



LTRA Strategic Plan

2026-2031



OUR PROCESS



In August, 2025, we formed a planning committee to begin a process, identify and survey stakeholders, and ultimately create a new strategic plan.

Over the past 10 months, we engaged the services of *Collaborative Strategies Consulting Inc.* to help in the planning process and data collection. They also led an in-person planning workshop with the entire Lethbridge Therapeutic Riding Association (LTRA) Board in February, 2026. Their efforts and feedback proved invaluable in developing content and producing several documents and outcomes.

The LTRA *Strategic Planning Committee* continued to meet and ultimately developed and presented a preliminary draft to the LTRA Board on May 20 2026.

The final version of LTRA's *Strategic Plan (2026-2031)* was approved at the Board meeting on June 17 and released to the community at large on July 11 2026.

Territorial Acknowledgement

The Lethbridge Therapeutic Riding Association (LTRA) acknowledges the Siksikaitsitapii peoples' deep and enduring connection to their traditional territory Kitaowahsinooon situated and held by the promises of Treaty 7.

We accept that horses — which the Blackfoot call Ponokáomitaa, the “Elk Dog” — hold a sacred place in Siksikaitsitapii culture and identity. Long before the LTRA, the Blackfoot people recognized the horse as a spiritual companion: a source of strength, freedom, and healing. In Blackfoot tradition, the horse came to the people as a sacred gift from the spirit world. Since that time, the bond between the Siksikaitsitapii and the Horse Nation has been one of the most celebrated partnerships on this land. It is with a deep sense of privilege that we acknowledge our work of healing through horses takes place on this same land where that sacred relationship was born.

To honour the traditions and continuing contributions of diverse Indigenous peoples, the LTRA is committed to respectful relationships and accessible programming that support all members of this community seeking health, strength, and connection.

Pronunciations:

Siksikaitsitapii	“the Real People”	= Sik-si-gay-ts-i-da-bee
Ponokáomitaa	“Elk Dog AKA Horse”	= po-NO-ka-MEE-ta
Kitaowahsinooon	“What Feeds Us”	= Kee-Tah-o-wah-sin-Noon

Written in consultation with Indigenous people who live and work in Blackfoot Confederacy territories.



As part of National Indigenous Peoples Day celebrations on June 21st 2023 Pikani Elder Morris Little Wolf smudged and named Lethbridge Therapeutic Riding Association's program horse Joe. Joe was given the name Pita (Eagle). He was also bestowed a blessing of protection; a gift that is shared with the rest of the herd and everyone who partakes in the program. Pita was given this blanket as part of the ceremony. The horse (ponokáomitaa) is a sacred part of Blackfoot culture.



Who We Are

In 1976, a small group of passionate individuals began offering therapeutic riding lessons using family horses and a simple outdoor ramp in a private yard. In 1977, LTRA was registered as a charity and was hosted at various barns and properties for the first 10 years of operation. In 1988, our current property located at 24 205015 Hwy 512, Lethbridge County — approximately 6 km from Lethbridge on Jail Road — was acquired from the Jarvie family.

LTRA is a member of the Canadian Therapeutic Riding Association (CanTRA) — and provides certified instruction for therapeutic riding while continuing to expand adaptive riding and equine wellness services. LTRA is proudly entering its sixth decade in the “business of caring” with a legacy of healing that continues to grow.



Beyond the numbers:

We have helped individuals navigating panic disorders, Tourette's syndrome, complex trauma, and mental health barriers. We fulfilled a far-reaching wish that involved lending adaptive equipment so someone could share a last moment with a horse.

PROGRAMS & SERVICES

LTRA delivers equine-facilitated wellness programs for children, youth, adults, and seniors with diverse abilities, needs, and goals.

Therapeutic Riding

A flagship mounted riding program that builds confidence, physical skills, and emotional regulation through horse-human connection in a safe, structured environment.

Adaptive Riding

A pathway for riders who benefit from additional support while advancing in horsemanship.

Equine-Assisted Wellness

Ground-based sessions serving specialized groups using the relational nature of horses to support resilience, emotional growth, and personal development.

Inclusive Summer Camps

Opportunities for children of varied abilities to participate alongside their peers in a safe and engaging environment.

Adaptive Cart

A first-of-its-kind adaptive cart creating access for individuals who cannot safely participate in mounted riding.

Senior Supports

Equine-assisted sessions to promote activity, emotional well-being, and meaningful interaction for older adults.

Horses in the Park

A community outreach program that brings therapeutic horses into public spaces, encouraging opportunities for connection, education, and referral to local supports.

Mental Wellness

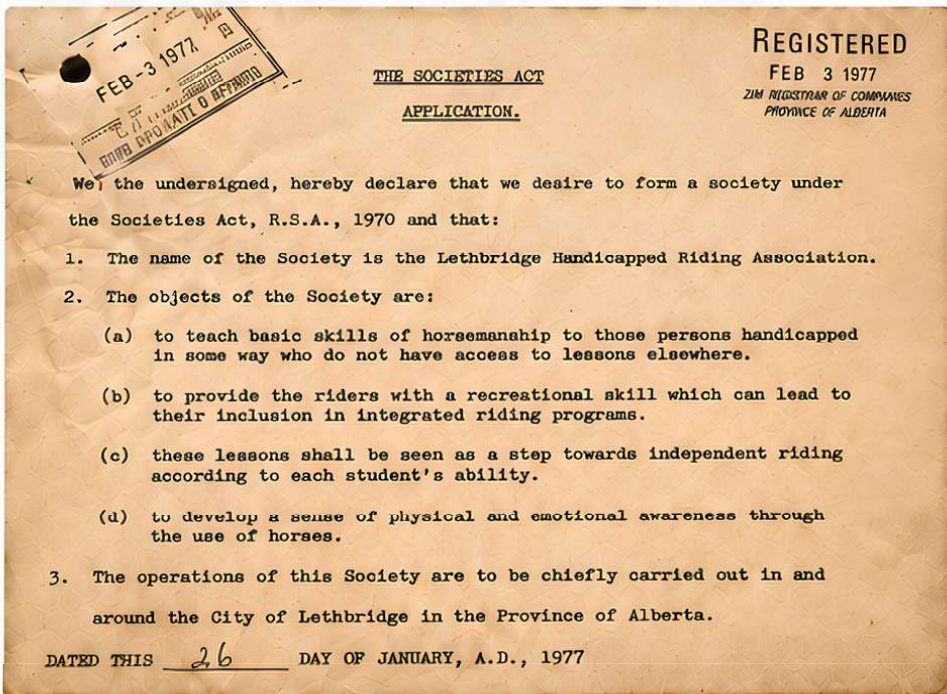
Programming focused on mental health for individuals and groups navigating trauma, grief, transition, addiction, and specialized support needs.

Subsidy Program

A sliding-scale access program that removes financial barriers and ensures cost does not prevent participation.

CHARITABLE PURPOSE

LTRA's charitable objects approved in 1977 remain the foundation of our purpose as well as guide our ongoing efforts today and into the future.



Boarding Services

As part of history, LTRA has offered horse boarding services to the public. This service allows us to cost-share the infrastructure required to run our therapeutic programs and services.



REGULATORY FRAMEWORK

LTRA operates under a dual regulatory structure. It is an Alberta-based, not-for-profit association incorporated under the Alberta Societies Act. It is also a federally registered charity regulated by the Canada Revenue Agency (CRA). This structure allows LTRA to operate as a society, maintain membership governance, issue tax receipts, and access charitable funding opportunities.

ALBERTA SOCIETIES ACT

LTRA must maintain compliant bylaws, hold Annual General Meetings, maintain appropriate governance records, file society returns, and operate in accordance with member-approved governing documents.

**CANADA REVENUE AGENCY —
REGISTERED CHARITY**

LTRA must operate exclusively for charitable purposes, maintain accurate financial and operational records, comply with fundraising and receipting rules, file annual charity returns, and protect charitable assets.

CHARITABLE FUNDRAISING / PUBLIC TRUST

LTRA raises funds through donations, grants, sponsorships, events, and community partnerships. Fundraising must be transparent, ethical, non-coercive, mission-aligned, and nonpartisan.

PROGRAM STANDARDS / SECTOR EXPECTATIONS

LTRA's credibility depends on appropriate credentialing, safety protocols, equine welfare, privacy practices, and consistent representation of therapeutic and wellness services.





Mission

LTRA is a sustainable, charitable organization that is dedicated to discovery, inclusion, and learning by building relationships with and through horses in collaboration with our community.

Vision

Be a Center for Excellence for Equine Facilitated Wellness in Southern Alberta.

Values

Respect

We provide an environment of mutual respect for people, animals, and facilities.

Sustainability

We commit to financial, social, and environmental longevity.

Learning

We teach our clients, partners, and the community about horses and their wellness benefits while elevating their spirits.

Hope

We inspire hope and confidence through connection with horses.

Inclusion

We believe that all individuals are distinct, unique, and deserve to be treated equally and fairly. We create a welcoming environment for all and are strength-based in our approach.

Safe

We do no harm and are a safe space for our clients, boarders, partners, and horses.

Compassion

We believe that all individuals and horses have the right to be treated in a caring manner while recognizing the importance of understanding.

Confidence

We believe that our clients can become more confident in themselves and their abilities through interaction with horses.



STRATEGIC PRIORITIES & ACTIONS



STRATEGIC PRIORITY

ACTIONS



SP
1

**STRENGTHEN
PROGRAM IMPACT,
QUALITY, AND ACCESS**

1. Offer customized programming based on participants' needs and goals.
2. Ensure access to a diverse client-base.
3. Recruit, support, and train qualified coaches and volunteers.



SP
2

**BUILD REPUTATION,
PARTNERSHIPS, AND
COMMUNITY ENGAGEMENT**

1. Become a leading organization for equine wellness.
2. Enrich community awareness of LTRA's values and impact.
3. Establish meaningful partnerships within southern Alberta.



SP
3

**GROW A STABLE
FINANCIAL BASE
THROUGH DIVERSE
REVENUE SOURCES**

1. Maintain a robust financial process that monitors and reflects current expenditures.
2. Create a system of multiple revenue sources that anticipates and reacts to future opportunities and risks.
3. Commit to fundraising opportunities in support of all LTRA's Plans (e.g., Capital, Herd, Staffing).



SP
4

**PROMOTE A POSITIVE
WORK ENVIRONMENT**

1. Recruit, support, and train qualified volunteers, coaches, staff, and Board members.
2. Foster an inclusive, supportive, and appreciative work culture that empowers all.
3. Encourage and initiate Professional Development and Succession Planning programs.



SP
5

**PROVIDE ACCOUNTABLE
LEADERSHIP AND
GOVERNANCE**

1. Ensure reputational strength through effective governance and policy.
2. Realize efficiencies and impact through organizational structures.
3. Target a Board that has a balance of technical and interpersonal skills across its membership.



SP
6

**ALIGN EQUINE
REQUIREMENTS WITH
ORGANIZATIONAL
EXCELLENCE**

1. Dedicate appropriate services in support of the herd.
2. Dedicate appropriate resources in support of the herd.
3. Dedicate appropriate technologies in support of the entire operation.

PROGRESS & SUCCESS

At LTRA we believe that meaningful impact is demonstrated through accountability, transparency, and continuous improvement. We use a variety of financial, programmatic, and operational metrics and outcomes to evaluate our performance and guide our decisions. The measures ensure we remain vigilant stewards of our strategic plan.



SP1

STRENGTHEN PROGRAM IMPACT, QUALITY, AND ACCESS

- A comprehensive array of program offerings and services.
- Formal collection of participant, program, and staff satisfaction as well as boarder feedback.



SP2

BUILD REPUTATION, PARTNERSHIPS, AND COMMUNITY ENGAGEMENT

- Annual staging of major fundraising events.
- Year over year, our organizational reach continues to broaden within southern Alberta and beyond in support of an ever increasing diverse, client population.



SP3

GROW A STABLE FINANCIAL BASE THROUGH DIVERSE REVENUE SOURCES

- Audited and balanced yearly budget with established reserve accounts.
- Our major and stable funding sources include, donations, grants, registrations, rent and board, fundraising revenues, and corporate sponsorships.



SP4

PROMOTE A POSITIVE WORK ENVIRONMENT

- Professional development and wellness opportunities.
- Competitive salary and compensation for staff positions.



SP5

PROVIDE ACCOUNTABLE LEADERSHIP AND GOVERNANCE

- Full-time staff, annual performance reviews.
- Building off of the 2026-2031 Strategic Plan, the creation of multiple subsidiary plans including Capital, Herd, Staffing, and Action.



SP6

ALIGN EQUINE REQUIREMENTS WITH ORGANIZATIONAL EXCELLENCE

- Ongoing collection and communication of testimonials and acts of compassion documenting how LTRA continually and positively impacts peoples' lives.
- Using herd metrics to ensure that our horses live a fulfilling life while enriching the lives of others.

“

People make
comments or stare.
Horses don't care.

”

~Natasha Reule | Rider



Field of Gratitude

*With gratitude to the Riders, Horses,
Families, Volunteers, Staff, Board Members,
Donors, and Partners.*

HORSES FOR HEALING and HEALTH



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