



EQUESTRIAN CANADA ÉQUESTRE

REQUEST FOR PROPOSAL: **NATIONAL EQUESTRIAN COMPETITION** **STRUCTURE REVIEW**

Issued by: Equestrian Canada/ Canada Équestre

Proposals will be received until:
February 28, 2026
5:00 p.m. EST



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1. General Information

Equestrian Canada (EC) is seeking proposals from qualified candidates to provide Project Management services for the **National Equestrian Competition Structure Review**. The three-year project will launch on April 1, 2026, and conclude by March 31, 2029.

This purpose of this project is to support the delivery of EC Strategy 2028 by conducting a national review of Canada's equestrian competition framework and developing clear, evidence-based recommendations to modernize competition structures and national-provincial alignment, ensuring integration with long term athlete, coach and officials' development pathways.

The selected Project Manager will lead the project day to day, overseeing the project management plan, coordinating engagement consultations, developing the communications management plan, analysing data and trends, preparing documentation, overseeing change management and implementation, and ensuring timely delivery of project milestones.

Equestrian Canada will consider qualified candidates engaged either as independent contractors or on a contract employment basis.

2. Background

The Competition Review builds on work completed through the Competition Structural Alignment Project (CSAP) between 2018–2022. Previous phases produced foundational analysis, draft work plans, and Terms of Reference.

This project focuses on executing a national, participant-driven review to ensure that EC's competition system is aligned, modernized, and responsive to:

- Long-Term Athlete and Long-Term Equestrian Development frameworks
- Provincial/Territorial structures
- Discipline-specific development models (Athlete Development Matrix /Gold Medal Profile)
- Competition organizers; both non-profit and for-profit organizations
- Accessibility, participation, and pathway clarity
- Evolving societal and sport system expectations for both human and horse participants

3. About Equestrian Canada (EC)

EC is Canada's amateur athletic association and its national federation for equestrian sport. EC represents and advocates for thousands of sports license holders and active horses both in and out of competition. Alongside our Provincial & Territorial Sport Organization partners, disciplines, organizers, donors, sponsors, and affiliate organizations, we play a pivotal role in the equestrian sector throughout the country. For more information, please visit www.equestrian.ca

4. Project Timeline

- Project Initiation & Request for Proposals: January 15, 2026 – February 28, 2026
- Project Manager selection: March 20, 2026



- Launch: April 1, 2026
- Planning completion: December 31, 2027
- Implementation completion March 31, 2029

5. Scope of Work

The Project Manager will be responsible for coordinating and advancing the National Equestrian Competition Structure Review through the following core functional areas:

- A. Project Coordination & Planning
- B. Current State Mapping
- C. Documentation, Trend and Data Analysis
- D. Communications Management
- E. Participant/Partner Engagement
- F. Change Implementation (Third year)
- G. Project Evaluation and Reporting

Note: The Project Manager is not expected to perform technical actuarial modeling, rewrite rules, or redesign Athlete Development Matrices (ADM)/Gold Medal Profiles (GMPs). These tasks will remain with EC staff, committees, and subject-matter experts.

6. Deliverables

The Project Manager will deliver the following artifacts:

Project Planning & Governance

- Project Management Plan (Q1 FY27), including scope, governance, milestones, risk logs and dependencies
- Participant/Partner Engagement Plan (Q1 FY27), outlining consultation approach, audiences and engagement methods
- Communication Management Plan (Q1 FY27), aligned with engagement activities and governance requirements

Engagement & Consultation Documents

- Meeting agendas, briefing materials and packages for all working group and consultation sessions
- Consultation summaries & analysis reports, synthesizing input from participants and identifying key themes, issue logs and change requests

Reporting & Oversight

- Monthly progress reports to CEO and the leadership team
- Board briefing materials, prepared as required to support decision-making and governance oversight



Project Close-out & Transition

- Final Acceptance Criteria Document, supported by participants
- Final integrated project report (Dec 2027), summarizing findings, decisions and lessons learned
- Implementation readiness materials for 2028 implementation, including sequencing considerations, risks and dependencies

7. Expected Annual Outcomes for the National Equestrian Competition Structure Review:

The Project Manager is expected to achieve the following annual outcomes:

2026

- The Comp Review Roadmap (including mandate and project plan) is completed, and the roadmap is published
- Current state is mapped
- Success criteria is defined and accepted by participants
- Extensive participant consultation and engagement is conducted
- Progress report for EC Board

2027

- Options/models are developed and tested with participants
- Final model is chosen
- Operations/competition administration transition is mapped
- Rules, policies, governance are drafted/revised

2028 (Third-year extension possible)

- Normal rules cycle is paused so new Rules Structure/cycle is implemented, to take effect 2029
- Implementation of the Ops/Competition Admin transition
- Engagement sessions, town halls
- Outcome is communicated to participants and public

2029 (For information only)

- New model is implemented (transition occurs)
- Early evaluation is completed

8. Candidate Qualifications

EC is looking for a Project Manager with PMP certification and a minimum of 5-10 years of project manager experience. Additional preferred qualifications include expertise in national sport competition pathway, equestrian competition pathway, international understanding of equestrian sport pathways, knowledge of the Canadian Not for Profit sector, experience in the National Sport Organization sector, and bilingual service (English and French).



Equestrian Canada is committed to serving traditionally underserved, underrepresented, and marginalized communities and to improving access to equestrian sport. The selected candidate will be expected to reflect these commitments through inclusive consultation, engagement, and communication practices.

9. Budget & Project Sponsor

EC's total budget for the project is \$80,000 to \$90,000 CDN per year for the two-year period exclusive of taxes. The project sponsor is the Chief Executive Officer. Key participants and partners include (but are not limited to) EC staff, discipline and technical committees, Provincial/Territorial Sport Organizations and competition organizers.

10. Proposal Requirements

Proposals should demonstrate proven experience managing complex, multi-participant projects. Experience coordinating committees, working groups, or technical experts is an essential component of this work, as are strong written communication and facilitation skills. The successful candidate has the ability to manage timelines and deliver within structured governance frameworks. While equestrian sport experience is an asset and not mandatory, it is strongly preferred.

Proposals should include:

1. Cover Letter
2. Project Approach/methodology
3. Work Plan & Timeline
4. Qualifications/CVs of Key Personnel
5. Relevant Project Experience
6. Budget Proposal
7. DEI Statement
8. References

11. Evaluation of Submissions

EC may request candidates to participate in an interview process. This interview will be conducted virtually.

The policy of Equestrian Canada is to solicit proposals with an intention to award a contract. This policy will not affect the right of EC to reject any or all proposals. EC encourages and prioritizes RFP submissions from candidates who foster and demonstrate a culture of diversity, equity, and inclusion.

EC will rate proposals based on the following factors:

1. Cost
2. Responsiveness to the requirements set forth in this RFP
3. Relevant past performance/experience
4. Samples of work
5. Timeline for completion
6. Technical expertise/experience of the candidate/staff team



EC will reach a decision on awarding the contract no later than March 20, 2026.

12. Intellectual Property

The selected consultant will grant an exclusive perpetual licence to EC in the work the consultant produces for EC under this contract.

13. Submission Instructions

Deadline: February 28, 2026

Submit to: ceo@equestrian.ca

Format: PDF, max 20 pages (excluding appendices)



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