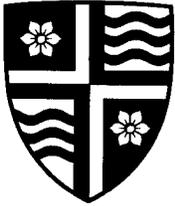


**Township
of Langley**



Est. 1873

ECONOMIC DEVELOPMENT

HORSE INDUSTRY STRATEGY

**Prepared by the
Economic Development Commission**

May 1995

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The Langley Economic Development Commission initiated a process to develop a Horse Industry Strategy in 1992. Under the direction of Chairperson Allan Robinson and Horse Industry Representative Marcia Husson, the process involved over two hundred people in the local horse industry.

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The Langley Horse Industry Strategy was adopted by Council by resolution in May 1995.

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TOWNSHIP OF LANGLEY

HORSE INDUSTRY STRATEGY

1. INTRODUCTION

1.1 Rationale for Strategy

The Township of Langley in its Rural Plan, identified a wide range of actions to strengthen the rural economy. Specifically, the horse industry was recognized as having growing importance in Langley and that it should be enhanced through the creation of a Langley Horse Industry Strategy. This document represents the collective effort of the Langley Economic Development Commission, the Township of Langley, and the local horse industry to focus on steps to be taken to improve the economic viability of the horse industry in Langley.

The content of this Strategy when adopted by the Township of Langley Council, will provide guidance for direct involvement by the Township and illustrate to local industry representatives, the array of actions required by many groups to achieve a new level of horse industry success in Langley.

1.2 Background and Strategy Development Process

In June 1989, Council adopted the Economic Development Strategy which identified the equestrian industry as one of the key areas for promotion and development. The equestrian industry was selected because it offers opportunities for future growth that are compatible with the quality of life and environment that are desired in Langley.

In 1990, the B.C. Ministry of Agriculture, Fisheries and Food (BCMAFF) undertook a province-wide horse industry survey and released a report titled: *Structure and Economic Contribution of the Horse Industry in British Columbia*. The report featured an industry profile for Langley. The profile estimated the economic impact of the horse industry in Langley to be \$40 million annually, providing 320 full-time equivalent jobs directly on farms and an additional 190 full-time jobs in support services.

In response to BCMAFF's report, Council added a horse industry representative to the Economic Development Commission (EDC) in 1991. The position was advertised in local newspapers in November 1991 and Council appointed Marcia (VanWoudenberg) Husson to the position. Since then the EDC and several equestrian centres in Langley have shared a booth at the Horse Industry Short Course and Consumer Show to promote Langley as the Horse Capital of British Columbia.

In April 1992, the EDC hosted a horse industry seminar. The seminar was advertised in local newspapers and written invitations were sent to all members of B.C. Horse Council in Langley. The seminar was attended by more than 60 participants, including Mr. Tom Pringle, Assistant Deputy Minister of Agriculture, Fisheries and Food. The participants suggested a long list of ideas to develop pride in the Langley horse industry. The seminar marked the start of a process leading to a Langley Horse Industry Strategy.

Under the direction of the horse industry representative of the EDC, a steering committee was struck to guide the strategy process. The steering committee was composed of 10 people who represented various sectors and disciplines of the Langley horse industry. Between November 1992 and June 1993, the steering committee held six workshops to develop a draft of the strategy. With the support of Township staff, these workshops involved more than 100 industry stakeholders such as trainers, breeders, coaches, veterinarians, farriers, owners and managers of equestrian centres, feed stores and tack shops, recreational riders, directors of horse clubs and associations, publishers of equestrian magazines and provincial government representatives.

A draft of the Horse Industry Strategy was available for circulation and discussion in June 1993. The draft strategy was mailed to all participants who were involved in the workshops and was distributed at the Horse Industry Short Course and Consumer Show in November 1993. Written and verbal responses were received from the horse industry at large. The response to the process was positive and a desire was expressed to move forward as an industry.

In October 1994, Pacific Country Riding Stables, Milner Downs, Kwantlen College (Langley campus), Langley Chamber of Commerce and the Community Development Division applied for a \$16,875 grant from the Partners In Development program of the Ministry of Agriculture, Fisheries and Food to assist in the finalization of the Horse Industry Strategy. (The grant was approved by the Ministry in February 1995.)

In November 1994, a consultant was hired to interview 37 key industry representatives to facilitate review of the draft strategy. The interviewees provided suggestions to refine the draft strategy and a number of goals that would strengthen Langley as the horse capital of British Columbia.

In January 1995, Council appointed Carla Robin as the horse representative to the EDC, replacing Marcia Husson who resigned in December 1994 due to maternity. The consultant presented the findings of the interviews to 120 people who attended an advertised workshop on January 26, 1995. Input from the interviews and the workshop has been incorporated in the final draft of the Horse Industry Strategy.

The Langley Horse Industry Strategy was adopted by Council by resolution in May 1995.

2. ISSUES AND CONCERNS

The series of industry workshops and the interview program identified a number of issues and concerns that affect the long term viability of the local horse industry. Some of these problems suggest potential subjects to address in an industry strategy. This section of the strategy summarizes these issues and concerns.

Rural Flavour from Horse Operations

Residents place a high value on the rural nature of the Township. The larger horse farms are a major user of agricultural acreage and as such, the horse industry has a significant role to play in maintaining the rural flavour of Langley. Interest has been expressed in finding ways to maintain and encourage horse use of agricultural land.

A Base of Horses and Horse People

The strength of the local horse industry is directly affected by the horse population and the people involved with horses. Concern has been expressed over the high cost of land in the Township which restricts the ability of horse owners to live in Langley. In addition, there has been some movement of Langley horse owners and farm operators in recent years, to locations further up the Valley and to the Interior. Together these factors decrease the local population of horses, affect the local market for recreational horses, and remove some of the energy and vitality from the industry.

Profitability and Investment

A strong industry requires the operation of profitable businesses and regular investment in facilities and services. There is a lot of money spent by the local horse operations, but few appear to be truly profitable. Most tend to reflect lifestyle choices rather than the operation of businesses which offer a reasonable return on investment. If the raising of horses becomes too much of a financial drain, some of the existing horse farm businesses will close or move to other jurisdictions.

Equestrian centres are agricultural uses and involve agricultural buildings. Unless a sufficient level of breeding revenue is generated, horse operations are not considered agricultural and are subject to a much higher tax rate. The interpretation and application of building codes and the tax structure act as a disincentive for investment.

Esteem for Locally Bred Horses

Langley is beginning to develop a reputation for producing high quality horses. Despite this quality, some local buyers are going to other locations (e.g., Europe or the U.S.A.) to find "a horse with good blood lines" or simply to find the "best" horse. This situation restricts the local market and tends to depress the price for Langley bred horses. It also makes it more difficult for breeders to make money.

In addition, some local farms breed horses with the intent of generating farm revenue to maintain their farm tax status. Unfortunately, some of the foals are not high quality horses. This type of breeding increases the number of cull horses on the market and affects the overall image of locally bred horses.

Promotion and Sponsorship of Shows

There are many modest sized local horse shows which offer alternative entertainment value. Often the people staging these shows are operation oriented, but not promotion oriented. They lack the time, the skills, or the budget to package and promote the show. As a result, the public exposure is low and the economic spin-offs are limited.

For large shows which draw quality international competitors, there is a need to solicit sponsors who can help to fund prizes necessary to attract the top level competitors. Local companies are generally not aware of the sponsorship opportunities and the associated exposure benefits available through involvement with horse shows.

Show Facilities

Growth in the image of the local horse industry is limited by the lack of a large, quality show facility which is oriented to horses and which offers a long term tenure. There is a need to provide a good indoor arena which is suitable for a variety of disciplines, outdoor arenas with an audience viewing area, a substantial amount of permanent stabling, public washrooms, a food concession, and lots of parking. The two major facilities in Langley which host large public shows are making upgrades, but there are significant facility limitations. In addition, the cost of creating facilities to support a high profile show does not allow room for a return on investment.

There are several other private facilities, but they tend to function as boarding operations and are not oriented to staging medium or large public shows. In particular, these operations have limited stabling and parking, inadequate washroom facilities, and no food concession. The public operated facilities (outside of Langley) have a limited number of dates available and do not seem to cater to horse industry users.

Alternative Competition Venue

Participation in A-Level shows is becoming very expensive and yet remains necessary to develop top level competitors. With the exception of small schooling shows, there are few local competitive opportunities between the pony club activities and the A-Level shows which allow recreational riders to compete and which allow the more serious riders to develop their skills under the pressure of competition. There was also concern expressed over the lack of competitive opportunities which will keep teens involved in the industry after pony club.

Build the Knowledge Base

There is an increasing interest in learning more about all aspects of horses. To strengthen the industry, it is important to build the level of horse knowledge which is available and which is used by all those involved. An improved knowledge base will raise the quality of horse farm operators, breeders, coaches, and competitors. It will also help those becoming involved at a recreational level.

Importance of the Recreational Rider

It is the elite competitive riders which promote the image of the industry, but it is the recreational riders and horse owners which buy the bulk of the products and services. The base of recreational riders is therefore, a critical factor in the Langley horse industry's health.

Quality of the Recreational Riding Experience

Concern has been expressed over the crowding of recreational riding areas (e.g., Campbell Valley). Part of the problem involves an increase in use by commercial horse rental operations resulting in more inexperienced riders in park areas. The higher volume increases the rate of trail deterioration and the risk of negative interaction with other park users. In addition, encouraging growth in the local rider base, requires a higher priority be placed on development of recreational riding opportunities.

Safety Standards

Concern has been expressed about a lack of safety equipment worn by some rental horse riders using public parks. Also, there appears to be an insufficient number of guides used with inexperienced rider groups. This situation can cause problems for others on park trails.

Safety on the Roads

Many people want to ride to park trails, but some of the roads are not safe for horses. The speed of cars on many of the through streets in the Township's rural areas is a concern. Fast moving cars and scared horses cause a dangerous situation which is made worse by the frequency of drivers using excessive speed.

Manure Accumulation

Manure accumulation is a recognized problem for the industry and it particularly affects small farm acreages. Those using hauling services, expressed some concern that dump sites will accept less manure in the future and as a result, will affect the cost of manure removal.

3. STRATEGY OVERVIEW

3.1 Aim and Aspirations

Langley is uniquely positioned in British Columbia to be the dominant centre for the horse industry. The local industry assets include:

- an abundance of horses from all sectors of the industry,
- a variety of equestrian facilities,
- a strong ridership base,
- top quality coaches and trainers,
- successful competitors,
- quality events and a high level of activity,
- high quality horse services,
- proximity to the growing Lower Mainland population base, and
- a beautiful country setting.

The aim of this strategy is two-fold:

- To strengthen Langley as the horse capital of British Columbia, and
- To develop a world class horse industry.

It is intended that Langley should become recognized as being the place within British Columbia to locate an equestrian business, to buy stock, to train horses and riders, and to compete. The quality of our products and services should be synonymous with our name; Langley bred and trained horses should mean excellence. Langley should also become a community in which the horse plays a major role in recreation and in the retention of the pastoral landscape.

More specifically, our overall aspirations for this strategy are:

- To improve the growth and profitability of the local industry;
- To provide economic benefits for the Township;
- To enhance the image of the industry and the Township;
- To enhance the value of local horse products, services, and activities;
- To encourage the growth of horse ownership and ridership in the Township;
- To encourage interaction and cooperation among members of the horse community; and
- To encourage the pursuit of excellence throughout the local industry - at all levels and in all activities.

3.2 A Direction for Industry

This strategy was developed from ideas and concerns provided by interested members of the Langley horse industry. Despite the wide variety of perspectives, disciplines, and breeds, the response to the process was positive and a desire was expressed to move forward as an industry. It is intended that this strategy will be implemented by the representatives of the industry for the benefit of the Langley horse industry as a whole. It provides guidelines and priorities for action. It also establishes a long term industry direction which will be helpful in working with partners such as the Township, Horse Council B.C., the Ministry of Agriculture, Fisheries, and Food, and other organizations that benefit from involvement.

3.3 Elements and Objectives

The strategy has nine elements. Each element is relevant to industry development and has an associated objective. The details of the strategy then involve a series of initiatives which support each element and which address the industry aspirations. As the Langley horse industry grows and changes, the strategy will evolve with other initiatives being added as appropriate.

The elements the Langley horse industry strategy and the associated objectives are as follows:

<u>Strategy Element</u>	<u>Objective</u>
A. Coordination	Build a coordinated and unified horse industry in Langley
B. Marketing	Enhance market recognition and develop a high quality image for Langley horse businesses, products, and services
C. Events and Tourism	Develop events and horse tourism as a feature of Langley's tourism sector
D. Facilities	Have high quality show, horse training, and other industry supporting facilities in Langley
E. Competitors	Develop world class riders, breeders, and horse competitors
F. Recreational Riders	Support the recreational use of horses throughout Langley
G. Knowledge and Education	Develop a base of equestrian knowledge which is a strength for the industry
H. Environment	Encourage environmentally responsible operation of horse industry businesses
I. Community	Be innovative in land planning to facilitate the creation of a distinct community theme focused on the horse

4. STRATEGIC INITIATIVES

This section of the strategy describes each strategy element and the strategic initiatives which are intended to help to move the industry forward. The elements and the initiatives titles are listed below as a summary reference:

A Coordination

- *Establish a Langley horse industry organization*
- *Create an annual social event for the Langley horse community*
- *Lobby on behalf of the Langley horse industry*

B Marketing

- *Produce a Langley horse industry directory*
- *Participate at trade shows*
- *Conduct horse farm tours*
- *Other marketing initiatives*

C Events and Tourism

- *Market Langley horse events to the public*
- *Create a new Langley horse event*
- *Encourage "bed and bale" operations in the rural area of Langley*

D Facilities

- *Obtain a large, superior quality show facility capable of staging high profile national horse events in various disciplines*
- *Obtain a major race horse training facility*
- *Establish a trade show, sales facility, and conference/meeting centre*
- *Develop a B.C. horse park in Langley*
- *Create a hands-on horse industry centre for training*

E Competitors

- *Recognize Langley people and horses that have achieved industry prominence*
- *Support development of high calibre and high profile, international events*
- *Another competitor development initiative*

F Recreational Riders

- *Continue the horse trail network*
- *Publicize horse safety information for recreational riders and motor vehicle drivers of gley's roads*
- *Publish horse activities in the Langley Recreational Program brochure*

G Knowledge and Education

- *Foster a horse industry department at Kwantlen College*
- *Encourage specialty clinics with excellent high calibre instructors*

H Environment

- *Support efforts to create markets for horse manure*
- *Support the education of horse property owners on waste management and environmentally responsible farm practices*

I Community

- *Establish trail networks in subdivision design even in urban areas*

A. Coordination - Build a Coordinated and Unified Horse Industry in Langley.

Initiative A - 1

Establish a Langley horse industry organization

Concept: The horse industry in Langley is fragmented and the many horse interests tend to have a self-centered focus. There is no formal way of communicating, sharing ideas and concerns, or working together for the common good of the local industry. Horse Council B.C. is not all inclusive and must address the interests of the province as a whole. There is a need for a Langley horse industry organization *to continue the unifying efforts that have commenced through the strategy development process, to provide guidance and direction for the industry, to coordinate industry member and partner efforts in pursuit of strategic initiatives, and to implement much of the strategy.*

Initiator: The Langley Economic Development Commission could ask its horse industry representative to take the lead and form a Langley horse industry organization. The new organization will undertake the initial implementation of the strategy. It is anticipated that all Langley area horse organizations (e.g., representatives from breed and performance clubs, youth equestrian groups, etc.), horse businesses, equestrian centres, breeders, trainers and coaches, therapeutic associations, Kwantlen College, Horse Council B.C., local equine veterinarians, and riders would be invited to join the organization. Formal links will be established with all major horse groups.

Timing: This initiative represents a very positive step forward as an industry. It will be a major challenge to have the different horse groups work together on a common project. However, the success of this initiative is central to proceeding with the strategy implementation. It should be undertaken as soon as the strategy has been completed and has received industry support.

Initiative A - 2

Create an annual social event for the Langley horse community

Concept: Much of the Langley horse community members' time is spent preparing for competition, competing, caring for horses, and riding horses. Most horse group members are not involved with cross group activities and there is little opportunity for interaction in a social environment. The Horse Industry Short Course and Trade Show offers some of the desired social aspects, but a local industry sponsored event would be positive. While relaxed and fun oriented, such an event is intended *to enhance communication, personal contact, and interaction among the horse groups.* It will also help to break down the barriers which often restrict industry cooperation.

Initiator: Staging of a major industry social event would be organized by the Langley horse industry organization.

Timing: An industry social event should be staged in the initial year of the industry organization's operation. It should then become an annual event which is widely attended by members of the local industry.

Initiative A - 3

Lobby on behalf of the Langley horse industry

Concept: While Horse Council B.C. acts on behalf of the industry, there is a need *to establish a cohesive voice which represents the collective interests and the considerable economic weight of the Langley horse industry*. There will be some activities which enhance the growth of the Langley horse industry, but which require political support. In other cases, external threats may arise which affect pursuit of horse industry objectives. In order to positively influence the environment in which the local industry operates, a lobby effort on behalf of the industry can effect decisions made by local and regional government. It is important to make the industry's interests and concerns known to potential decision makers.

Initiator: Industry lobby efforts will be coordinated or initiated by the Langley horse industry organization. The issues involved should have a significant impact on progress toward strategic initiatives for the industry and will offer common benefits. These issues will not benefit one horse group at the expense of another. In many cases, it will be important to solicit the assistance of strong, well connected and influential members of the industry organization as well as political partners as appropriate.

Timing: Industry lobby efforts can be expensive and time consuming and as a result, they will be undertaken infrequently. However, issues may arise which require ongoing or long term lobbying efforts. The lobby effort can be planned, tested for support by the industry, and then initiated as deemed necessary by the industry organization.

B. Marketing - Enhance Market Recognition and Develop a High Quality Image for Langley Horse Businesses, Products, and Services.

Initiative B - 1

Produce a Langley horse industry directory

Concept: The Township provided a budget to produce the first Langley horse industry directory in 1994. Horse Council B.C. supports the concept of directories and felt that the Langley directory was a positive and complementary move. It helps create an identity for the local industry and indicates the scope of businesses, products and services involved.

This directory is a marketing instrument for the industry and it should be attractive to advertisers. It has been suggested that the inclusion of a calendar of horse events would increase the directory's use. The immediate goal of revising the directory is *to project the desired high quality image, to provide accurate industry information, and to have it retained and well used by the local industry.* In the longer term, the directory should become self financing through the sale of advertising space. A policy is also needed to govern who can be listed in the directory.

Initiator: The Langley horse industry organization should undertake the revision and production of the directory on an annual basis. It is assumed that funding assistance from the Township will be continued for at least the production of the new edition. Major horse organizations will provide assistance when updating industry information.

Timing: The new edition should be printed in the first year of the Langley horse industry organization's operation. If a calendar of events is included, the new directory should be available early in the spring of each year.

Initiative B - 2

Participate at trade shows

Concept: As part of an industry marketing plan, participation at selected equestrian trade shows can serve to increase the market recognition for Langley products and services. It can also project an organized, high quality image for the Langley horse industry. Initially it will be important *to raise the industry organization's profile in the local market and provide a method of interacting with the horse public.*

In the longer term, decisions will have to be made about which external markets are important to local industry growth and whether the benefits of industry level participation at trade shows in these markets warrant the expense.

Initiator: A display was created in conjunction with the Township for use at the Horse Industry Short Course and Trade Show. (The Economic Development Commission has had a booth at the trade show since 1991.) This display will need to be updated to reflect the identity and desired image of the Langley horse industry organization. The organization should handle industry participation in trade shows and at major local horse shows. For desired external market presentations, the focus should be on the involvement of individual businesses. A possible approach involves the Langley horse industry organization coordinating show participation with several interested partners.

Timing: The industry organization should continue participation in the Horse Industry Short Course and Trade Show as well as establishing a presence at major horse shows staged in Langley.

Initiative B - 3

Conduct horse farm tours

Concept: Langley has a great variety of horse farms. The organization and promotion of horse farm tours offers an opportunity *to market local horse businesses as well as to increase exposure for horses and Langley's rural lifestyle*. The primary markets for horse farm tours appear to be non-local members of the horse industry (particularly horse buyers), tourists, the general public, and school children. In each case, an organized tour of one or more interested local horse farms needs to be packaged. The first two markets are typically interested in the facilities, the approach used, and the quality of horses produced. These tours can be scheduled as needed or coordinated with the staging of a major show.

In 1994, the GVRD coordinated a program of open-houses for farms. To attract the general public, a specific program of selected horse farm open-houses could be organized and promoted along a seasonal theme. The interests cover the different breeds, activities, and riding or competing disciplines. Much like the open-house concept, a school oriented program of tours could be organized in the spring when foals are born. The program can serve to introduce students to horses and farms and to stimulate interest in riding activities.

Initiator: Horse oriented travel agents along with interested individual farms will likely be instrumental in packaging tours for tourists and horse buyers. The Langley horse industry organization should coordinate farm tours directed at the general public or the school system. In any case, the primary drive to participate in horse farm tours will originate with interested individual businesses.

Timing: Horse farm tours could start in the first year of the industry organization's operation. The initial industry focus should be on continuing a seasonal open-house type of program in conjunction with the GVRD or as a separate undertaking.

Initiative B - 4

Other marketing initiatives

Concept: There are two additional marketing concepts which were not fully developed in the strategy process and need further assessment or refinement before consideration as a strategic initiative.

Interest was expressed in staging a high quality, multi-breed horse sale. The intent is *to focus attention on the best horses Langley has to offer, to build the image and value of locally bred horses, to provide individual breeders with access to non-local buyers, and to generate export dollars*. It will require the coordination of the different breed organizations, some of which currently hold their own sales.

As the Langley horse industry begins to address external markets, there will be a need to use sophisticated marketing tools. This could involve creating a general video which builds a visual image of Langley and describes the strengths of the Langley horse industry. The intention is *to help potential buyers select Langley bred and trained horses as well as other industry products and services*. This approach is not designed to market individual horses. Considerable thought is needed to clearly define the purpose, the primary use, the audience, the information requirements of the audience, and the message.

Initiator: The Langley horse industry organization will have to determine if either of these concepts is worth further consideration.

Timing: If considered worthwhile, the multi-breed horse sale could be established within the first two years of the horse industry organization's operation. The video will be most useful in a longer term marketing effort. The timing will depend on the development of external markets and the industry's marketing interests.

C. Events and Tourism - Develop events and horse tourism as a feature of Langley's tourism sector.

Initiative C - 1

Market Langley horse events to the public

Concept: Langley already hosts a variety of horse events. Many of these events are attractive to the horse public and some are attractive to the general public. It is important for the industry's image *to increase the level of awareness of horse industry activities*. Organizers of equestrian events in Langley need to market their events more widely to the public. This approach will also increase the opportunity to attract sponsors. In addition, large events which draw international competitors provide economic spin-offs to the community. These shows offer entertainment value and where appropriate, the higher profile shows should charge a modest admission fee. The goal here is to stage an event which appeals to an audience beyond the horse community.

The smaller shows are not run by sophisticated marketing oriented people. Their primary focus is setting up the show and attracting the participants. They do not tend to have the marketing experience or take the time to put promotional efforts in place. This marketing initiative requires providing promotional assistance to the smaller show organizers. The assistance could take the form of direct guidance from a resource panel of experienced show proponents or an industry sponsored seminar on show organization and promotion. This education and shared experience approach can also be used to gradually upgrade the quality of local schooling shows.

For large, high profile shows, the difficulty involves attracting corporate sponsorship to fund the necessary level of prizes. Packaging and marketing these events to corporations requires time, sophistication, and corporate connections. It is in the collective interests of the industry to pool its resources and consider packaging sponsorship opportunities for selected events. The marketing effort can then be jointly undertaken.

Initiator: The event organizers need to take responsibility for setting dates early and to make their events known to groups that can help market them. The Langley horse industry organization can act as a resource for event promotional guidance and it can help to coordinate promotional efforts where events can be collectively marketed.

Timing: In general, improved event marketing can begin immediately. The packaging of shows and joint marketing efforts will require considerable time to develop an approach which is satisfactory to all parties involved. This initiative will be driven by a desire from show organizers to coordinate their marketing efforts.

Initiative C - 2

Create a new Langley horse event

Concept: There is an interest in establishing a significant horse event which is attractive to the general public. The intent is *to create a new festive event covering several days, at several locations, and involving a cross-section of the industry*. This structure will also help to pull the industry together by working towards a common goal. The event will likely be built on a base of one or more larger horse shows which are already scheduled and it will allow the packaging of several horse activities. The event can be promoted throughout the Lower Mainland and it will be identifiable with Langley.

Initiator: The Langley horse industry organization will coordinate the staging and marketing of the new event. Several local horse organizations will also have a major role to play.

Timing: The new event can be staged in the first year of the Langley horse industry organization's operation. It is intended that this event will be staged annually there after.

Initiative C - 3

Encourage "bed and bale" operations in the rural area of Langley

Concept: Bed and breakfast establishments are a common form of small scale tourist accommodation. The "bed and bale" concept offers a similar service and adds horse stabling or pasture to a country bed and breakfast operation. Langley's rural setting, attractive vistas, and developing horse trail network create an appealing riding experience. When combined with a "bed and bale" service, Langley could attract horse related tourism. Non-local competitors at Langley's many horse shows would also provide a good source of "bed and bale" clients. The intent is *to establish a network of "bed and bale" operations*.

Initiator: The Township needs to review its bylaws pertaining to limited bed and breakfast establishments in rural areas and assess the implications for permitting "bed and bale" operations. Depending on the interest of potential "bed and bale" operators, the Langley horse industry organization could help to coordinate the examination of hurdles to establishing these type of businesses. Once a network of "bed and bale" establishments were available, this accommodation service could be marketed through a travel agency and through arrangements with local show organizers.

Timing: Once the bylaw related issues are clarified, the actual implementation timing depends on the interest of local property owners.

- D. Facilities - Have high quality show, horse training, and other industry supporting facilities in Langley.**

Initiative D - 1

Obtain a large, superior quality show facility capable of staging high profile international horse events in various disciplines

Concept: Langley needs a larger, higher quality show facility than is currently available. The two major show facilities located in Langley have facility limitations and require considerable investment. The other equestrian facilities in the Township are not as well located and are not oriented to staging large public shows. The intent is *to support and facilitate development of a large, superior quality show facility with a long term tenure and with the capability to stage a variety of high profile equestrian events at the international level.* This facility should include a large indoor arena with seating for 2,000 or more; 2 outdoor rings; a warm-up ring adjacent to the arena; permanent stabling for at least 300 horses; adequate public washrooms; a food concession, and lots of parking.

There are a number of ideas concerning the possible nature of the needed facility. Two fundamentally different examples are described as follows:

- Some type of high quality show facility which is developed, owned, and operated by the private sector and which will stage high profile international level shows. The breadth of operation and focus would be determined by market forces and owner preference.
- A large, functional (but not fancy), multi-use horse show facility which is heavily used by the various horse groups in Langley. It would be designed to accommodate all disciplines and would not focus solely on the elite competitors. It would be capable of hosting a large, international level show, but the main users would be medium sized shows and a variety of horse industry activities. Management and ownership is likely to be some type of cooperative or public structure with a strong horse industry representation. It would focus on horse users, but it would also be available for complementary agricultural uses as appropriate.

In the first case, there are questions of providing benefits to the broad interest groups in the industry and also of long term tenure. The second case raises questions of viability and the level of public investment necessary. A third scenario involved a combination of public and private sector investment with private sector operation under a structured mandate.

It is clear that an appropriate path for the industry will require considerable assessment of a variety of issues and options. (These include the scope of facilities, demand, viability, capital required, private sector investment incentives, public funding sources, private sector interest, availability and suitability of an appropriate parcel of land, management etc.) In addition, this facility could be part of a larger centre for horse industry activities.

Initiator: The Langley horse industry organization and the Township could undertake a major study intended to determine the best approach to take and the steps required.

Timing: Whether a private facility is significantly expanded or a new horse activity centre is considered, this project has a long term nature. It will require a significant amount of effort, lead time, and financial resources to develop. The process should be started once the industry is well organized.

Initiative D - 2

Obtain a major race horse training facility

Concept: A decision was made not to proceed with development of a Thoroughbred race horse training facility at a Langley location north of the freeway. Currently, there are limited funds in the racing industry to develop such a facility. However, a real need still exists for a quality 5/8 mile training track facility to support racing activity at Hastings Park. Langley is a logical choice for operation of such a training facility. It would complement the strong Thoroughbred breeding operations in the Township. The options include a less costly version of the original track concept or renovation of a local property with a suitable 5/8 mile track.

In addition, the Standardbred racing sector will be losing a major training centre, with the selling of the Patterson Park site in Ladner. This could cause a surge in demand for a Standardbred training facility. Again, Langley would be considered a good choice for such a facility.

The intent of this initiative is *to stay in touch with the racing sector and their training facility requirements and be ready to respond if a location for a new facility is desired*. A training centre could be considered as part of a large horse industry activity centre development. It would complement a major horse show facility and may offer an opportunity to operate a joint stabling area.

Initiator: The Langley horse industry organization needs to keep abreast of developments in each of the major racing sectors. This means maintaining an ongoing liaison with the B.C. Thoroughbred Horse Society, the Thoroughbred Horsemen's Benevolent and Protection Association, the B.C. Standardbred Breeders Society, and the B.C. Racing Commission. If the need arises, then the Langley horse industry organization can work together with the Township to make the parties aware of Langley's interest.

Timing: Liaison with the different racing organizations should be established as a regular part of the operation of the Langley horse industry organization.

Initiative D - 3

Establish a trade show, sales facility, and conference/meeting centre

Concept: The Horse Industry Short Course and Trade Show is currently held in Abbotsford because few facilities exist in Langley which are suited to hosting a significant trade show. If a trade show facility were established, it definitely would be used by the horse industry. It would however, rely heavily on demand from other sectors to maintain a viable level of use.

Langley has traditionally been home to the Spring Thoroughbred Yearling Sale. A sales pavilion and barn with stabling for approximately 200 horses would complement the development of a trade show facility. The Thoroughbred Horse Society has established a fund to help build a future sales pavilion. This facility would support horse sale activities by all breeds and it also could be used by non-horse interests as dates permit.

The horse industry needs to have a proper meeting place where all members of the industry can come together for regular interaction. There was an expressed interest in using such a meeting or conference centre by many of the horse industry groups. In addition, several organizations indicated that they would consider setting up their offices in a horse oriented conference centre. Common administrative services could be offered and consideration could be given to establishing a resource centre and horse library. The intent is *to create a centre for horse organization activity which will also stimulate cooperative interaction among the various industry organizations.*

Each of the above components complement each other. In addition, the trade show and sales pavilion would complement the development of a major show facility. The meeting/conference centre and office facility could form a core unit for a large horse industry centre with other facilities added as demand warrants. An alternative scenario could see the meeting/conference centre and office facility built in conjunction with Kwantlen College or in association with a major accommodation development. Yet another development option could involve the Langley Conference Centre.

Initiator: The Langley horse industry organization needs to analyze the development alternatives and in the case of the trade show complex conduct a market and financial feasibility assessment. The Township will need to take an active role in these assessments.

Timing: These projects should be examined together and may be part of a major industry centre assessment.

Initiative D - 4

Develop a B.C. horse park in Langley

Concept: The creation of a B.C. horse park with a breed showcase, a museum, and horse hall of fame would give the horse industry in B.C. a major profile. The intent is *to establish a high profile horse themed attraction with a significant recreational component*. This project will build pride in the local industry and will be attractive to tourists. Other services could include a restaurant, gift shop, tack shop, a theatre, and carriage rides. The park would also be a recreational activity centre for the local horse community offering trails and facilities which support other horse activities like driving.

While a horse park could be developed as a stand alone, horse themed attraction, it may be best suited to form a part of a large horse industry activity centre.

Initiator: The Langley horse industry organization in partnership with the Township and possibly with BCMAFF could jointly sponsor a planning and feasibility study to determine the scope, cost, funding sources, management structure, and ability to become self-supporting. This park development could also be addressed in the assessment of a large horse industry activity centre.

Timing: If found to be worth pursuing, this project will slowly evolve and may require up to 20 years to become fully developed. The project assessment could be undertaken as funding becomes available.

Initiative D - 5

Create a hands-on horse industry centre for training

Concept: In delivering horse education programs, there is generally a need to combine the classroom portion and a hands-on portion allowing interaction with a horse. With the exception of equestrian centres, horse courses and seminars are held at facilities which do not accommodate horses. As a result, private facilities are currently rented to conduct the practical part of courses. The intent is *to facilitate the delivery of hands-on horse industry courses*. It would be desirable to have access to a teaching room with an adjacent horse handling area as part of an industry education module. This facility would be necessary to offer courses on subjects such as small barn management, grooming, breeding, and show presentation.

A hands-on training centre could be included in the development of a horse industry activity centre.

A more immediate option could involve interested equestrian centres with an area suitable for use as a classroom, offering authorized horse education seminars and courses under an agreement with Kwantlen College or with Horse Council B.C.

Initiator: The Langley horse industry organization together with Kwantlen College could coordinate and endorse a program of hands-on courses delivered through interested equestrian centres.

Timing: Hands-on courses could begin as demand warrants and when there is sufficient interest from private equestrian centres.

E. Competitors - Develop world class riders, breeders, and horse competitors.

Initiative E - 1

Recognize Langley people and horses that have achieved industry prominence

Concept: The process of building industry pride in the quality of Langley horse stock and training capabilities, requires that recognition be given to the achievements of local people and horses, particularly at world level competition. In addition, it is important to develop public awareness of local horse industry activities and world class success. The intent is *to establish a recognition program, while developing an image of success associated with the local horse industry.*

The initiative may include a publicity activity which collects information on local horses and competitors' success in international competition as well as the results of local competitions. Much of this information will be provided by the various horse organizations. The material can then form part of an industry newsletter prepared through by the Langley horse industry organization. Regular articles can also be encouraged in local newspapers, covering Langley people who are competing successfully at the international level. A formal annual awards program could be established for the Langley industry.

Initiator: This initiative primarily involves an industry marketing effort and should be handled by the Langley horse industry organization. The awards program could be partnered with the Township Economic Development Commission, Horse Council B.C., and possibly BCMAFF.

Timing: The development of a successful image for the industry is an ongoing, long term initiative. The related recognition and publicity programs can be started at any time.

Initiative E - 2

Support development of high calibre and high profile, international events

Concept: Development of world class competitors requires high calibre competitive opportunities. The existence of locally staged high profile events which attract international competitors, is an important part of the process. They allow local competitors to test their skills against international competitors; they help to establish a tangible goal for developing riders (and other industry competitors), and they create a strong industry image for the general public. The industry benefits increase as the quality and drawing power of these events improve over time. Unfortunately, it is difficult to successfully bring in world class events and establish them on an annual basis. The long term goal should be *to slowly create a unique, Langley based world class event over time.* The hurdles include developing appropriate facilities and securing a high level of corporate sponsorship. As local horse organizations offer to host major events, the increased demand for facilities will help to stimulate building of the necessary high quality facilities.

Initiator: It is up to the larger show facilities and show organizers to continually expand the quality and appeal of the elite events. As mentioned in Initiative C-1, the Langley horse industry organization could assist with the packaging of sponsorship opportunities.

Timing: The upgrading of elite shows is ongoing.

Initiative E - 3

Another competitor development initiative

Concept: While not fully developed as an initiative during the strategy process, there was an interest expressed in expanding the opportunities for local competitors to develop. It is very expensive to compete at local and out of province A-Level events, and the opportunities for a developing rider to achieve success are limited. The intent would be *to establish a quality local B-Level show circuit providing a lower cost, competitive venue between the pony club activities and the A-Level shows.* This approach has been successful in other jurisdictions. It enhances rider development opportunities and allows a broader level of participation in competitions. The interest applies to Hunter-Jumper, Dressage, and some performance breeds. The major hurdle is the availability of facilities which are suitable for public shows and which can be rented at a reasonable cost.

Initiator: The individual associations will have to take the lead to make a new circuit happen. Contacts with industry representatives in other jurisdictions should be made to determine the important factors contributing to the program's success.

Timing: The timing for such an initiative will depend on the interest of each association and on the availability of suitable show facilities.

F. Recreational Riders - Support the recreational use of horses throughout Langley.

Expanded Objective and Rationale

Industry growth requires the expansion of the number of horses and the number of recreational riders. This implies the need for the industry to support initiatives which increase the recreational riding opportunities; provide better access to existing trails; and enhance the quality of the recreational riding experience.

Initiative F - 1

Continue the horse trail network

Concept: More horse related recreational facilities are needed to serve the Township's large segment of recreational riders. The Township has been working on creating a trail network, some parts of which serve horse riders. The goal is *to establish a substantial trail network that connects major parks, has a link to major horse facilities, and offers a variety of riding experiences.*

More specifically, projects could include:

- Re-establishing a connecting trail between Campbell Valley and Aldergrove Lake parks. These parks have attracted horse owners to the south Langley area and building trail links would be a positive step.
- Incorporating a connected looping design into the trail network throughout the Township. This approach adds variety to the available riding pathways and is particularly desirable in areas away from the two GVRD parks.
- Examining ways to reduce interaction between motor vehicles and horses through the development of trails away from major road ways and the location of trail-road crossings which avoid busy intersections.
- Examining partnership arrangements involving pro-active individual property owners and the Township to establish public trails along the edge of private property and connecting to public right of ways. Issues for consideration could include fencing, cost sharing of trail development and maintenance, and the marking and designation of corridors.

Initiator: The Langley horse industry organization should work closely with the Township Trails Committee to address recreational horse trail development issues. Other partners in the trail development process will be local horse organizations, the Langley Parks and Recreation Commission, and the GVRD Parks.

Timing: Trail development is ongoing. The Langley horse industry organization needs to select a desirable project and should take a pro-active role.

Initiative F - 2

Publicize horse safety information for recreational riders and motor vehicle drivers of Langley's roads

Concept: Langley's recreational horse users, both riders and carriage drivers often use Langley's public road system. Many of the riders are new to the area and do not always appear well versed in road safety. At the same time, motor vehicle drivers do not always appreciate the need to use caution when passing horses and horse drawn vehicles on the road. In particular, the excessive speed of cars on many of Langley's rural through streets increases the risk of accidents. There is a need to provide safety and other information about horses to the general public. This could be addressed with a program of "Horse County" road signage and a campaign to build driver awareness of farm vehicles, horses, and general safety. The intent is *to develop a more conscious approach to road safety*.

Initiator: All riders should take responsibility for knowing the rules of the road and to use them. The Langley horse industry organization, the Township, and Horse Council B.C. could use Horse Council's safety materials as a base to build public awareness of driving safety. The program could ensure that safety oriented brochures are posted and available through pony clubs and horse rental operations. In addressing the general public, the campaign can involve writers preparing a series of safety related articles for publication in local newspapers.

Timing: The Township is currently implementing a horse road signage program which should help raise awareness. Establishing public safety awareness is an ongoing requirement and a program could be initiated at any time.

Initiative F - 3

Publish horse activities in the Langley Recreational Program brochure

Concept: The Township and the City of Langley regularly publish a brochure that outlines many recreational activities available in Langley. A few of the activities involve private lessons or the use of private facilities (e.g., golf). There is a need *to provide the public with information on horse recreational opportunities available in the Township*. These include opportunities for lessons, clinics, minishows, and gymkhanas that form a part of the recreational pursuits found in Langley.

Initiator: Langley horse recreational clubs and teaching stables should explore the kind of items appropriate for inclusion in the recreation brochure. The process of creating a calendar of horse events (as undertaken by the Langley horse industry organization) could be expanded to assist with coordination or assembly of the recreational opportunity information for inclusion in the Township brochure.

Timing: Inclusion of horse recreational activities should be organized for the first brochure edition of the year.

G. Knowledge and Education - Develop a base of equestrian knowledge which is a strength for the industry.

Initiative G - 1

Foster a horse industry department at Kwantlen College

Concept: No significant educational institution in British Columbia has put any major focus on serving the horse industry. As the local horse industry continues to grow and develop, there will be an increased need for employment related skills in animal care and training, breeding, management of horse farms, management and promotion of events, etc. In addition, as new residents choose to operate hobby farms and as the recreational ridership base expands, there will be a need for basic level information on all aspects of horses.

Kwantlen College has begun to address these needs with the Farrier diploma program and the Continuing Education courses (e.g., horse care, farrier awareness and hoof care, basic stable management, and CEF coaching level 1.) Current inquiries suggest interest in more advanced courses and strong demand for the existing courses. The opportunity exists *to eventually create a special horse industry department at Kwantlen College.*

The Langley horse industry organization needs to express its support for the horse related programming offered at Kwantlen College and to encourage the expansion of horse industry oriented courses. Given the budget pressures present in educational institutions, a lobby effort may be required to ensure that appropriate funding is available to maintain the quality of the programs offered. (In particular, it has been suggested that the Farrier program is seriously under funded.)

Initiator: Regarding the process of moving toward establishment of a horse industry department, other partners will likely include Horse Council B.C., BCMAFF, Canada Employment, the Canadian Thoroughbred Horse Society, the B.C. Standardbred Breeders Society, various therapeutic associations, and representatives of equestrian centres. These organizations will collaborate with the Langley horse industry organization to annually review the changing employment and training requirements and to assess the implications and priorities for educational development. The Langley horse industry organization can then work with Kwantlen College to ensure that the course offering reflects the growing needs of the industry.

Timing: New courses can be offered as demand warrants.

Initiative G - 2

Encourage specialty clinics with excellent high calibre instructors

Concept: To advance the capabilities of Langley riders, trainers, coaches, and breeders there is a need to provide an opportunity to learn from high profile industry experts. There are currently a considerable number of top level clinicians coming to Langley to give private coaching clinics. These clinics are generally not publicized even among the horse community and often involve one-on-one private coaching sessions with a limited number of students. Those clinics that are audience oriented and well marketed can draw participants from outside Langley and generate tourism type economic spin-offs as a side benefit.

The intent is to create a reputation for Langley as an equestrian community which offers a regular program of top quality horse specialists covering all disciplines and a wide variety of topics. As an industry, there is a need to arrange, coordinate, and publicize a regular program of specialty clinics and seminars featuring industry experts. When bringing in international clinicians with wide appeal, a session of private clinics can be followed by an audience oriented seminar or an industry function featuring the clinician as a guest speaker.

Initiator: The Langley horse industry organization can arrange, coordinate, and promote a program of clinics and seminars. Specific organizations (e.g., Pacific Reining Association, CADORA, breeder associations, etc) or well connected coaches can be responsible for identifying the featured expert and organizing a particular clinic or seminar under the industry program. The staging may involve Kwantlen College or private equestrian centres.

Timing: A modest program can be undertaken in the first year of the Langley horse industry organization's operation.

H. Environment - Encourage environmentally responsible operation of horse industry businesses.

Initiative H - 1

Support efforts to create markets for horse manure

Concept: The B.C. Ministry of Agriculture, Fisheries and Food has developed “Environmental Guidelines for Horse Owners” in co-operation with Horse Council B.C. The Guidelines are based on standards set by the Code of Agriculture Practice for Waste Management. There are many solutions to existing waste management problems that can be solved with little or no money. Preventing pollution from horse farms should not be synonymous extreme costs. Manure accumulation is a particular problem for small horse farms with insufficient acreage to support spreading, but lack of land is a problem to any size operation. These operations tend to rely on agreements with adjacent agricultural land owners or on manure hauling services. However, there are concerns about landfill sites not accepting manure in the future which would cause disposal problems for the hauling services. This situation would increase the cost or reduce the availability of these valuable services.

The natural decomposition process produces good quality top soil, and as such, manure should be viewed as a resource. There is a need to examine viable opportunities to produce manure based products for use in the local agriculture sector (e.g., mushroom growers and nurseries) well as the Lower Mainland residential community. The intent of this initiative is *to encourage the maintenance of manure hauling services and where appropriate, to support development of markets for manure based products.*

Initiator: The Langley horse industry organization should work with BCMAFF and Horse Council B.C. to educate the horse owners of the legal responsibility associated with the handling of manure and woodwaste in compliance with the Waste Management Act and Code of Agriculture Practice for Waste Management. In addition, the Langley horse industry organization should work with BCMAFF and Horse Council B.C. to assess the scope of manure related opportunities, threats to maintenance of hauling services, and obstacles to composting operations or alternative disposal options. The research and business assessment necessary will primarily be the responsibility of private sector interests.

Timing: It is not clear that the current situation poses a serious threat to the local horse industry. It will be up to the Langley horse industry organization to determine when industry action needs to be taken. However, from a longer term planning perspective, BCMAFF could begin to access the hurdles and opportunities at any time.

Initiative H - 2

Support the education of horse property owners on waste management and environmentally responsible farm practices

Concept: Waste management and environmental issues are ongoing concerns and need to be considered by all farm operations. The Ministry of Environment's Waste Management Act is real and it has teeth. If a horse operation is found to be operating in contravention of the Act (and is deemed to be polluting the environment by its actions), it can be fined and forced to cover the cost of clean up. Horse Council B.C. has responded to pressure from the government and has attempted to put a user friendly face on the Act as it relates to horse farm operations. Horse Council B.C. has taken a proactive approach to education on the issues and common problem areas. BCMAFF also puts on informational seminars.

In addition to the issues of waste management, there are advantages to using environmentally responsible farm development practices which should be addressed. Other factors for consideration include water conservation, septic systems, energy efficiency, and the use of recycled materials. The industry should *support the education process and maintain the general knowledge base, by sponsoring special seminars on relevant environmental topics.*

Initiator: The Langley horse industry organization can coordinate special seminars as deemed appropriate. Any industry initiative on this subject should be undertaken in conjunction with Horse Council B.C. and BCMAFF.

Timing: Seminars on environmental issues and practical solutions are expected to be offered at the Horse Industry Short Course and Trade Show. Other educational offerings may be scheduled throughout the year as considered appropriate.

I. Community - Be innovative in land planning to facilitate the creation of a distinct community theme focused on the horse.

Initiative I - 1

Establish trail networks in subdivision design even in urban areas

Concept: Some communities such as those in Lexington, Kentucky, have adopted the idea that movement by horse throughout their residential areas should be facilitated. Usually, this means the inclusion of bridle paths and hitching areas when subdivisions are laid out. Some subdivisions may also have group or individual stalls associated with the houses. In addition, some commercial or recreational areas are also accessible by horse. In Langley, one pub has hitching posts and a corral but generally, the residential areas are not designed to accept or encourage horse use. Because Langley is not yet fully developed, opportunities may exist *to incorporate horse use into some subdivisions and to market these as special communities.*

The Township may wish to identify areas within the community plan that could more reasonably lend themselves to a horse themed development. This approach could ensure that such areas are compatible with surrounding uses and with the Township's developing trail network. If areas were designated for this type of development, the concept could possibly include a horse right-of-way or a dedicated horse trail. If communal facilities were permitted along a trail area, policies would be needed covering ownership and the cost of facility maintenance.

The creation of horse themed communities will need the interest of the land development industry. They will have to feel comfortable with the level of demand for this type of subdivision development. It will also be important to learn from other jurisdictions where this type of concept has worked, as well as those where problems have occurred.

Initiator: The Township could initiate this type of development by identifying suitable areas and by providing the contents of the Horse industry strategy to the land development industry.

Timing: Review of suitable areas and assessment of initial issues could be considered in the next Township Work Program.

5. PRIORITIES FOR ACTION

It is important to keep in mind that this strategy covers long term and ongoing industry objectives. While there are many initiatives described in this strategy, it is not practical or logical to move forward on all of these at once. Priorities must be set. As the industry evolves, these priorities can be adjusted to reflect changing needs and the available resources.

With this situation in mind, a set of higher priority initiatives are listed in this section of the strategy. The highest priority items address most of the following requirements:

- they are critical to the overall aspirations;
- they have strong support from the industry;
- they offer common benefits across the industry groups;
- they involve a relatively low cost; and
- they will result in a visible action.

The highest priority

- Establish a horse industry organization to organize and coordinate industry supporting activities and to provide a common voice for the Langley horse industry. This includes a formal structure, mandate and goals, and the creation of an identity (e.g., a logo).

Second level of priority

- Develop a high profile, festive, public oriented event which involves several different horse groups and which can be staged every year. It can become associated with Langley and the local horse industry and it should become a fixture on the general public's activity calendar.
- Establish a major social event for the Langley horse community.
- Revise and produce a new version of the Horse Industry Directory.
- Establish a communication instrument for the horse industry members which the Langley horse industry organization can use to keep members aware of projects and industry activities.
- Initiate a program of seminars and clinics involving industry experts to enhance the level of horse knowledge in specialized areas.
- Lobby in support of the horse education programs at Kwantlen College (in particular, improved funding for the farrier program).
- Continue to participate in the Horse Industry Short Course and Trade Show and establish a presence at major horse shows.

Third level of priority

- Assess the appropriate scope, nature, demand, and viability of a major horse facility where a wide range of horse events can take place. Components may include a show facility, a resource centre, meeting and office space, a Thoroughbred training centre, and other elements proposed in the strategy. Alternatives for ownership and management should also be addressed.
- Establish a resource panel to assist smaller shows with structuring promotion and upgrading show quality.
- Assist in promotion of horse events so that the horse community is encouraged to participate and so the general level of public awareness is increased.
- Work with the Township to develop recreational trails and improved access to existing trails.
- Assist in the development of sponsorship support for selected, high profile events.
- Lobby the Township or other levels of government to determine avenues which will encourage investment in industry supporting facilities.
- Work with the Township to improve horse safety on the road and to develop a general safety awareness program.

6. AN INDUSTRY ORGANIZATION

The Langley horse industry organization is critical to implementing the strategy and to bringing the industry together in pursuit of common goals. Developing the necessary cooperation and participation from the different industry groups will be a major challenge. However, the organization must be seen to be successful and worthwhile in its first year of operation. It is therefore important to establish some momentum based on the success of a few initiatives which offer benefits for the majority of the industry. It will then be easier to get the necessary support to tackle the larger initiatives in subsequent years.

The Langley horse industry organization has a central role to play in almost all of the strategy initiatives and many of these are ongoing. This requires a considerable and increasing level of effort on the industry's part and will require a participation from a large number of people. It is suggested that most of the second level priority items can be undertaken in the initial year of operation. Those items in the third level of priority may be undertaken as soon as resources are available.

The following points provide a brief guide to structuring a horse industry organization:

- The horse industry organization should be independent (but linked to) the Township and it should have representation from all the major horse groups.
- There will need to be a good, active group of people working together on the various planned initiatives. The people involved should be well respected, knowledgeable, and in touch with daily issues. They should also possess strong business, marketing, and event organization skills.
- The selection of people could be facilitated by requesting a list of candidates from each horse organization. Other desired individuals may also be approached as appropriate. An active board could take responsibility for selected strategy items with committees established to undertake specific initiatives.
- It is expected that few participants will be able to make an extensive time commitment because of their own business demands. Some full-time, part-time, or shared staff will likely be required.
- The industry organization should create a sense of pro-activity, participation, and cooperation for the Langley horse industry. It will also be important to make it easy for the various horse groups to become actively involved.

APPENDIX

Participants in Industry Interview Program Langley Horse Industry Strategy February 1995

Completed	Organization/Activity
Tim Larsen	B.C. Standardbred Breeders Society
Dick Gardiner	B.C. Miniature Horse Breeders Association
George Wadsworth	Lone Rock Farm; Thoroughbred Trainer
Mark Robbins	BCMAFF
Gen Matheson	American Quarter Horse Association
Derek Lanser	Vancouver Polo Club
John Brooks	Westland Feeds
Gail and Gary Schell	Milner Downs
Carrol Eccott	Canadian Thoroughbred Horse Society
Pat Thompson	B.C. Carriage Driving Society
Dr. Bob Moats	Veterinarian
George Timmons	B.C. Saddlebred Horse Association
Carla Robin	Pacific Country Stables
Diane and George Tidball	Thunderbird Equestrian Centre
Margaret Evans	Equestrian Writer/Photographer
Christine Wiebe	Editor, Equestrian Publication
Marcia Husson	CEF; Canadian Trakehner Association
Cindy Eldstrom	Farrier
Paul and Rita Devlin	CEF Coach; Dressage & Hunter/Jumper
Jake Davidson	Otter Co-op
Jacqui Oldham	CEF Senior Dressage Judge
Sandy Gordon	Horse Council B.C.
Jim McCrae	Breeder, Horse Council B.C.
Gayle Pawley	Short Course
Ken and Kathy Smith	Parkside Farms; boarding facility
Jaime Rogers	Stampede Tack
Brian Kozak	Crown West Farms, Thoroughbred Breeder
Maureen Mortimer	Kwantlen College
Barb Lagore	Hunter/Jumper Coach, Windsor Stables
Laila Lovenskiold	Uller Farms, Appaloosa Breeder
Al Robinson	Economic Development Commission
Leslie Redford	Sport Horse Trainer
Dr. Ray Wise	Veterinarian
Wendy Elliott	Coach, Brambly Hedge
Renata Konradt	Dressage rider, Horse farm worker
Joy Richardson	CADORA, international competitor
Alan Skidmore, Jody Clough, and Chris Moore	Owner and coaches, Jessoma Farm
Total	37 people and organizations