul style="list-style-type: none"> Develop track partnerships to test new types of races 	<ul style="list-style-type: none"> Number of Races that are different 	End of 2009	Industry Marketing
	<ul style="list-style-type: none"> Develop a national racing series with different distances & field sizes with Product Development Committee 	<ul style="list-style-type: none"> Number of tracks offering different distance races & larger fields. 	Summer of 2010	& Industry Communications
Create user-friendly resources for racetracks that simplify the on-track experience for new customers.	<ul style="list-style-type: none"> Continue development of simplified race programs 	<ul style="list-style-type: none"> Number of tracks using them for special events 	June 2009	Industry Marketing
	<ul style="list-style-type: none"> Partner with tracks to use the "Wannabet" program 	<ul style="list-style-type: none"> Number of tracks who participate in "WannaBet" program and use "WannaBet" resources 		

AWARENESS

We will enhance the profile of harness racing through effective communications and marketing

STRATEGIES	ACTIONS	PERFORMANCE MEASURE	TIMELINES	PERSONNEL
Develop a “Racing Festival” brand that assembles multiple marketing events under one umbrella at venues across Canada.	<ul style="list-style-type: none"> Research, develop & evaluate what events will compile the Festival. 		Winter 2009	Industry Marketing
	<ul style="list-style-type: none"> Test a series of events at two racetracks 	<ul style="list-style-type: none"> Track Participation Fan attendance 	Program pilot tested at two tracks in summer.	
	<ul style="list-style-type: none"> Launch Racing Festival Brand Plan 	<ul style="list-style-type: none"> Brand Recognition 	Launch in Spring 2010	
Cultivate racetrack usage of SC marketing products and tools to assist in the awareness & education of new & current customers.	<ul style="list-style-type: none"> Continue to use SC Industry Marketing Portal for all templates and resources for tracks, associations, etc. 	<ul style="list-style-type: none"> Marketing Portal usage reports 	Ongoing	Industry Marketing
	<ul style="list-style-type: none"> Host a biannual Marketing Workshop 	<ul style="list-style-type: none"> Host workshop in 2010 	April 2010	
Facilitate the movement of the industry in determining a position on the potential for a zero tolerance/drug-free racing jurisdiction.	<ul style="list-style-type: none"> Board discussion on going forward. 	<ul style="list-style-type: none"> Decision of Board to go forward. 	November 2008	By-Law/Regulations Committee
Take the lead on horse welfare by raising the public’s awareness of the humane treatment of Standardbreds and plans for their protection from harm & exploitation.	<ul style="list-style-type: none"> Establish industry position on horse welfare. 	<ul style="list-style-type: none"> Number of Provinces and Associations that participate in process. Agreement on position. 	July 2009	Board of Directors

GROWTH

We will stimulate investment, ownership & active participation

STRATEGIES	ACTIONS	PERFORMANCE MEASURE	TIMELINES	PERSONNEL
Concentrated pursuit of amending the Income Tax Act that removes the restriction associated with the breeding & racing of horses.	<ul style="list-style-type: none"> Meeting of Tax Alliance with the Minister of Finance. Meeting with top bureaucracy that can trigger change. 	<ul style="list-style-type: none"> Did meeting take place? Favourable response for change? 	December 2008	Tax Alliance
Establish & promote templates that promote horse ownership individually and in partnerships.	<ul style="list-style-type: none"> Assist Provincial Associations in co-ordinating, mentoring programs. 	<ul style="list-style-type: none"> Number of mentor groups Number of new owners 	Ongoing	Industry Marketing & Sales & Stakes
	<ul style="list-style-type: none"> Develop a marketing kit to assist associations with promoting mentoring groups 	<ul style="list-style-type: none"> To have a mentoring group in each province 	4 by end of 2008 6 by end of 2009	
	<ul style="list-style-type: none"> Promote mentoring programs on the Ownahorse and SC websites 	<ul style="list-style-type: none"> Number of page views/hits 		

GROWTH (Con't)

<p>Assist the growth in horse ownership by implementing initiatives that will make their ownership experience rewarding & successful.</p>	<ul style="list-style-type: none"> • Host regional owner orientation workshops for new members 	<ul style="list-style-type: none"> • Was one hosted in each region in 2009 • Number of attendees at each workshop • Qualitative evaluations from each workshop 	End of 2009	<p>Industry Marketing</p>
	<ul style="list-style-type: none"> • Owner recognition Program 	<ul style="list-style-type: none"> • Continued participation by tracks/associations in 2009 	Implemented in late 2007, early 2008	
	<ul style="list-style-type: none"> • Develop a customer service plan for trainers & tracks to make owners feel special 	<ul style="list-style-type: none"> • Pilot service plan to be tested by 2 tracks 	September 2009	
		<ul style="list-style-type: none"> • Pilot trainer program to be tested in 2 different stables. 		
	<ul style="list-style-type: none"> • Develop a Marketing plan to highlight ownership aspect of harness racing 			
	<ul style="list-style-type: none"> • Co-ordinate "The Win A Racehorse" promotion on a national level in 2009 	<ul style="list-style-type: none"> • Number of track participants • Number of individual participants 	September 2009	

EDUCATION

We will improve the knowledge & professionalism of current & prospective participants.

STRATEGIES	ACTIONS	PERFORMANCE MEASURE	TIMELINES	PERSONNEL
Evaluate current level of knowledge / standards for grooms, trainers, and drivers and owners through strategic polling & sampling.	<ul style="list-style-type: none"> • Strategic polling of members • random sampling to get a broader perspective from owners, trainers and fans 	<ul style="list-style-type: none"> • By-Law/Licensing Committee to review standards for drivers, trainers, grooms and recommend to Board of Directors. 	November 2008	Member Services & By-Law Committee
Establish standards that provide a benchmark for all current & future active participants.	<ul style="list-style-type: none"> • Research standards in other racing jurisdictions • Partner with educational institutions & horsemen's associations to develop standards 	<ul style="list-style-type: none"> • Standard licensing procedures for all trainers, drivers and grooms by all Provincial Racing Commissions. • Horsemen Associations, Racing Commissions and SC to implement educational seminars jointly. 	November 2009	Member Services
Develop, facilitate & implement accreditation/certification programs for grooms, & trainers to improve skills & professionalism	<ul style="list-style-type: none"> • Partner with educational institutions & horsemen's associations to develop, promote & implement programs • Develop an accreditation program for industry participants • Develop and implement on-line groom/trainer courses with educational centres 	<ul style="list-style-type: none"> • New accreditation programs in place. • Number of people who participate in accreditation programs • Alignment of SC accreditation program with provincial educational institutions. 	November 2009	Member Services
Develop & co-ordinate workshops for breeders & trainers enabling them to conduct business in an effective & professional manner	<ul style="list-style-type: none"> • Develop educational tools for the breeding industry • Partner with educational institutions to host general "horse care & health" workshops for breeders & trainers 	<ul style="list-style-type: none"> • Workshops in place in four regions across Canada. • Number of workshops that take place. • Number of participants in workshops. 	April 2009	Member Services

RESOURCES

We will operate in an efficient & effective manner to ensure the viability & advancement of the association.

STRATEGIES	ACTIONS	PERFORMANCE MEASURE	TIMELINES	PERSONNEL
Establish the internal/external Human Resource quotients needed to ensure an efficient & effective operation that includes a current plan for succession.	<ul style="list-style-type: none"> Board charges the administration with responsibility of internal organizational audit. 	<ul style="list-style-type: none"> Completion of internal audit of organization with report to the Board. 	October 2008	CEO & Department Managers.
	<ul style="list-style-type: none"> Recruitment of volunteer specialists. 	<ul style="list-style-type: none"> Inventory of volunteer specialists & aligned with specific projects. 	February 2009	Industry Marketing & Industry Communications
	<ul style="list-style-type: none"> Update the current Succession Manual(s). 	<ul style="list-style-type: none"> Internal Succession Manuals completed. 	February 2009	All Managers
	<ul style="list-style-type: none"> Specific Managerial Succession Plans. 	<ul style="list-style-type: none"> Recommendation to Board of a Succession Plan for implementation. 	October 2008	CEO & CFO
Achieve a balanced three-year financial plan.	<ul style="list-style-type: none"> Develop a balanced 3-year-plan. 	<ul style="list-style-type: none"> Completion & approval of 3-year-plan by Board of Directors. 	November 2008	CEO/CFO/Management & Board of Directors
	<ul style="list-style-type: none"> Implementation of 3-year-plan. 	<ul style="list-style-type: none"> Balanced budget after three years. 	November 2008 – October 2011	
Continue to implement and enhance IT solutions that permit e-commerce and the sale of I.T. information.	<ul style="list-style-type: none"> Completion & release of new SC website. 	<ul style="list-style-type: none"> New website is operational. 	October 2008	Information Technology
	<ul style="list-style-type: none"> E-commerce for member services available on website. 	<ul style="list-style-type: none"> Members transacting business through E-commerce. 	June 2009	

RESOURCES (Con't)

<p>Align strategic partnerships which will enable the Association to grow its revenue from core services through new & enhanced initiatives.</p>	<ul style="list-style-type: none"> • Identify potential partners to move forward in joint ventures. 	<ul style="list-style-type: none"> • Contracts in place with at least 3 strategic partners. 	<p>December 2009</p>	<p>CEO, Information Technology, Industry Marketing, Industry Communications.</p>
<p>Advocacy of a plan that ensures professional development of the Association and is in concert with current business & market conditions.</p>	<ul style="list-style-type: none"> • Board to determine the use of Committees versus additional Board meetings. 	<ul style="list-style-type: none"> • Board reaches a consensus on its direction with regard to Governance of the Association. • Board establishes a set schedule of meetings that enables the Board to lead the Association forward. 	<p>February 2009</p>	<p>Board of Directors</p>