



Equestrian Canada Summer 2025 Management Report

Final Report – Strategy 2025

Executive Summary

This is the final Strategy 2025 staff quarterly report. Future reports will reflect the introduction to and progress of Strategy 2028, the next strategic plan, as we continue towards Imagine 2030.

Over the past quarter, Equestrian Canada announced staff and resource changes, made to proactively prepare for the future. Facing continued economic uncertainty, rising costs, and decades of stagnant funding, we made the strategic choice to streamline our structure and invest in smarter, more efficient ways of working. That included a 10% staff reduction—an incredibly tough decision. As our team moves through this change and assess the impacts we will navigate relating to ongoing operations and strategic planning, we are prioritizing what matters most to our customers and sport future: delivering quality service, increasing participation, and building sustainable revenue streams.

We're setting the stage for Strategy 2028, and we're doing it with intention, leadership, and a deep commitment to our athletes, partners, and the entire equestrian community. These changes come at the end of a pivotal five-year period—and despite navigating a complex environment, we've made major strides that we're really proud of. Canada qualified all three Olympic teams and a Paralympic team for Paris 2024—something we haven't achieved in over two decades. We've modernized our systems, expanded our national rankings, hit key coaching and officiating targets, and launched national initiatives like the Canadian Horse ID Program.

As we close the chapter of Strategy 2025, I would like to thank the staff and our committees for their commitment to the Board of Directors' vision for our sport, organization and future. We would not be where we are today without their dedication to Strategy 2025 and to our community. We are inspired by the people we serve, the programs we build and the advocacy of the incredible horses that are in the care of our sport.

Quarterly Goals Tracker

Since the last quarter's management report, we achieved 81.6% of our quarterly priorities as reported:

Completed (score 1):

1. Delivery Nations Cup Jumping Wellington.
2. Para Dressage Sport Form UK - Classification and Technical Leadership Development / Delivery of PDR Performance Metrics Tracking.
3. Program Delivery: Daily Training Environment Visitation Program Eventing February-March 2025, Para Dressage March 2025: Completion of Paris Reviews - Athlete 1 on 1, Program Review, HPAG Reviews
4. Quad budget (FY26-29) version 2 (final) completed and approved by the Board.
5. Insurance audit and renewals complete by March 31, 2025.
6. FY25 Annual audit commences and is 50% completed.
7. Adoption of the Canadian Safe Sport Program and successful integration into our operations, competitions and coaching processes.
8. Employee HR Manual updated and circulated to staff with annual HR Memo.
9. Board approval of new Athlete Board Director governance documents and onboarding of new Athlete Director onto the Board.
10. Produce and execute 3 "Red & White" fundraisers in Florida in support of current budget relief and to hold for World Championships travel funding. The combined goal is to raise \$175,000 USD.
11. Onboarding DonorPerfect. A platform to consolidate our sources of donations and provide EC with the ability to improve communication to donors to retain and increase giving.
12. Onboarding new Manager, Brand and Commercial that is building a Proactive Communications calendar in order to plan the balance and cadence of our communications moving forward.

Partially Completed (score 0.5):

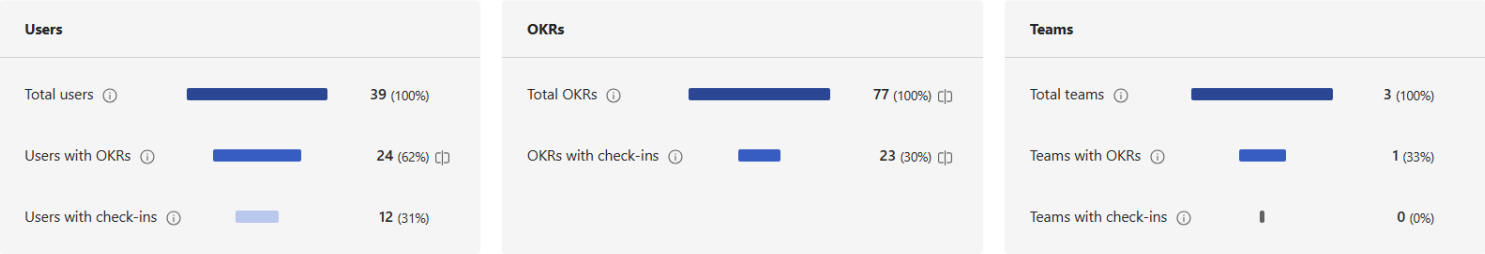
1. Migrate coaching database systems (from Momentum into MyEC) *Work 80% completed, awaiting final transition launch date from IT.*
2. Release the next 5-year road map for Coach Status & co-create a communications plan *50% completed*
3. Employee New Laptop – Review and finalize plan for implementation in FY26 Q1. *Ongoing 80%*
4. Culture and Engagement: Complete and launch the Innerlogic Culture Code with stakeholders. *Surveys and focus group done, work on new culture code 50% complete*
5. Building a Corporate Partner strategy – identifying EC assets and potential corporate sponsors. *Ongoing*
6. The measurement of the EC social media content has increased, and we are working to build campaigns to support the build of the brand. *Ongoing*
7. Using the technical skills of the new Mngr, we are maximizing the potential of some of our current platforms. Monday.com is our Marketing/Comms request mechanism that has many more productive functions that we will now realize that will help measure and balance workload. *Ongoing*

Not Completed (score 0):

Strategy 2025 – Staff Adoption Metrics

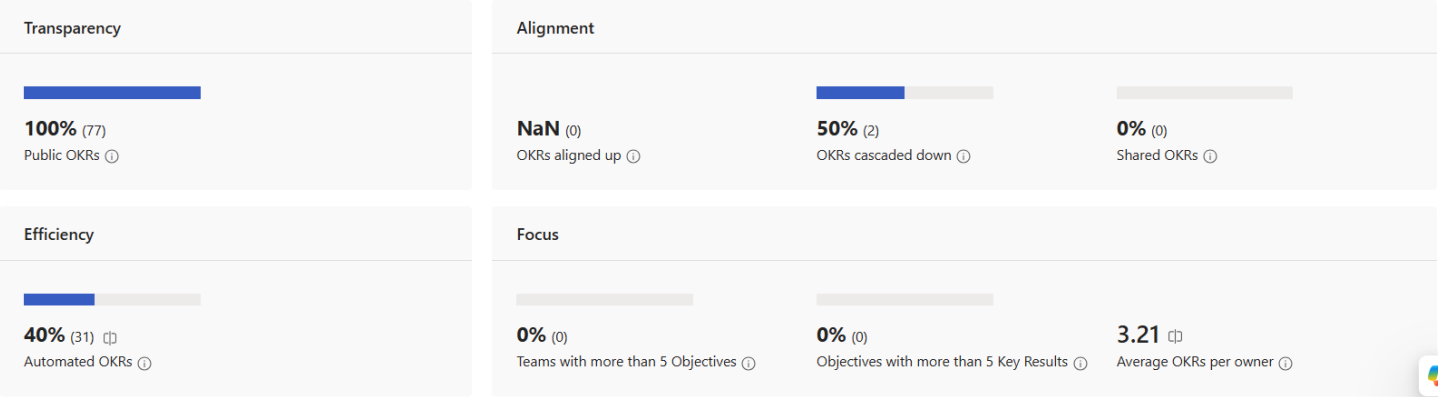
Adoption

How well has your team adopted the OKR program. [Learn more](#)

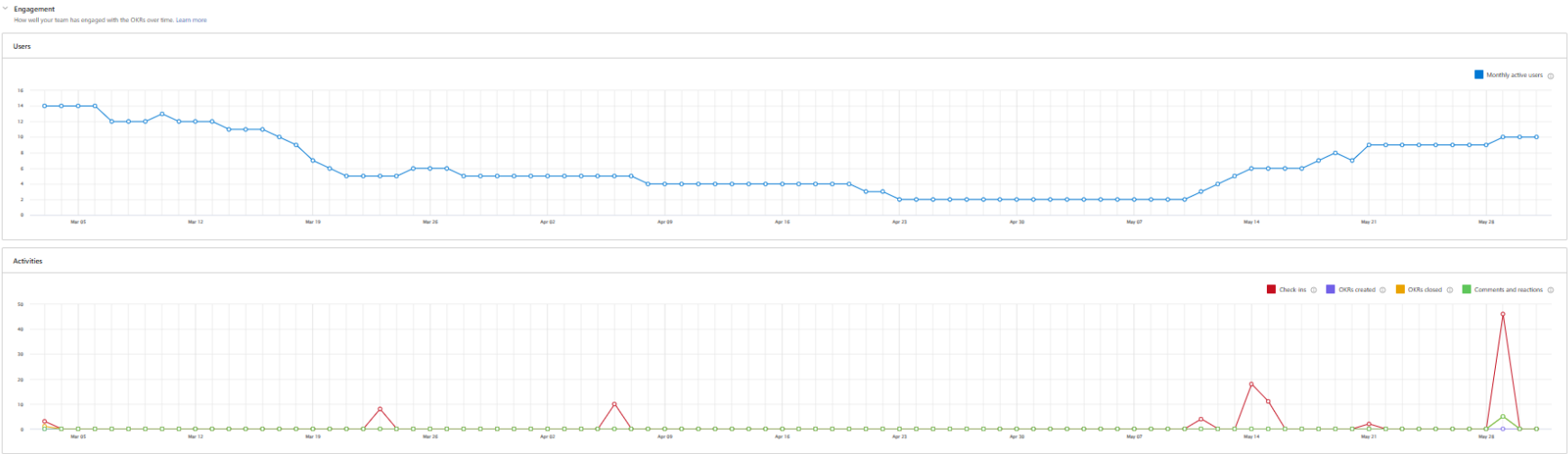


OKR practice

How well OKRs are setup in your team. [Learn more](#)



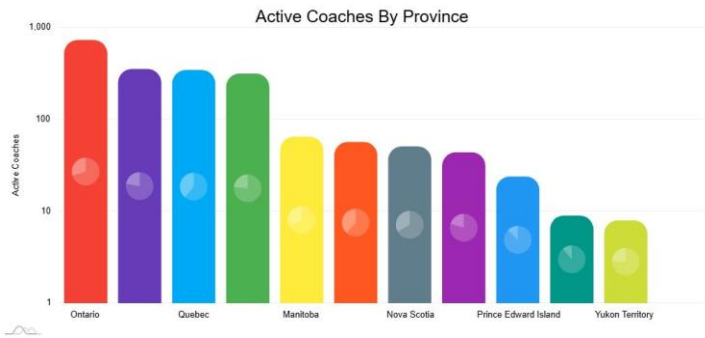
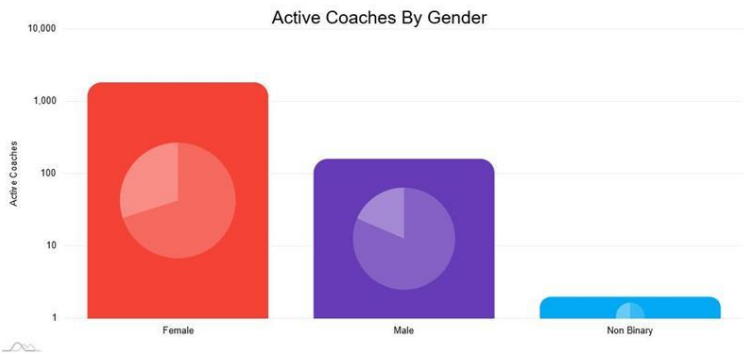
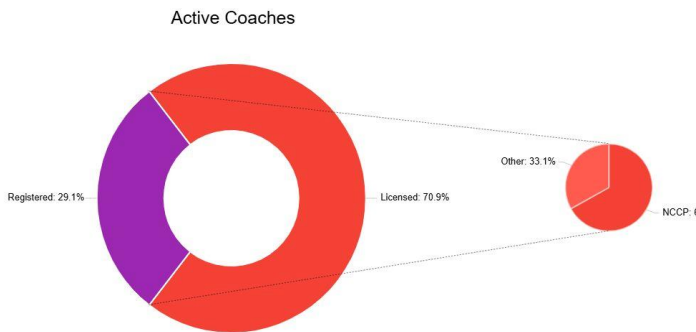
Strategy 2025 – OKR Engagement



OKRs exported from Viva Goals as on 6/1/2025.

[KR]: Key Result [IN]: Initiative [CO]: Child Objective

Coach Status Metrics



Province	Licensed	Registered	Total
Ontario	516	219	735
British Columbia	275	80	355
Quebec	211	135	346
Alberta	242	75	317
Manitoba	44	21	65
Saskatchewan	35	22	57
Nova Scotia	34	17	51
New Brunswick	35	9	44
Prince Edward Island	21	3	24
Newfoundland	8	1	9
Yukon Territory	6	2	8
North West Territories	0	1	1

Strategy 2025 Final Report— Overview of Final Results



Strategy 2025 Final Report– Overview of Completion – Pillar 1

> Title	Status and progress	Time Period	Due Date	Score
<div> <div> 1-1 Modernize and redesign membership, competition, and licencing structures focused on... </div> </div>	<div> <div>Closed</div> <div>75%</div> <div>Measure as 100% complete</div> </div>	Strategy 20...	Dec 30	0.80
<div> <div> <div> > Objective 1-1-1: Implement a developmentally appropriate equestrian sport pathway with... </div> </div> </div>	<div> <div>Closed</div> <div>53%</div> <div>Measure as 100% complete</div> </div>	Strategy 20...	Dec 31	0.50
<div> <div> <div> > Objective 1-1-2: Review and refine Olympic and Paralympic Gold Medal Profiles (GMP) an... </div> </div> </div>	<div> <div>Closed</div> <div>97%</div> <div>Measure as 100% complete</div> </div>	Strategy 20...	Dec 31	0.90
<div> <div> 1-2 Develop relevant and beneficial products and services for Canadian equestrians </div> </div>	<div> <div>Closed</div> <div>17%</div> <div>Measure as 100% complete</div> </div>	Strategy 20...	Dec 30	0.20
<div> <div> <div> > Objective 1-2-1: Research experienced value of existing EC products, develop... </div> </div> </div>	<div> <div>Closed</div> <div>33%</div> <div>Measure as 100% complete</div> </div>	Annual 2025	Dec 31	0.30
<div> <div> <div> > Objective 1-2-2: Launch improved and modernized products </div> </div> </div>	<div> <div>Closed</div> <div>0%</div> <div>Measure as 100% complete</div> </div>	Annual 2025	Dec 31	0.00
<div> <div> 1-3 Grow revenue by 30% (\$2M) </div> </div>	<div> <div>Closed</div> <div>80%</div> <div>Measure as 100% complete</div> </div>	Strategy 20...	Dec 31	0.80
<div> <div> <div> > Objective 1-3-1: Bring on Sales Lead/specialist to lead a corporate/grant portfolio achieving... </div> </div> </div>	<div> <div>Closed</div> <div>79%</div> <div>Measure as 100% complete</div> </div>	Strategy 20...	Dec 31	0.80
<div> <div> <div> > Objective 1-3-2: \$500k in general donations is generated annually </div> </div> </div>	<div> <div>Closed</div> <div>42%</div> <div>Measure as 100% complete</div> </div>	Strategy 20...	Dec 31	0.40
<div> <div> 1-4 Simplify governance structure and implement risk management practices </div> </div>	<div> <div>Closed</div> <div>83%</div> <div>Measure as 100% complete</div> </div>	Strategy 20...	Dec 28	0.80
<div> <div> <div> > Objective 1-4-1: A New Governance Structure (COC Funded) is implemented to achieve... </div> </div> </div>	<div> <div>Closed</div> <div>75%</div> <div>Measure as 100% complete</div> </div>	Strategy 20...	Dec 31	0.80
<div> <div> <div> > Objective 1-4-2: The Board of Directors implements a risk management practice </div> </div> </div>	<div> <div>Closed</div> <div>100%</div> <div>Measure as 100% complete</div> </div>	Annual 2024	Dec 31	1.00

OKRs exported from Viva Goals as on 6/1/2025.

[KR]: Key Result [IN]: Initiative [CO]: Child Objective

Strategy 2025 Final Report– Overview of Completion – Pillar 2

✓	2-1 Automate operational processes and invest in industry and sport intelligence	<div><div>Closed</div><div>Measure as 100% complete</div></div> 75%	Strategy 2...	Dec 30	0.00
	➤ Objective 2-1-1: Streamline Operational Processes	<div><div>Closed</div><div>Measure as 100% complete</div></div> 50%	Strategy 2...	Dec 31	0.50
	➤ Objective 2-1-2: Gain Post Covid Insights into the Canadian Equine and Equestrian Sector	<div><div>Closed</div><div>Measure as 100% complete</div></div> 100%	Annual 2023	Dec 31	1.00
✓	2-2 Support learning and development of equestrian leaders across disciplines, activities, a...	<div><div>Closed</div><div>Measure as 100% complete</div></div> 85%	Strategy 2...	Dec 31	0.90
	➤ Objective 2-2-1: Enhance Coach Licensing and Development	<div><div>Closed</div><div>Measure as 100% complete</div></div> 87%	Strategy 2...	Dec 31	0.90
	➤ Objective 2-2-2: Develop and Strengthen the Coach Developer Workforce	<div><div>Closed</div><div>Measure as 100% complete</div></div> 94%	Strategy 2...	Dec 31	0.90
	➤ Objective 2-2-3: Recruit and Train USO Officials	<div><div>Closed</div><div>Measure as 100% complete</div></div> 75%	Strategy 2...	Dec 31	0.70
	➤ Objective 2-2-4: Achieve annual retention KPIs and Enhance Learning and Development for...	<div><div>Closed</div><div>Measure as 100% complete</div></div> 70%	Strategy 2...	Dec 31	0.70
	➤ Objective 2-2-5: Certify 10 NCCP Competition Development coaches annually	<div><div>Closed</div><div>Measure as 100% complete</div></div> 100%	Strategy 2...	Dec 31	1.00
✓	2-3 Provide developmentally appropriate training and competition for participants through the spo...	<div><div>Closed</div><div>Measure as 100% complete</div></div> 67%	Strategy 2...	Dec 31	0.70
	➤ Objective 2-3-1: Update Developmentally Appropriate curriculum from Fundamentals...	<div><div>Closed</div><div>Measure as 100% complete</div></div> 90%	Strategy 2...	Dec 31	0.90
	➤ Objective 2-3-2: Implement EC- owned national championships with rankings for 4 disciplines	<div><div>Closed</div><div>Measure as 100% complete</div></div> 81%	Strategy 2...	Dec 31	0.80
	➤ Objective 2-3-3: Increase the number of EC domestic organizers (new organizer/venue...	<div><div>Closed</div><div>Measure as 100% complete</div></div> 2%	Strategy 2...	Dec 31	N/A
	➤ Objective 2-3-4: Support, Maintain/improve and increase the number of FEI eventing...	<div><div>Closed</div><div>Measure as 100% complete</div></div> 95%	Strategy 2...	Dec 31	1.00
✓	2-4 Optimize supports to High Performance and NextGen human and equine athlete	<div><div>Closed</div><div>Measure as 100% complete</div></div> 55%	Strategy 2...	Dec 31	0.60
	➤ Objective 2-4-1: Increase the percentage of NextGen athletes who progress to the high...	<div><div>Closed</div><div>Measure as 100% complete</div></div> 70%	Strategy 2...	Dec 31	0.70
	➤ Objective 2-4-2: 3 teams qualified for the Olympics and 1 team qualified for the...	<div><div>Closed</div><div>Measure as 100% complete</div></div> 100%	Annual 2023	Dec 31	1.00
	➤ Objective 2-4-3: Achieve Top 5 Finish for 1 Team and Top 4 Finish for 1 individual at Paris...	<div><div>Closed</div><div>Measure as 100% complete</div></div> 75%	Annual 2024	Dec 31	0.80
	➤ Objective 2-4-4: Attain \$1M Annual Fundraising in each Olympic discipline (\$3M/...	<div><div>Closed</div><div>Measure as 100% complete</div></div> 20%	Annual 2025	Dec 31	0.20

OKRs exported from Viva Goals as on 6/1/2025.

[KR]: Key Result [IN]: Initiative [CO]: Child Objective

Strategy 2025 Final Report– Overview of Completion – Pillar 3

3-1 Improve standards, innovate, and deliver excellent customer service to equestrians, donor...	Closed	85%	Strategy 2...	Dec 31	0.90
Objective 3-1-1: Implement a System to Measure Customer Satisfaction	Closed	85%	Strategy 2...	Dec 31	0.90
Objective 3-1-2: Improve customer website experience and access to information	Closed	100%	Annual 2023	Dec 31	1.00
Objective 3-1-3: Improve Customer Satisfaction	Closed	71%	Strategy 2...	Dec 31	0.70
3-2 Lead initiatives and implement processes that increase diversity, protect participants, and...	Closed	67%	Strategy 2...	Dec 31	0.70
Objective 3-2-1: Ensure 100% Compliance with Safe Sport Training Requirements and...	Closed	70%	Strategy 2...	Dec 31	0.70
Objective 3-2-2: Achieve growth in equity deserving and physical impairment diversity ...	Closed	69%	Strategy 2...	Dec 31	0.70
Objective 3-2-3: Increase access to equestrian activities in Canada for a diverse population o...	Closed	63%	Strategy 2...	Dec 31	0.60
Objective 3-2-4: Complete 1 accessibility initiative (improve compensating aids process...	Closed	68%	Strategy 2...	Dec 31	0.50
Objective 3-2-5: Ensure equitable bilingual service for all EC public-facing documents an...	Closed	65%	Strategy 2...	Dec 31	0.70
3-3 Safeguard, educate, and advocate for active equine health and welfare in sport and industry	Closed	97%	Strategy 2...	Dec 31	1.00
Objective 3-3-1: Address 5 horse health and welfare concerns jeopardizing social licence	Closed	98%	Strategy 2...	Dec 31	1.00
Objective 3-3-2: Develop and launch CEP by March 31 2025	Closed	95%	Strategy 2...	Dec 31	1.00
3-4 Recognize, promote, and celebrate individuals and organizations throughout the Canadian...	Closed	70%	Strategy 2...	Dec 31	0.70
Objective 3-4-1: Implement a robust awards and recognition strategy for internal and...	Closed	6%	Strategy 2...	Dec 31	0.10
Objective 3-4-2: Deliver equitable representation of all disciplines in marketing...	Closed	55%	Strategy 2...	Dec 31	0.60
Objective 3-4-3: Increase social media following by 10% by Dec 31, 2025	Closed	84%	Strategy 2...	Dec 31	0.80

1-1 Modernize and redesign membership, competition, and licencing structures focused on increased value

Child Items	Current	Last month	Target	Status	Check-in note
Objective 1-1-1: Implement a developmentally appropriate equestrian sport pathway with simplified competition and licensing structures	53% (+2%)	51%	100%	Closed	<p>There are 3 components to achieving this objective: 1) complete and launch modernized learning curriculum, 2) integrate the curriculum through our national coaching program and 3) conduct a competition review that will align competition pathways and license structures/accreditations with PTSO and FEI to the modernized learning pathway. We have achieved >80% progress on the first two components and due to the magnitude of the comp review, we will not complete the third component in Strategy 2025, but it will be a primary focus of Strategy 2028.</p> <p>Learn to Ride/Drive curriculum redesign was an important focus and was achieved during this strategic plan period. At time of closing the Plan, we are in the pilot phase of the new curriculum, tracking on target for full launch in September 2025; three months ahead of schedule.</p> <p>The LTED 3.0 update started 3 times without achieving completion; due to attempts aligned with a PTSO, a manager departure and a new manager onboarding. The update is scheduled to start again but will not take place during the period of Strategy 2025.</p>

[Open Viva Goals](#)

1-1 Modernize and redesign membership, competition, and licencing structures focused on increased value

Child Items	Current	Last month	Target	Status	Check-in note
Objective 1-1-2: Review and refine Olympic and Paralympic Gold Medal Profiles (GMP) and Metrics	97% (+17%)	80%	100%	Closed	All Olympic and Paralympic disciplines have GMPs and metrics that are aligned to HP1. Delays in achieving these key results (original target was Dec 1, 2023, for jumping and PDR and Dec 1, 2024, for eventing and dressage) result in a lower completion score.

1-2 Develop relevant and beneficial products and services for Canadian equestrians

Child Items	Current	Last month	Target	Status	Check-in note
Objective 1-2-1: Research experienced value of existing EC products, develop recommendations and test prototypes	33%	33%	100%	Closed	Closed February 2025
Objective 1-2-2: Launch improved and modernized products	0%	0%	100%	Closed	Closed February 2025

1-3 Grow revenue by 30% (\$2M)

Child Items	Current	Last month	Target	Status	Check-in note
Objective 1-3-1: Bring on Sales Lead/specialist to lead a corporate/grant portfolio achieving \$1M/a revenue by 2030	79%	79%	100%	Closed	<p>Over the period of Strategy 2025, we secured and onboarded an expert sales lead/specialist to lead this critical portfolio. She and her team achieved success in building donor relationships and achieving results compared to our initial annual targets sponsorship and grants, including raising \$773k in FY25 in donations.</p> <p>We developed an internal revenue schedule tool for tracking donations and sponsorships and implemented a new charitable Gift Acceptance policy to ensure compliance with CRA donation requirements.</p> <p>Our progress in this objective now turns towards finalizing and launching the fundraising strategy that will ensure we consistently achieve \$1M/a for high-performance sport by Dec 31, 2030.</p>

1-3 Grow revenue by 30% (\$2M)

Child Items	Current	Last month	Target	Status	Check-in note
Objective 1-3-2: \$500k in general donations is generated annually	42% (+3%)	39%	100%	Closed	<p>As noted in O 1-3-1, over the period of Strategy 2025, we secured and onboarded an expert sales lead/specialist to lead this critical portfolio. She and her team achieved initial success in building donor relationships and achieving results compared to our initial annual targets.</p> <p>In addition to the highlights noted in O 1-3-1, the team also implemented a donor management system (Donor Perfect), and Canada Helps integration to enable a larger platform to receive donations.</p> <p>At the time of closing Strategy 2025, the team is planning a July 1 giving campaign launch and exploring the launch of an AI sales lead/generation pilot for donations in the summer of 2025.</p> <p>Though we did not achieve \$500k/a in donations generated annually at the time of closing Strategy 2025, we are well positioned to achieve these targets as we integrate this objective forward into Strategy 2028.</p>

1-4 Simplify governance structure and implement risk management practices

Child Items	Current	Last month	Target	Status	Check-in note
Objective 1-4-1: A New Governance Structure (COC Funded) is implemented to achieve alignment with the Sports Governance Code	75%	75%	100%	Closed	Closed October 2024
Objective 1-4-2: The Board of Directors implements a risk management practice	100%	100%	100%	Closed	Closed July 2024

2-1 Automate operational processes and invest in industry and sport intelligence

Child Items	Current	Last month	Target	Status	Check-in note
Objective 2-1-1: Streamline Operational Processes	50%	50%	100%	Closed	50% of the key result was achieved: Manual operational processes are reduced by 50% by December 1, 2024, resulting in 25% of total processes automated.
Objective 2-1-2: Gain Post-Covid Insights into the Canadian Equine and Equestrian Sector	100%	100%	100%	Closed	Closed December 2023

2-2 Support learning and development of equestrian leaders across disciplines, activities, and experiences

Child Items	Current	Last month	Target	Status	Check-in note
Objective 2-2-1: Enhance Coach Licensing and Development	87%	87%	100%	Closed	At time of closing, we have reached 2,000 coaches licensed with EC. We are working in collaboration with AEF to plan the September 2025 Coaching Symposium in Calgary, AB, for coaches and coach developer continuing education.
Objective 2-2-2: Develop and Strengthen the Coach Developer Workforce	94%	94%	100%	Closed	We close the objective celebrating successful achievement of Coach Developer Symposiums every two years, with the second CDS approaching in Alberta in September 2025. We thank our staff, PTSO coaching leads and sport leaders, and our coaching community for attending these sessions, believing in the coach program and supporting continued development of equestrian coaching skills in Canada.

2-2 Support learning and development of equestrian leaders across disciplines, activities, and experiences

Child Items	Current	Last month	Target	Status	Check-in note
Objective 2-2-3: Recruit and Train U50 Officials	75%	75%	100%	Closed	<p>We have made great strides with our officials' recruitment and development; first and foremost, accrediting 65 U50 officials, compared to our target of 50 U50 officials, during Strategy 2025. We conducted engagement sessions with officials, launched a National Officials Committee and began critical development of the officials' pathway (from PTSO through national to FEI).</p> <p>We have more work to do to improve officials' development, investigate and launch bursaries/grants, improve recognition and develop modernized curriculum to support our officials. These components of our Strategy 2025 objectives and key results were not achieved during the period and will be further developed in the next strategic plan.</p>

2-2 Support learning and development of equestrian leaders across disciplines, activities, and experiences

Child Items	Current	Last month	Target	Status	Check-in note
Objective 2-2-4: Achieve annual retention KPIs and Enhance Learning and Development for staff and volunteers	70% (+19%)	51%	100%	Closed	<p>Staff and volunteers have consistently rated their workplace/involvement satisfaction at 7/10 or greater each year. We have created annual feedback mechanisms and annual reporting with recommendations to increase transparency about the levels of satisfaction and areas for improvement.</p> <p>The CEO attends committee meetings; regular meetings, working groups, chair 1:1 and forums/town halls regularly, representing 15-17.5% of total time spent engaging on strategic/operational planning, annual goals, budget and concerns/criticisms.</p> <p>Recommendations for future plans include hosting the staff summit, continuing access to training/info sessions for staff and volunteers and increasing recognition of EC volunteers in official communications.</p>

2-2 Support learning and development of equestrian leaders across disciplines, activities, and experiences

Child Items	Current	Last month	Target	Status	Check-in note
Objective 2-2-5: Certify 10 NCCP Competition Development coaches annually	100%	100%	100%	Closed	Closed August 2024

2-3 Provide developmentally appropriate training and competition for participants through the sport pathway

Child Items	Current	Last month	Target	Status	Check-in note
Objective 2-3-1: Update Developmentally Appropriate curriculum from Fundamentals (Rookie Riders) to Train to Compete (LTRD)	90%	90%	100%	Closed	Learn to updated curriculum is complete and pilots are underway, full program relaunch will take place in in September 2025 at the Alberta Coaching Symposium.
Objective 2-3-2: Implement EC-owned national championships with rankings for 4 disciplines	81%	81%	100%	Closed	Closed February 2025

2-3 Provide developmentally appropriate training and competition for participants through the sport pathway

Child Items	Current	Last month	Target	Status	Check-in note
Objective 2-3-3: Increase the number of EC domestic organizers (new organizer/venue and/or new NexGen organizer)	2%	2%	100%	Closed	Closed February 2025
Objective 2-3-4: Support, Maintain/ improve and increase the number of FEI eventing, dressage and para-dressage and FEI jumping competitions held on Canadian soil	95%	95%	100%	Closed	Closed October 2024

2-4 Optimize supports to High-Performance and NextGen human and equine athlete

Child Items	Current	Last month	Target	Status	Check-in note
Objective 2-4-1: Increase the percentage of NextGen athletes who progress to the high performance program	70% (+5%)	65%	100%	Closed	We continue to outsource support to deliver youth programming at both the competition level - NAYC and Nations Cups. Without the financial support of donors, or self raised funds for athletes to attend NAYC, we would not have NextGen programming. With our need to reduce human resources in March 2025, we had to consolidate our youth programming staff support from two team members to one, which will reduce capacity and require process simplification.
Objective 2-4-2: 3 teams qualified for the Olympics and 1 team qualified for the Paralympics 2024	100%	100%	100%	Closed	Closed December 2023

2-4 Optimize supports to High-Performance and NextGen human and equine athlete

Child Items	Current	Last month	Target	Status	Check-in note
Objective 2-4-3: Achieve Top 5 Finish for 1 Team and Top 4 Finish for 1 individual at Paris 2024 Games	75%	75%	100%	Closed	Closed November 2024
Objective 2-4-4: Attain \$1M Annual Fundraising in each Olympic discipline (\$3M/a combined) for High-Performance teams	20%	20%	100%	Closed	<p>Over the period of Strategy 2025, we secured and onboarded an expert sales lead/specialist to lead this critical portfolio. She and her team achieved success in building donor relationships and achieving results compared to our initial annual targets sponsorship and grants, including raising \$773k in FY25 in donations for high-performance.</p> <p>Though we recognize \$3M/a per Olympic discipline is required to effectively deliver world class programming, our realistic expectations for achieving fundraising are \$1M/a in total, with a target to achieve this consistently each year set for Dec 31, 2030.</p>

3-1 Improve standards, innovate, and deliver excellent customer service to equestrians, donors, organizers, and partners

Child Items	Current	Last month	Target	Status	Check-in note
Objective 3-1-1: Implement a System to Measure Customer Satisfaction	85% (+7%)	78%	100%	Closed	<p>Progress on this objective has been temporarily delayed due to our team's focus on supporting the transition from ECampus to the database, which is scheduled to launch in June. This project has required significant staff time, limiting our capacity to pursue additional initiatives at this time.</p> <p>However, the new database will offer a more user-friendly and streamlined experience for our members, making it easier to navigate coach status, and screening. Additionally, increased automation within the system will reduce the administrative workload on our frontline team, improving overall service efficiency.</p> <p>Once the new system is live and operational, we will revisit the implementation of a customer satisfaction measurement tool in the second half of the year.</p>
Objective 3-1-2: Improve customer website experience and access to information	100%	100%	100%	Closed	Closed July 2024

[Open Viva Goals](#)

3-1 Improve standards, innovate, and deliver excellent customer service to equestrians, donors, organizers, and partners

Child Items	Current	Last month	Target	Status	Check-in note
Objective 3-1-3: Improve Customer Satisfaction	71%	71%	100%	Closed	<p>Our front line customer service team has achieved excellent success in improving customer service metrics and experience over the period of Strategy 2025. We are responding to 90% of incoming phone calls with 24 hours or less, with periodic shifts in peak periods. The team will continue development of an internal staff education program. Front line staff ensure the call tree is regularly updated and that voicemail messages reflect current staffing, particularly during staff transitions or new additions.</p> <p>Following the upgrade of our phone system to a new provider, phone data is now received monthly, offering new insights and data to inform decisions. The first month of data shows our front line received and supported 578 incoming calls over the month. We are investigating website chat function and AI service providers for incoming calls, the latter to be piloted in the summer of 2025.</p>

3-2 Lead initiatives and implement processes that increase diversity, protect participants, and support inclusion

Child Items	Current	Last month	Target	Status	Check-in note
Objective 3-2-1: Ensure 100% Compliance with Safe Sport Training Requirements and Streamline Tracking	70% (+20%)	50%	100%	Closed	<p>Maintaining 100% compliance with federal safe sport requirements has been challenging over the period of the strategic plan. We have developed a mandatory training program for sport license holders to complete our safe sport training as part of the renewal process, and we have updated the training to include federal safe sport updates and horse welfare education.</p> <p>Federal requirements have changed twice over the period, with onboarding and api development achieved for OSIC, and now a manual process provided to NSOs for updating the CCES regarding the new (April 1, 2025) Canadian Safe Sport Program. EC is spending significant resources towards achieving compliance in this area.</p>
Objective 3-2-2: Achieve growth in equity deserving and physical impairment diversity of staff/volunteer (governance)	69% (+30%)	39%	100%	Closed	<p>The GE-EDI Sport Canada funded project has achieved results in assessment of the state of diversity within the board and leadership, providing training for leaders on the importance of EDI in hiring, and conducting a comprehensive IDEA policy alignment (Sport Law) and 4-year diversity leadership strategy (Beyond Diversity). We have not seen enough change in increasing diversity and continue to work to implement the recommendations from this work as we track into the 4-year plan.</p>

3-2 Lead initiatives and implement processes that increase diversity, protect participants, and support inclusion

Child Items	Current	Last month	Target	Status	Check-in note
Objective 3-2-3: Increase access to equestrian activities in Canada for a diverse population of participants	63%	63%	100%	Closed	The Vault shared EC-PTSO database is expected to increase visibility on participation metrics across the country. The vault is built and coming into operation in 2025. Physical Health Education (PHE) Canada approval of Rookie Riders programming is underway, and confirmation is anticipated by June 2025. EC needs to improve resources for promoting and encouraging participation in equestrian activities across the country through targeted marketing campaigns with our PTSOs.
Objective 3-2-4: Complete 1 accessibility initiative (improve compensating aids process) to increase the number of people with impairments who are able to participate in equestrian sport	68%	68%	100%	Closed	Though internal successes were achieved (Becoming Para Ready education session was delivered to equestrian sport leaders (EC and PTSO) in Oct, 2024 and Sport Dev Manager with advanced expertise in para sport was onboarded in Nov, 2024), the key result to achieve one accessibility initiative to increase the number of people with impairments who are able to participate in sport, was not realized. We have a strong foundation in place and educated leaders to initiate and complete this initiative in Strategy 2028.

3-2 Lead initiatives and implement processes that increase diversity, protect participants, and support inclusion

Child Items	Current	Last month	Target	Status	Check-in note
Objective 3-2-5: Ensure equitable bilingual service for all EC public-facing documents and communications	65%	65%	100%	Closed	The Marketing/Communications team began incorporating AI translation tools in April-May 2025, in order to increase speed of translation. These tools are being tested to ensure language meets national and equestrian standards. Documents on our website still require audit/translation assessment so we ensure the quality of translation is sufficient. Many staff are empowered with AI translation tools or bilingual staff skills to reduce any translation bottlenecks.

3-3 Safeguard, educate, and advocate for active equine health and welfare in sport and industry

Child Items	Current	Last month	Target	Status	Check-in note
Objective 3-3-1: Address 5 horse health and welfare concerns jeopardizing social license	98%	98%	100%	Closed	3 of 4 projects are completed (Equine Care Program, Biosecurity Resources for Organizers and Canadian breeder recognition). 1 project is postponed (Social License course). 2 working groups have completed work to define horse overuse in competition, create officials' resources, prepare Section A rule changes to empower horse welfare rules over discipline rule books and update the Horse Welfare Code of Conduct.
Objective 3-3-2: Develop and launch CEIP by March 31, 2025	95%	95%	100%	Closed	The CHIP program was approved by the board in May 2024 and launched publicly in December 2024. 124-000 microchips were available to the Canadian market in May 2025. Working groups are established to assist staff in expanding the program and addressing needs of the community.

3-4 Recognize, promote, and celebrate individuals and organizations throughout the Canadian equestrian community

Child Items	Current	Last month	Target	Status	Check-in note
Objective 3-4-1: Implement a robust awards and recognition strategy for internal and external awards	6%	6%	100%	Closed	Closed February 2025
Objective 3-4-2: Deliver equitable representation of all disciplines in marketing and communications annually	55%	55%	100%	Closed	The Marketing/Communications team is working directly with departments and committees to increase the flow of content. Annual calendar planning and an adjusted intake system are in process and will be finalized in June 2025.

3-4 Recognize, promote, and celebrate individuals and organizations throughout the Canadian equestrian community

Child Items	Current	Last month	Target	Status	Check-in note
Objective 3-4-3: Increase social media following by 10% by Dec 31, 2025	84%	84%	100%	Closed	Closed February 2025