



2024 SC STRATEGY

PREPARED BY: THE STANDARD BRED CANADA BOARD OF DIRECTORS AND
MANAGEMENT TEAM

MANDATE



“Standardbred Canada supports the standardbred breed and the persons who breed, own and race standardbred horses through;

- a) The registration and identification of standardbred horses and keeping of pedigrees;**
- b) The maintenance, preservation and dissemination of records regarding the breeding and racing of standardbred horses; and**
- c) Providing a platform for communication that creates interest, awareness and support for the standardbred industry.”**

WHAT

Provide Sports Administration through Leadership and Services.

Provide Information through SC website and Trot Magazine.

Represent members at national and international level.

Affiliate with provincial, national, and international regulators and associations.

Promote standardbred horses; racing and non racing.

Promote Equine Health and Welfare.

Develop and maintain standards for license accreditation.

Provide technological advancement for member services to promote efficiency and effectiveness within the industry.

Utilize existing and new data to assist in helping shape the future state of horse racing in Canada.

MISSION STATEMENT

“Standardbred Canada is the national leader that records and communicates information about standardbred breeding and racing.”

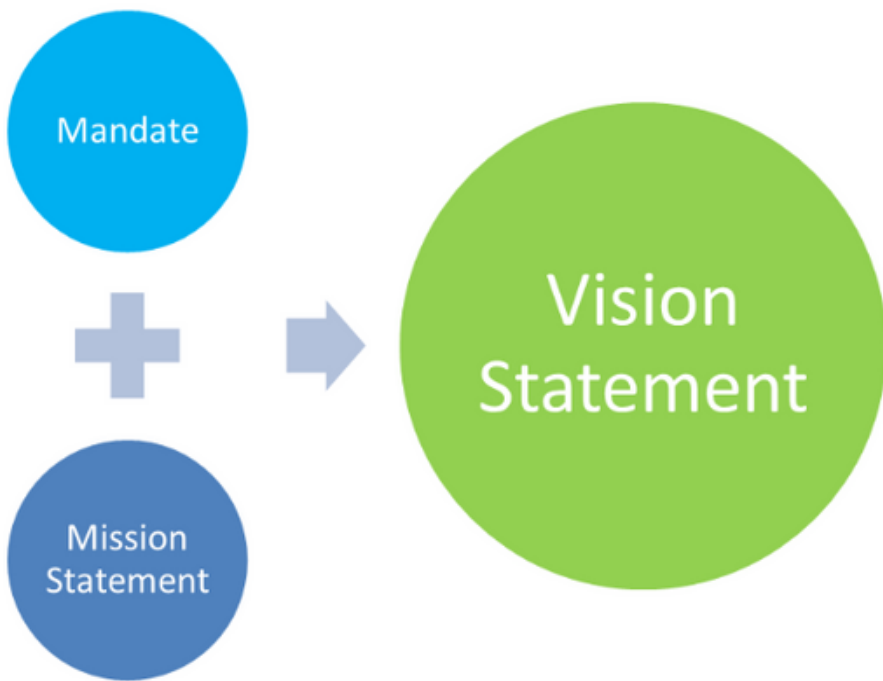


How:

- SC Corporate Values
- Strong Board Governance
- Employee Engagement
- Communication
- Data Governance
- Financial Sustainability
- Membership and Customer Service Value
- Stakeholder Relations



VISION STATEMENT



“Standardbred Canada is an essential support for the standardbred horse industry in Canada.”

LONG-TERM OBJECTIVES 2022-2026 STRATEGIC PLAN

COMMUNICATIONS

Objective: Design and provide effective communication platforms focused on creating interest, awareness, and support for the standardbred industry.

DATA MANAGEMENT

Objective: Through the development and implementation of a data management strategy that will focus on capitalizing on existing and new technologies to better serve the needs of our members, industry & Association.

FINANCIAL SUSTAINABILITY

Objective: Focus on maximizing the potential of existing and new income revenue streams and identify and execute on ongoing operational efficiencies.

MEMBERSHIP/CUSTOMER SERVICE VALUE

Objective: Continued innovation and implementation of enhanced and new member focused initiatives.

STAKEHOLDER RELATIONS

Objective: SC will represent membership at industry meetings and events and champion improvements for our members by facilitating and articulating their concerns, issues, goals and needs to industry and stakeholders.

EXECUTIVE SUMMARY



Introduction

As we enter the third year of Standardbred Canada (SC) Five-Year Strategic Plan, our focus remains steadfast on the core long-term objectives: Communications, Data Management, Financial Sustainability, Membership and Customer Service Value, and Stakeholder Relations.

Performance Overview of 2023

In the past year, SC achieved the majority of its Board-approved goals and objectives. Specific initiatives, such as Direct Deposit, Single Sign-On, and the Government Relations Strategy, are planned for continuance into 2024, whereas other projects have reached completion. A detailed summary of the F23 strategic activities and results is available following this Executive Summary.

Strategic Planning Process for 2024

To prepare for the upcoming year, the Strategic Planning and Process Committee (STPP) and the SC management team conducted an exhaustive external analysis. This analysis examined current trends in the marketplace, industry shifts, consumer behavior, technological advancements, and regulatory environments. An internal SWOT analysis followed, identifying the Strengths, Weaknesses, Opportunities, and Threats facing the Association in the next year.

Priority Areas for 2024

The committee and management team collectively prioritized the trends to be addressed in the 2024 plan. Notably, challenges include an aging and declining membership base, economic instability, migration of horses to the United States, and stagnating breeding numbers over the past 12-24 months.

Tactical Planning

A list of strategic tactics aimed at tackling these high-priority items was generated and subsequently ranked based on their feasibility, potential impact, projected revenue, and costs. This list was shared with the STPP Committee for consensus on priority alignment.

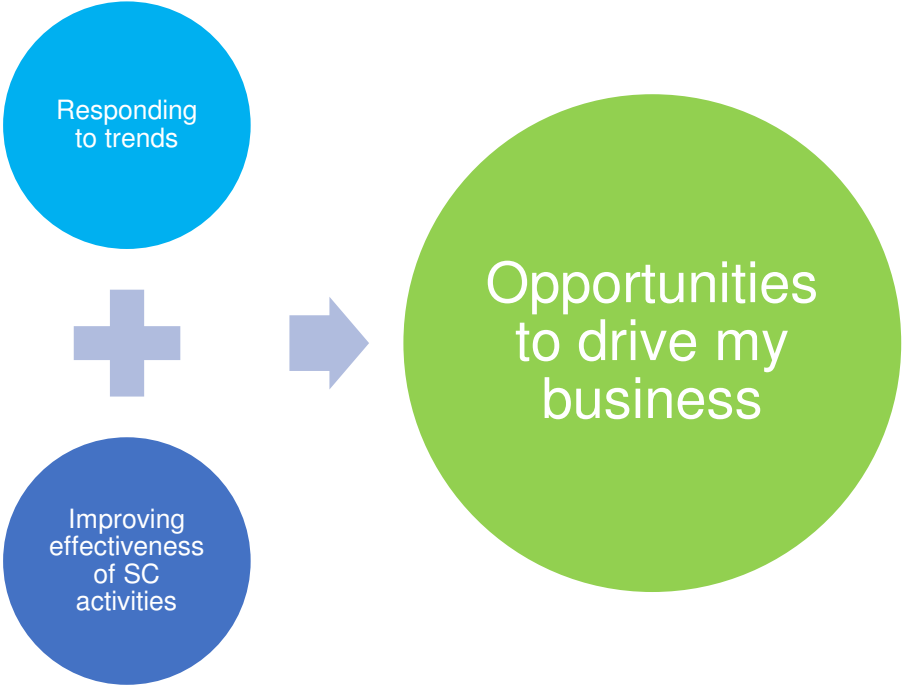
Leadership Transition

As 2024 will be a transitional year for the Association leadership, special consideration has been given to ensuring a balanced and executable plan for the incoming management team.

Conclusion and Recommendations

Management is optimistic that the 2024 Strategic Plan strikes the right balance to drive the Association forward. Additionally, we strongly recommend a review and revision of the current five-year plan in 2024, to ensure long-term objectives remain current and relevant.

Linkage of Priority Trends with Improving Effectiveness



F24 Strategic Tactics

Tactic: Single Sign-On - TrackIT Integration and Enhancement

- **Continuation of Core Work:** The existing core platform for Single Sign-On will be refined further. It currently allows users to employ the same login credentials for both the website and TrackIT.
- **2024 Initiatives:** New features will be rolled out on the Single Sign-On platform, including the ability for users to manage a stable of horses. Members will be able to receive specific information about these horses—such as entries, results, transfers, and eligibility fees—under one secure digital umbrella. This consolidation aims to streamline access to various services.
- **Additional Enhancements:** This year's initiative also encompasses the expansion of the eShop for Members and brings targeted improvements to the TrackIT system.

Tactic: New Membership Recruitment

- **Extension of Prior Initiatives:** Building on last year's efforts, we will continue to promote targeted Grooms memberships and cater to Standardbred owners who are not directly involved in the racing industry.
- **I Love My Standardbred Club:** A new initiative for 2024 is the launch of the "I Love My Standardbred Club," aimed at encouraging Standardbred owners to become members and log their activities throughout the year. This program will not only provide a community for Standardbred enthusiasts but also help in gathering valuable data for future engagement.
- **Junior Membership:** A new membership category targeting younger enthusiasts, "Junior Membership," will be rolled out as part of our efforts to rejuvenate and diversify our member base.
- **Fractional Ownership Promotion:** We will actively promote and emphasize the benefits of Fractional Ownership, aiming to attract new investors into the Standardbred industry and thus broaden our membership demographics.

F24 Strategic Tactics – Cont'd

Tactic: Develop and Implement the National Economic Survey

- **Socializing the Report:** Upon completion of the National Economic Survey, efforts will be directed towards socializing the report across various platforms and stakeholder groups to maximize its impact.
- **Communication Strategy:** A well-defined communication strategy will be developed and executed to disseminate the findings of the survey to a broader audience, thereby strengthening the Association's voice in key conversations.
- **Government Relations Strategy:** In collaboration with other stakeholders, we will use the National Economic Survey to formulate a government relations strategy. The aim is to educate and engage governmental bodies about the economic contributions and needs of our industry.

Tactic: Direct Deposit (Electronic Funds Transfer)

- **Expanding Scope:** Following a successful major roll-out of the Direct Deposit (EFT) program across all Ontario racetracks, including the Ontario Sires Stakes, the focus for 2024 will be on expanding to new jurisdictions and continuing the onboarding process for horse people in Ontario.
- **Mandatory EFT in Ontario:** As of April 2024, Electronic Fund Transfers will become mandatory for all tracks in Ontario. This change mandates a comprehensive onboarding process to ensure seamless transitions for all involved parties.
- **New Jurisdictions:** Contracts and work plans are in development to extend this service to other Canadian jurisdictions. The IT work required for implementing Direct Deposit in a new jurisdiction is estimated at around three months, in addition to time for training. The goal for 2024 is to onboard at least two new jurisdictions.

F24 Strategic Tactics – Cont'd

Tactic: Incorporate AI into Operations / Roadmap

- **AI Integration Roadmap:** Management, in collaboration with IT, will create a roadmap for incorporating Artificial Intelligence into Gaitway. The aim is to leverage the extensive data repositories that SC has amassed to serve both the industry and the Association.
- **Strategic Focus:** This initiative is not a "build it and they will come" endeavor. It's about the strategic implementation of AI in various facets of the organization from content generation and data analysis to member communication.
- **Data Integrity and Privacy:** Before full-scale implementation, it is crucial to address potential risks, such as data privacy and integrity. Ensuring accurate coding and ethical data usage are priorities to avoid the "garbage in, garbage out" scenario.
- **Third-Party Involvement:** Collaboration with third-party experts is expected to bring about tangible results that the Association will start seeing in F24, laying the groundwork for F25 initiatives.

Tactic: Stallion Registration Directory

- **Stallion Registry Form:** A dedicated form will be developed to create a stallion registry for stallions standing in Canada. This form will require payment and will be integrated into the existing eShop platform.
- **Online Directory:** All registered stallions will be listed on the SC Website's Stallion Directory, complete with details on their stake eligibility.
- **Stallion Showcase Plan:** A proposal will be developed to upgrade the existing Stallion Directory into a more comprehensive "Stallion Showcase." This plan will be presented to the SC Board of Directors for approval and subsequent implementation.

F24 Strategic Tactics – Cont'd

Tactic: Regulator and Racetrack Relations

- **Investment in Stakeholder Relations:** Over the past few years, we've invested significantly in our relationships with stakeholders through ongoing meetings for various purposes such as new bylaws, purse earning conversion, and general discussions with regulators and racetracks.
- **Monthly/Quarterly Meetings:** To continue fostering these relationships and addressing industry concerns, we will host monthly and quarterly meetings aimed at finding common ground and viable solutions to issues facing the standardbred horse industry.
- **Strengthening Industry Relations:** We are confident that our efforts have significantly improved relations within the industry. This is supported by our recent stakeholder survey, in which 85% of respondents either strongly agreed or agreed that Standardbred Canada serves as an essential support system for the standardbred horse industry in Canada.

Tactic: Development of IT Strategic Plan/Review 5 Year Plan

- **Comprehensive Review:** This initiative will undertake a holistic examination of all Information Technology within SC, including applications such as the SC website, TrackIT, Gaitway, MVP, and the Microchip app.
- **Future Focus:** The Plan will identify the future directions of IT within SC, detailing the human resources required, the necessary funding, and the optimal approach for hardware, software, cloud computing, and Artificial Intelligence (AI).
- **Security and Platform Management:** A key aspect of this Plan will be determining which applications should reside on which platforms while ensuring robust security measures. The Plan will also explore how to integrate new technologies like AI and GPS technology into SC's future IT landscape.
- **Project Prioritization:** One of the main outcomes of this Plan will be a prioritized list of IT projects, establishing a clear hierarchy of goals and objectives for the IT team to focus on in both the near term and long term.

F24 Strategic Tactics – Cont'd

Tactic: National Breeder Incentive Program for Board Review

Task Force Insights: After convening multiple Breeder Incentive Task Force Committee meetings in 2023, a blueprint will be presented to the Board outlining how SC can architect a national breeder incentive program with support from the government, industry, and Association.

- **Afterlife Program Integration:** This initiative could be integrated with an afterlife program for horses, providing a comprehensive lifecycle approach.
- **Breed Registry Relevance:** As the national breed registry, this program is well-aligned with SC's core competencies and strategic focus.
- **Addressing Decline in Breeding:** The program aims to tackle the ongoing concern of decreasing breeding activities in the country, ensuring the long-term sustainability of the industry.

SUMMARY



The F24 Standardbred Canada Strategic Plan lays the groundwork for a transformative year ahead, with a focus on addressing key challenges such as declining membership, economic instability, and a rapidly evolving technological landscape. Building on the successes of the previous years, the plan outlines 9 strategic tactics aimed at fortifying the long-term objectives of Communications, Data Management, Financial Sustainability, Membership and Customer Service Value, and Stakeholder Relations.

The tactics range from enhancing current IT infrastructure and incorporating AI to launching a National Economic Survey and drafting a National Breeder Incentive Program. Each tactic has been carefully prioritized to align with the needs and opportunities identified in both internal and external reviews.

CONCLUSION

The year 2024 represents a pivotal juncture for Standardbred Canada. As we transition into new leadership and adapt to changing market dynamics, the strategies laid out in this plan serve as a comprehensive roadmap for navigating the complexities of the industry. The plan balances short-term gains with long-term sustainability, ensuring that SC remains an essential support to the Standardbred horse industry in Canada.

By executing this strategic plan effectively, Standardbred Canada aims to achieve a harmonious blend of member satisfaction, operational efficiency, and industry relevance. Periodic reviews will be conducted to ensure that the strategic goals align with the changing landscape, allowing for course corrections as necessary. In summary, the F24 Strategic Plan is not just a statement of intent but a commitment to proactive, member-centric, and sustainable management.