



**BOARD MEETINGS**  
**10.02.23 – 12.02.23**



**EQUESTRIAN**  
**CANADA**  
**ÉQUESTRE**

**MANAGEMENT REPORT**  
**WINTER 2022-23**



## WELCOME

This quarterly operations report outlines the progress made towards meeting the objectives and key results identified for Strategy 2025, since the prior management report (November 2022). The next management report will be presented to the Board of Directors in advance of the May 2023 Board meeting.

### This Quarter

As the operations team has commenced annual workplan alignment with Strategy 2025, we have undertaken several exercises and new communications formats to support a greater understanding of the scope of Strategy 2025 and aid operational plan adjustments.

As the team returned to the virtual office following the holiday break, the leadership team reviewed several assessments, including the 2022 season debrief survey that was completed by the staff team in January and the annual debrief that was completed by the leadership team in December. Further, each Director conducted a start/stop(pause)/continue exercise with their team, with the goal to map current team and individual capacity and plan for how to free up time and energy within existing staff workdays to incorporate the new work arising from Strategy 2025. The 2022 season debrief survey and SWOT has been sent to volunteers on EC operational committees, to capture their insight and feedback about 2022, to be completed during the month of February. The organizational start/stop(pause)/continue work is targeted to be completed by the end of this quarter (March 2023) in order to effectively integrate adjusted work flows into the fiscal year 2023/24 staff workload. This process will repeat December 2023-March 2024.

Working in a virtual workspace requires discipline and diligence to ensure meetings are as efficient (and minimal) as possible, integrate working teams (preventing team silos), and fostering creativity to boost social connectivity and empathy for colleagues. In our environment, virtual meetings and virtual written communications (email, teams) are our primary forms of sharing, planning and completing work. This can risk contributing to a deteriorated working environment (eye and neck strain, feelings of isolation, over-scheduling of meetings, etc). With these considerations in mind, our monthly staff meeting format has been adjusted, to not only focus on strategic plan tracking and tactical updates, but also on education (inviting external speakers to share information and workplace tips or members of our community to share stories of their lived experience). We have also incorporated a project team pilot in break out rooms/sessions to help find creative solutions for Strategy 2025 objectives and key results. Several department teams have also launched project teams to problem solve through some of the challenges we need to solve this year.

The leadership team has adjusted our standing meeting format with a focus on improved meeting effectiveness. Tuesday weekly meetings are focused on sharing important tactical updates and information relevant to that week, captured in a Smartsheet formatted to track by month (week against week), which improves visibility on prior week updates. These weekly/monthly highlights are the foundation of the information shared with staff at the monthly staff meeting. Bi-weekly Thursday leadership team meetings are specifically targeted to address strategic and brainstorming work, with January/February meetings including quarterly financial department reporting, Sport Canada FY23 Recovery Fund project status and reallocations (if needed), start/stop/continue exercise assessment, 2022 staff debrief.


**Staff Project Teams:**



Six staff project teams have been launched to address six of the objectives and key results (OKRs) identified in Strategy 2025. Project teams will meet monthly during the staff meeting over the next 6 months to analyze and collaborate on creative solutions for the following list of OKRs.


- P1 O1 K2 Provide 4 new SLH benefits
- P1 O2 K1 Launch 2 market-responsive non-competition products
- P2 O1 K1 Reduce manual operational processes by 50%
- P2 O2 K4 Keep staff/HR retention at 85% and increase access to staff learning and development opportunities by 10%
- P2 O3 K2 Increase number of annual organized events by 10% by 2025
- P3 O2 K4 Increased number of people with impairments that are able to participate in the sport


**Note for Plan Advancement Traffic Light Markers:**

Green: there is progress on the Objective. Yellow: there is risk to the Objective. Red: The Objective is not progressing/in trouble.


BUILDING A STRONG FOUNDATION	OBJECTIVES	QUARTERLY PROGRESS UPDATES	PLAN PROGRESS
<p><i>Creating a more modern and responsive equestrian sport system that drives growth</i></p> <p><i>9 Key Results (KRs) in this Pillar</i></p>	<p><b>Objective # 1 (2 KRs):</b> Modernize and redesign membership, competition, and licensing structures focused on increased value</p>	<ul style="list-style-type: none"> <li>• KR 1 “Implement developmentally appropriate equestrian sport pathway” - Analysis of the Competition Structural Alignment Project (CSAP) proposal is complete. The CSAP Request for Proposal (RFP) was posted until January 10/23 with one proposal received. Discussion with the leadership team will take place on February 9/23 to determine the next steps.</li> <li>• KR 1 “Implement developmentally appropriate equestrian sport pathway” - We have commenced engagement sessions with Olympic and Paralympic operations committees regarding Strategy 2025 and discipline specific discussion regarding missing value in EC products and existing value in non-EC products/unsanctioned events.</li> </ul>	

	<p><b>Objective #2(1 KR):</b>          Develop relevant and beneficial products and services for Canadian equestrians</p>	<ul style="list-style-type: none"> <li>• KR 1 “Launch 2 market-responsive, non-competition products” - A staff Project Team is tasked with this case study (project closes with final recommendation report June 2023)</li> <li>• KR 1 “Launch 2 market-responsive, non-competition products” The Sport Operations team continues to develop the national expansion of Rookie Riders, our existing sport initiation product. Work with Momentum (Ecampus) identifies their product, PLAYbuilder is integrated in Ontario and British Columbia school systems, and a full Rookie Rider programming/progression series of modules has been developed by EC (contracted to Ontario Equestrian) and is available to these school boards via PLAYbuilder. Rookie Rider barrels are currently available in NB, BC, SK, AEF, NS and ON.</li> </ul>	
	<p><b>Objective # 3(5 KRs):</b>          Grow revenue by 30% (\$2M)</p>	<ul style="list-style-type: none"> <li>• KR 2 “Increase Horse Recording Sales by 50%” - Three PTSOs have declared interest in adopting horse recordings at PTSO sanctioned competitions by 2024/2025. EC staff will launch a working group with the three PTSOs to begin exploring technological, rule and logistical needs.</li> <li>• KR 3 “Generate \$500k/a in donations” - Work on an overall fundraising plan has begun and plans to launch Canada Helps and web fundraising capabilities will be implemented in Q4.</li> <li>• KR 5 “Secure \$200k in grant funding” - OTP confirmation of \$280,000 in funding for the 2023-2024 fiscal period, which is an increase of \$20,000 from prior year, but \$20,000 less than requested, budget adjustments made for the \$280,000.</li> <li>• KR 5 “Secure \$200k in grant funding” - COC/IOC Grant for Eventing \$20,000 site visit Paris 2024 has been secured.</li> <li>• KR 5 “Secure \$200k in grant funding” - EC staff are investigating several sources of new potential grants including: the Canada Ontario Job Training grant and a federal grant supporting sport initiation expansion.</li> <li>• Feedback from the work of the Sponsorship &amp; Fund Development Officer has shown that corporate sponsorship is a challenge for EC. She has made some headway with some sponsors and continues to work with the disciplines to support budget relieving items. We have made the decision to diversify our approach to include larger corporations and grant funding streams.</li> </ul>	


	<p><b>Objective #4(1 KR):</b> Simplify governance structure and implement risk management practices</p>	<ul style="list-style-type: none"> <li>• KR 1 “Implement new governance structure” - The governance review consultant presented the Guidance Note (milestone 1) to the Governance &amp; Ethics Committee in January. The Guidance Note contains a summary of work done, and recommendations for the approach to address Canadian Sport Governance Code compliance and membership review. The Guidance Note will be presented and discussed with the Board of Directors at the February Board meeting.</li> <li>• Annual Voting Member administration is complete for Category B (PTSO) and Category C (NEO):             <ul style="list-style-type: none"> <li>○ PTSO: Eleven (11) PTSOs have signed and submitted the new Collaboration Agreement (2023) and payments are being finalized for the new PTSO fee structure. PTSOs affiliated with EC can designate nine (9) Members with voting rights in accordance with the EC By-laws.</li> <li>○ NEO: Affiliation with EC provides National Equine Organizations (NEOs) with two different opportunities to represent their memberships - one via Operational Committees, namely, the Equine Industry Development Committee (EIDC) for Industry Affiliates and the National Breed Sport Committee for Breed Associate Affiliates. Special Interest Affiliates are not represented by an operational committee. The second opportunity falls under Governance. NEOs affiliated with EC can designate the nine (9) Members with voting rights in accordance with the EC By-laws. Fourteen (14) NEO affiliates have renewed their annual membership with payment of fees as of the deadline, January 31, 2023.</li> </ul> </li> <li>• The Board Nominating Committee (NC) confirmed its membership in early January 2023 and set its first meeting for January 30, 2023. Two representatives from each of the three Categories of Membership (A, B, C) make up the six-person Committee along with Board Observer, John Gallinger, and NC Chair, Wayne Burwash. At its first meeting, the NC will review the following documents to put forth to the BOD at their February meeting for approval:             <ul style="list-style-type: none"> <li>○ 2023 NC Timelines and Working Document</li> <li>○ 2023 Director Application Package</li> <li>○ 2023 Director Election Procedures &amp; Guidelines</li> <li>○ Board Skills Matrix</li> </ul> </li> </ul>	
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INVESTING IN THE FUTURE	OBJECTIVES	QUARTERLY PROGRESS UPDATES	PLAN PROGRESS
<p><i>Streamlining programs and services that develop leaders, participants, athletes, horses, and the teams that support them</i></p> <p><i>14 Key Results (KRs) in this Pillar</i></p>	<p><b>Objective # 1(3 KRs):</b> Automate operational processes and invest in industry and sport intelligence</p>	<ul style="list-style-type: none"> <li>• KR 1 “Reduce manual operational processes by 50%” - The integration of ApprovalMax in the Finance Department is complete. All staff were trained in January on the ApprovalMax platform and how to enter bills into the AP process. This automated process ensures audit trail documentation compliance and reduces the amount of time spent on email approvals and reduces the number of misplaced invoices.</li> <li>• KR 1 “Reduce manual operational processes by 50%” - The finance team has implemented improved financial controls to improve financial visibility and enable effective time management. This is supported by a bi-weekly AP pay run process that was implemented in the fall of 2022 (regulating bill payments on a bi-weekly basis), proactive management by the finance team to receive bills from vendors in a timely manner, and improved cash flow and forecasting reports. These efforts have increased financial visibility for the leadership team, increased time management (as a result of having a regular, scheduled time for AP pay run review and approvals) and enabled more effective leadership team financial review meetings, faster monthly closes.</li> <li>• KR 1 “Reduce manual operational processes by 50%” - PTSO/Coach Registration Automations: The api work in this project requires the participation of the PTSO software providers in conjunction with our ECampus provider, Momentum. We have experienced some setbacks in progress as we wait for PTSO software providers to complete work on their end to connect the api. This is causing frustration with PTSOs and has been flagged within the Sport Operations team for prioritization.</li> <li>• KR 1 “Reduce manual operational processes by 50%” - The High-Performance team has completed a full transition to using DocuSign for all 2023 Elite Athlete Agreements and Horse Owner Agreements for the NTP Jumping, Dressage, Para, Dressage and Eventing. This transition replaces the former pdf/email approach, reducing time spent</li> </ul>	


		<p>on sending and receiving/interpreting pdfs submitted. Development has been completed with Pavel (Programmer Analyst) on the online declaration portals for all Major Games and the addition of the North American Youth Championships. The High-Performance team has also expanded the use of EquiRatings analytics to aid in criteria analysis for eventing.</p> <ul style="list-style-type: none"> <li>• KR 1 “Reduce manual operational processes by 50%” - Marketing &amp; Communications team has begun implementing a new work management system to improve collaboration across teams and proactive understanding of organizational communications needs. This implementation will continue through the end of Q4.</li> <li>• KR 1 “Reduce manual operational processes by 50%” - Database mechanism for those Not In Good Standing has been updated and includes more functionality for staff and digital record keeping.</li> <li>• KR 1 “Reduce manual operational processes by 50%” - The Coach Status Program transitioned from the temporary Smartsheet system to an enhanced database created by Pavel, which reduces manual processes. Staff can now process applicants directly from the database and ECampus, which is saving the front line a lot of time.</li> <li>• KR 1 “Reduce manual operational processes by 50%” - Updates to the online intake form for FEI passport services are complete and ready for implementation. FEI passport services team are conducting a process audit to identify time per customer, cost per customer and solutions to address delays that are being experienced in this service area.</li> <li>• KR 3 “Complete 10-year revised industry study” - Equine team launched the national equine industry survey (open until Feb 12/23) with a target of 4,300 respondents from across Canada. The survey is one of the three KR’s within this objective, and the completion date of the KR is targeted for March 31/23. The industry study was identified and funded by Sport Canada’s Recovery Fund (over both the FY22 and FY23 funding years). The last industry study was completed in 2010. Some technical issues have been reported with the survey itself and are being investigated by the consultant. The survey, once complete, will be provided to the community for use by organizers, affiliates, PTSOs, grant applications, and others in understanding and</li> </ul>	
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		demonstrating the current state and scope of the Canadian equestrian industry.	
	<p><b>Objective #2(3 KRs):</b>          Support learning and development of equestrian leaders across disciplines, activities, and experiences</p>	<ul style="list-style-type: none"> <li>• KR 1 “2500 coaches licenced and certified by 2025” - Coach Education &amp; Coach Mentorship delivery courses in partnership with Horse Council BC (HCBC) in BC are confirmed.</li> <li>• KR 1 “2500 coaches licenced and certified by 2025” - The addition of the application for Professional Development Coaching for coaches involved in daily training environment (DTE) and coaching training environment (CTE) programs for Para-Dressage.</li> <li>• KR 1 “2500 coaches licenced and certified by 2025” - 2022 NCCP Competition Development: HP1 certification: EC has successfully certified 6 coaches so far in the 2022 cohort. One coach did not meet standard, and two more are preparing for their final submission requirements.</li> <li>• KR 1 “2500 coaches licenced and certified by 2025” - 2023 NCCP Competition Development: HP1 registration opens January 30/23 for coach candidates on the waitlist and will be communicated to general public on Feb 1/23. EC will be accepting 16 coach candidates this year.</li> <li>• KR 2 “Close the gap of coach developer workforce” - EC will be hosting an in-person Coach Developer Symposium for Coach Developers across the country in March. Supported by Master Coach Developer, Ruth Allum, and Coach Developer, Helen Richardson, the objective of the symposium is to cultivate a National Coach Developer workforce that is educated, aligned, and fully prepared to tackle the needs of equestrian coach candidates as the deadline for mandatory certification on the field of play by 2025 draws closer.</li> <li>• KR 3 “Recruit and train 50 NexGen U50 officials” - Officials Focus Groups will take place in February/March conducted by Mosaic Engagement (members of the National Officials Committee are involved in the planning process). The aim is to gain insights which will help modernize programming for officials to build and grow the number and quality of officials.</li> <li>• KR 4 “Keep staff retention at 85% and increase access to staff learning and development opportunities by 10%” - Leader</li> </ul>	






		<p>development – Christine Peters (Senior Manager, Dressage Olympic/Paralympic Program) and Clive Milkins (Technical Advisor, Para-Dressage) has been confirmed as extended in the Pursuit Education/Mentorship Program.</p> <ul style="list-style-type: none"> <li>• KR 4 “Keep staff retention at 85% and increase access to staff learning and development opportunities by 10%” - James Hood (Director, High Performance) continues in Target Sport Cohort for system development.</li> <li>• KR 4 “Keep staff retention at 85% and increase access to staff learning and development opportunities by 10%” - HUMI (human resource management software) is fully integrated, with all staff active and onboarded. The first quarter 1:1 quarterly HR meetings have taken place with all staff, with review discussion questions and measures workplace satisfaction logged in HUMI. Quarterly meetings will take place in April, July and October and are facilitated by Whitney Payne, EC’s HR Consultant and the individual’s manager. HUMI will replace the prior employee file process and will contain HR documents (contracts, job descriptions) and performance evaluation meeting discussions.</li> </ul>	
	<p><b>Objective # 3(4 KRs):</b> Provide developmentally appropriate training and competition for participants through the sport pathway</p>	<ul style="list-style-type: none"> <li>• KR 1 “EC-owned championships and rankings implemented for four disciplines” - Limited progress has been made since the last report. That said, the eventing committee is actively discussing timelines and project steps with EC staff (competitions staff and discipline staff) as they target 2024 implementation. Eventing piloted an Eastern Championship (without rankings, at Wesley Clover Park in Ottawa) in the fall of 2022 and is planning the event for 2023 with the attempt to add a Western Championship. Discussions with the endurance committee are commencing on the rankings and championship topic.</li> <li>• KR 2 “Increase number of annual organized events by 10% by 2025” - Limited progress has been made with scheduling organizer round tables since the last report. Prioritization of scheduling and completing these meetings during February and March is underway.</li> <li>• KR 3 “Launch developmentally appropriate training program from Fundamentals to Train to Compete” - The LTR/D curriculum re-write has been presented to PTSO. Ontario Equestrian (OE), and OE has prepared a proposal for completion of this project over the next 18-24</li> </ul>	

		<p>months. Funded by the 2022/23 Sport Canada Recovery Fund, the proposal has come in with a proposed program cost significantly higher than our available funding. Discussions with the PTSO are underway to determine viability.</p> <ul style="list-style-type: none"> <li>• KR 4 “Win the bid for North American Youth Championship 2026 on Canadian soil” - This KR will not be achieved, as there were no Canadian venues submitted this year in the application process for the next 3-year allocation.</li> </ul>	
	<p><b>Objective #4(4 KRs):</b> Optimize supports to human and equine high performance and NextGen athletes</p>	<ul style="list-style-type: none"> <li>• KR 2 “Win 1 medal at the Paris 2024 Games” and KR 3 “3 teams qualified for the Olympics and 1 team qualified for the Paralympics 2024”:</li> <li>• Daily training environment (DTE) and coaching training environment (CTE) focus for Para-Dressage and Dressage.</li> <li>• Young Horse Program is in development for Dressage.</li> <li>• DTE visits for eventing have taken place in Florida and Ontario.</li> <li>• Borrowed horse program discussions with RCMP to secure equine partners for Para Dressage and initiation of talks with Lord Strathcona Mounted Regiment for horse partnership for Para Dressage.</li> <li>• National Team Program (NTP) and Athlete Assistance Program (AAP) criteria have been completed in 3 of 4 Olympic and Paralympic disciplines.</li> <li>• Ian Millar has been secured as the contracted jumping Technical Advisor (TA) on a one year contract.</li> <li>• Internal Nominations Process (INP) for Paris process has been released with a delivery timeline for June 2022.</li> <li>• Canadian Olympic Committee (COC) and International Olympic Committee (IOC) grant was approved for eventing in the amount of \$20,000 for site visit for Paris 2024.</li> <li>• Robert Gielen &amp; More Bang for your Buck qualified and competing at FEI Endurance World Championships (Feb 2023).</li> <li>• Horse Maintenance Program notifications and processes have been sent to NTP owners (jumping, dressage, para-dressage, eventing). Work continues with driving and endurance for completion.</li> <li>• Budget gaps continue to be a roadblock for delivery of this Objective.</li> </ul>	

SERVING THE COMMUNITY	OBJECTIVES	QUARTERLY PROGRESS UPDATES	PLAN PROGRESS
<p><i>Enhancing service quality and inclusive participant experiences that increase customer satisfaction and the equestrian social license to operate</i></p> <p>11 Key Results (KRs) in this Pillar</p>	<p><b>Objective # 1(3 KRs):</b> Improve standards, innovate, and deliver excellent customer service to equestrians, donors, organizers, and partners</p>	<ul style="list-style-type: none"> <li>• KR 1 “System implemented to measure customer satisfaction” - A Customer Service Project meeting took place in January to assess solutions for offering an improved customer experience. Melanie Biron, EC Board Director, shared insight and brainstormed with the team regarding the implementation of a customer ticket management system. This system will provide increased tools for staff to manage external stakeholder phone calls and emails and monitor customer interactions and trends. In follow up, we have commenced work to map the current customer journey. An initial review has identified a large quantity of customer touchpoints (approximately 50+ emails and 35 phone numbers are accessible to the public on the EC website). Our current website is difficult to navigate and combined with the potential for a visitor to contact numerous (and possibly the incorrect) EC staff members to receive service, we have an inefficient system that likely contributes to our challenges in managing customer service. A customer service action plan is underway.</li> <li>• KR 1 “System implemented to measure customer satisfaction” - The Sport Operations team has obtained phone call statistics from Teams, which was previously unavailable. This information will be beneficial for the improvement of our phone system service and queue and for developing benchmarking to align with KR 1.</li> <li>• KR 2 “Complete website redesign” - The Communications team has reviewed the new website prototype prepared by our selected vendor (funded by the FY22 and FY23 Sport Canada Recovery Fund) and has developed the page workflow, designed to improve user experience and enable visitors to find the information they are seeking from the website faster and more effectively. Discussions have begun with the customer service project team to integrate a streamlined customer support process into the website, including the implementation of a customer request ticketing plan over the next 6 months.</li> <li>• KR 3 “Staff and volunteer satisfaction measured at 80%” - HUMI will produce a report following the staff quarterly 1:1 HR meetings to provide</li> </ul>	

		<p>overall staff satisfaction metrics. As KR 3 in this objective focuses on achieving a standard of 80% of staff feeling satisfied at work, understanding overall satisfaction levels as well as percentages of satisfaction by team will enable the leadership team to have a benchmark and develop strategies to address areas of dissatisfaction.</p> <ul style="list-style-type: none"> <li>• KR 3 “Staff and volunteer satisfaction measured at 80%” - EC sent a 2022 Debrief survey to all volunteers on operational committees (Feb 1/23). This survey was completed by staff in January 2022. Upon completion of the volunteer survey by the end of February, EC will analyze the feedback from both to determine similarities and gaps. EC has not previously had a formal process for seeking volunteer feedback. Upon review of the feedback, the next iteration (2023 debrief) will also incorporate a satisfaction score to identify our volunteers’ level of satisfaction in being involved on an EC committee. Further, EC is exploring the development of a communal virtual sharing space (ex. Trello) where operational committees can store committee meeting minutes and get access to organizational information.</li> <li>• The EC team has been conducting monthly meetings with the PTSO coaching leads on the following topics: Safe Sport and EDI, Coach Status, NCCP &amp; Online Education, ECampus enhancements, Learn to Ride and Drive, 2023 Coach Developer Symposium. The objectives of these meetings have been to develop relationships and trust, enhance communication, receive feedback and share EC insight and objectives. Attendance at these meetings was 100% from both EC and PTSOs stakeholders.</li> <li>• Team Coach Status and Team ECampus have been created to ensure staff are all on the same page about these initiatives and further to increase the efficiency of our work in offering the best quality service to our customers. Coach Status’s primary goal is to standardize our coach processes to give consistent service to our members. Team ECampus’ primary goal is to identify ongoing issues with ECampus and resolve them as soon as possible before it impacts our customers and frontline staff. This team will also look at making ECampus more user friendly. The two Teams will meet once a week for 30 min.</li> </ul>	
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	<p><b>Objective #2(4 KRs):</b>          Lead initiatives and implement processes that increase diversity, protect participants, and support inclusion</p>	<ul style="list-style-type: none"> <li>• KR 1 “100% compliance with safe sport and OSIC” - In January, EC received the countersigned Office of the Sport Integrity Commissioner (OSIC) agreement and has officially issued our notification press release about onboarding Abuse-Free sport.</li> <li>• KR 1 “100% compliance with safe sport and OSIC” - An OSIC onboarding education module for EC sport license holders was developed by internal staff and has garnered interest from the Coaching Association of Canada (CAS) to possibly purchase the course for wider use.</li> <li>• KR 1 “100% compliance with safe sport and OSIC - Technological improvements between the EC database and ECampus have enabled sport licence renewals that have paid but not completed the mandatory safe sport training as required in the EC rules to automatically be posted on the Administrative Not in Good Standing section of the Safe Sport tab on the EC website. Though this has gained attention from the media (Horse Sport) and several SLHs have contacted EC to resolve this issue, it is resulting in prompt compliance.</li> <li>• KR 3 “Increase access to equestrian activities in Canada for a diverse population of participants” - EC has confirmed the grant totals for PTSOs for sport development in 2023: National Education Fund \$50,000 and National Sport Development Fund \$41,923 *for the PTSOs who opted into the fund*. The new PTISO fee formula and annual calendar consists of a February-May timeline to prepare the grant applications and award grants to PTSOs. Funds disbursed to PTSOs will enable a larger and more diverse group of participants to enter, enjoy and expand their involvement in grassroots equestrian activities.</li> <li>• KR 4 “Increase number of people with impairments that are able to participate in sport” - High-Performance team has developed a partnership with Ontario Games for the Disabled for a demonstration Para-Dressage event.</li> <li>• KR 4 “Increase number of people with impairments that are able to participate in sport” - High-Performance has delivered several clinics and visits with Therapeutic Riding Centres in order to increase access to sport programs.</li> </ul>	
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	<p><b>Objective # 3(1 KR):</b>        Safeguard, educate, and advocate for active equine health and welfare in sport and industry</p>	<ul style="list-style-type: none"> <li>• KR 1 “Address 5 horse health and welfare concerns jeopardizing social license by 2025” - The Equine Health &amp; Welfare committee met to discuss next steps following the disapproval of the Noseband rule change proposal. Discussions centered on actions to undertake over the coming months to prepare for the next rule change cycle. Further, the communications team will be publishing the noseband white paper (scheduled to take place between Feb 1-15/23).</li> <li>• The Equine Care program pilot is now complete. The final step for the Equine team is to complete the pilot report and submit documentation to Agriculture Agrifoods Canada regarding the final claim submission.</li> <li>• The Canadian Equine Identification Program (CEIP) final submission to mark the completion of Activity 1 (the Discovery) is nearing completion. The Equine team has been working to finalize the report needed by AAFC as the first submission was returned as incomplete/insufficient. The amended report was submitted in draft on February 1 to AAFC for their review. Pending acceptance of the final report, Activity 1 will be deemed completed, and the final funding will be released. Further, the report will be shared with stakeholders. At this time, Activity 2 has not progressed in any form.</li> <li>• EC has confirmed the grant totals for PTSOs for the National Emergency Response Fund \$45,166.50 *does not deplete annually*. Funds disbursed to PTSOs will enable support of disaster relief (biosecurity and environmental threats).</li> </ul>	
	<p><b>Objective #4(3 KRs):</b>        Recognize, promote, and celebrate individuals and organizations throughout the Canadian equestrian community</p>	<ul style="list-style-type: none"> <li>• KR 1 “Robust awards and recognition strategy for internal and external awards with 1 external significant award per year by 2025” - The National Awards process was updated and improved for 2022, with the new nominations' portal launched in January 2023 to support the national awards announcement at the beginning of March 2023. The new format has resulted in a 100% increase in nominations when compared to previous years.</li> <li>• Royal winter fair participation was assessed by the Communications team as a success for promotion and celebration of EC activities and the national rankings.</li> <li>• EC Insider was produced and published during the months of November and December and will resume in February and March for Q4</li> <li>• 38 E-News blasts have been produced and communicated to the EC email list since Nov 1/22.</li> </ul>	

## METRICS AND PERFORMANCE UPDATES:

### Sport Licenses (YTD comparison 2023 and 2022)

Sport Licenses and horse recordings are up from last year, about 25%.

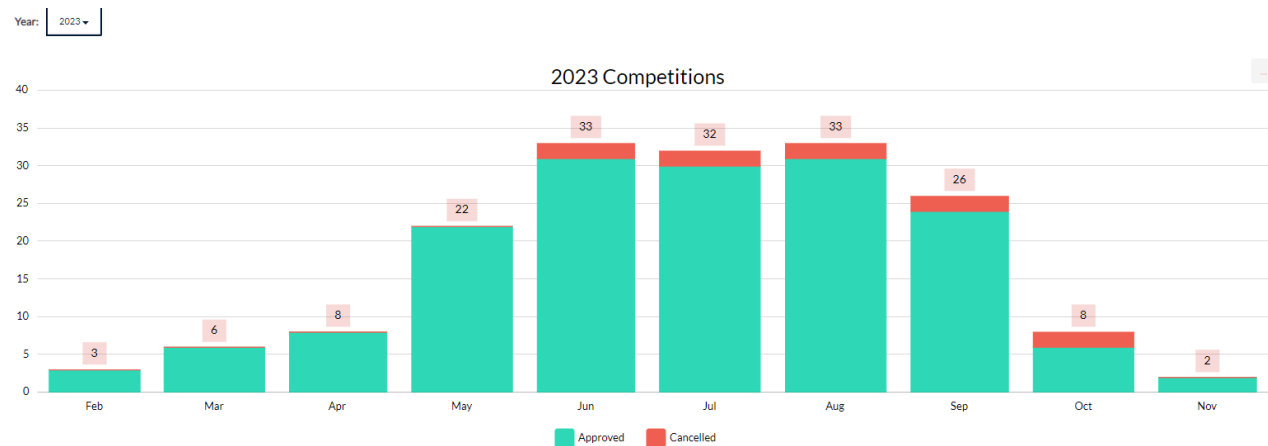
The following shows actuals as of January 27, 2023:



During the same period, until January 27, 2022:

- 3651 sport licences renewed.
- 2847 active horses.

## COMPETITIONS



### **National Rankings**

National Rankings have been expanded for 2023 to include all recognized Hunter/Jumper divisions within the EC Rule book. Improvements have been made to more meaningfully use EC database data in the formulation of the rankings. Discussions with both Dressage and Eventing departments have taken place to plan incorporation into the National Rankings in coming seasons.

### **Safe Sport & Complaints Summary**

- Work is ongoing to determine the appropriate level of visibility on complaints reporting to the EC Board of Directors.
- Meg Krueger and Rachel Huebert (Director, Sport Operations) met with the independent complaints manager, Brian Ward, on February 2/23 to discuss improved reporting requirements needed.
- Further work and troubleshooting that EC must complete by April 1/23 in conjunction with EC having signed on to OSIC and Abuse-Free Sport:
  - US/EC recognition for suspensions in the other country
  - How the requirement of signing onto OSIC as an EC employee will connect with the Employment Standards Act (ESA) in the case of an issue of maltreatment in the workplace
  - Timely logistics of database management for National Team Program athletes and support personnel

### **Coach Status**

*As of January 27/23 Coach Status statistics:*

- Applications received: 1972
- Issued Status: 1309
- Pending Applications: 210
- Declined: 440
- Expired: 13
- Renewals Issued: 670
- New Applications Issued: 1302





**MANAGEMENT REPORT**  
**WINTER 2022-23**  
**BOARD MEETINGS 10.02.23 – 12.02.23**

**OUR VALUES:**  
**RESPONSIBILITY**  
**COMMUNITY**  
**QUALITY**  
**PROUD**

Province	Type	Issued Date												2023
		January	February	March	April	May	June	July	August	September	October	November	December	
Alberta	Licensed ..	7	13	13	10	9	10	11	11	8	6	5	18	28
	Register..	1	6	13	9	11	12	9	11	7	2	4	8	9
British Columbia	Licensed ..	11	22	34	15	14	9	8	9	16	10	14	29	34
	Register..	3	5	8	6	11	12	7	7	12	6	4	4	10
Manitoba	Licensed ..	2	4	5	4	2	5	1		1	1		4	3
	Register..	2	1	3			1	3	1	1			2	2
New Brunswick	Licensed ..	1	3	2	1	4	7		1	1			5	4
Newfoundland	Licensed ..	1		2	1	3		1			1		1	1
	Register..						3						1	
Nova Scotia	Licensed ..		3	2		1	1	2	4		1	2	2	5
	Register..	1	1	1	1	1	3	1	5		2	1	1	2
Ontario	Licensed ..	10	26	31	19	25	28	26	14	15	13	14	31	43
	Register..	8	11	15	22	31	23	25	12	17	24	9	19	18
Prince Edward I.	Licensed ..			1	2	1	1	1		1	1			1
	Register..				1		1	1	1	1	2	1		
Quebec	Licensed ..	3	4	5	4	8	5	6	4	5	7	3	15	6
	Register..	2	3	5	7	9	8	9	9	3	16	11	11	8
Saskatchewan	Licensed ..		1	3	3	3	3	5	1	2	3	1	3	2
	Register..			1	2	2	3	3	3	1		2	3	3
Yukon Territory	Licensed ..												1	1
	Register..													3

EC Coach Status Distribution 2023



## ONLINE EDUCATION

### Management Report December 2022/January 2023 - eLearning modules

Course	Enrollement	Completion	Completion %	Revenue
Equestrian Canada: Concussion Awareness	2510	322	13%	\$ -
Fostering Healthy Equestrian Environments	2508	261	10%	\$ -
Equine Code of Practice 2021	106	45	42%	\$ -
Canada Équestre : Sensibilisation aux commotions cérébrales	33	19	58%	\$ -
Favoriser des environnements équestres sécuritaires	33	17	52%	\$ -
EC Lunging Foundations	6	1	17%	\$ 149.70
Conditioning the Sport Horse	1	0	0%	\$ 24.95
Introduction to Long-Term Development in Sport and Physical Activity	1	0	0%	\$ 24.95
Code de pratiques pour le soin et la manipulation des équidés	20	7	35%	\$ -
Equestrian Canada Non-Disclosure Agreement	6	3	50%	\$ -
Equestrian Canada Online Screening Disclosure	8	5	63%	\$ -
Formation d'introduction à la longe CE	1	0	0%	\$ 24.95
Sensibilisation à la sécurité incendie	1	0	0%	\$ 24.95
<b>Total</b>	<b>5234</b>	<b>680</b>	<b>26%</b>	<b>\$ 249.50</b>