

Jeffrey Wellwood, CIM, CFP
Toronto, ON



Nominated as ONTARIO ACTIVE DIRECTOR

Extent of your participation in the harness racing industry:

Growing up on a horse farm, I have been involved with Standardbred race horses my whole life. Some of my fondest memories growing up were spending Friday nights at Greenwood race track. Today, I live on that former race track which serves every day as a reminder about the history of horse racing and how times have changed. I have trained horses with my dad my whole life, owned horses for 20 years, and have a small band of broodmares. I continue to reinvest in this business because I love it, believe in it, and want to support it.

Skills, experience and expertise that you would bring to the Standardbred Canada Board:

I have always been involved in the sport of harness racing and have groomed, trained, owned, and bred Standardbred racehorses. I have also been on the other side as a spectator, where I often attend the track with friends from outside the industry. Having an outsiders perspective is an important one to have. My business degree is from the University of Western Ontario and my current role is working as a Portfolio Manager for RBC Dominion Securities, where I manage the wealth of high net worth families. Through my education and job experience, I enjoy analyzing businesses to determine what makes them work and what makes them fail. I also have a very strong sales back ground and am confident that I can provide a fresh perspective from someone that has been on both sides of the fence.

What I'd like to accomplish:

I think it's important to first sit down with the rest of the board to understand what needs the most attention and where I can help most. With that said, the following are a few ideas that I'd like to explore which can be integrated into the existing 2019 – 2023 Strategic Plan:

1. **Communications** – We need to continue engaging with technology to promote our sport to racing fans, old and new, and use it to enhance our offering. For promotional purposes, there are many existing ideas that are currently being utilized in other similar industries that we can adopt. Although execution is likely to be done at the track level, a simple example would be promoting our sport through spectator hash tagging, where they would post a picture of themselves having a great time, and we would feature it on the infield screen and/or TVs. This post provides free advertising for us to that persons family and

friends on their devices. There are countless initiatives, such as these, that will help accomplish SC's strategic goal of creating new interest, awareness and support for the Standardbred industry.

2. **Data Management** - For capture more data and enhancing our offering to industry and spectators alike, 5G is an emerging technology that needs consultation and study to understand how the technology can be useful to us.

3. **Financial Sustainability** – I will work with the board to help identify initiatives to reduce costs, as well as new revenue generating ideas.

4. **Membership / Customer Service Value** – Improve the lives of our stakeholders through financial literacy is something that is very important to me. A lack of financial education and poor business decisions have caused financial ruin for many people in our industry. The desperation of many have also caused them to either leave our industry or make poor ethical decisions to survive. This has hurt our industry. Part of my mandate will be to provide access to financial education for all industry stakeholders and offer access to financial literacy courses and good financial advice.

5. **Stakeholder Relations** – Implement a national standard for a new customer experience. The Experience Economy is a reference to how people crave experiences and are willing to pay for something different. While local markets across Canada may operate differently, the one constant is that everyone is searching for something new and exciting to experience. Horse racing can offer them that! People have shorter attention spans these days and 15-20 minutes between races is too long. We need to engage with different stakeholders and work to change this and come up with an exhilarating experience. I have seen first-hand, how events such as NBA basketball or even Monster Jam does a great job of engaging its customer base and keep things exciting, all wrapped into a short period of time. An example of how we can adapt would be to have 5 races in close intervals, followed by an entertaining half-time show, and then another 5 races. In and out in 2-3 hours max! The half time-show could include local talent and would do wonders for boosting engagement in the communities across the country.

These are just a few of the ideas I have. The experiences I've had over the years has helped me to understand how lucrative of a world we live in. We have a great opportunity to make our industry thrive with the proper execution of our strategic plan. Having a strong business background along with my education, experience, and profession will be helpful attributes as a director for Standardbred Canada.