Equestrian Canada Winter 2024 Management Report

Executive Summary

With the Paris 2024 Olympics (175 days) and Paralympics (208 days) rapidly approaching, the attention of our high-performance sport leaders is focused on completing logistical preparations and achieving fundraising targets to enable our four full teams of athletes, equines and support personnel to attend and achieve top performance representing Canada.

Our domestic sport operations and development teams are preparing for the 2024 domestic show season. This year is the 4th year of our 5-year coach status road map, with the requirement in 2024 for all coaches at EC competitions to be licensed and certified at all levels of EC competition. This year is creating significant resource strains on EC and our Provincial & Territorial Sport Organizations (PTSO), as we support coaches pursuing NCCP certification, and the administrative process for new coaches as they embark on the coach status pathway. Though we are proud to have maintained 24-hour response metrics to coach and sport license holder inquiries over the past 8 months, our teams now begin to slow under the pressures of Learning Management System (LMS) limitations and the increased volume of inquiries. We continue to work closely with the PTSOs to support our coaching community. PTSOs have access to $50,000 annually via the EC National Education Fund to help support this initiative.

Our staff and volunteer committees are working diligently to support our community, despite budgetary pressures due to inflation and reduced federal funding.

Department quarterly priorities:

Q4: High-Performance
1. Major Games logistics
2 Contractors agreements
3 Team strategy
4 Flow Project - Dr Brent
5 Fundraising

Q4: Finance
1. Year End completed
2. Budget approval
3. Audit started
4. Updated credit card & travel policy

Q4: Sport Operations & Development
1. Annual planning for projects & delivery
2. PTSO Partners Meeting annual agendas
3. OSIC renewal and new Independent Third-Party (ITP) agreement finalized
4. Momentum (LMS) – explore model to bring coach database into MyEC
5. Competition organizer round table (bronze) completed, spring gold/plat planned

Q4: Corporate Ops
1. Nominating Committee docs and process approval
2. Category Voting Members confirmed
3. Enterprise Risk Management (ERM) approved and implemented

Q4: MarComm
1. Website launch
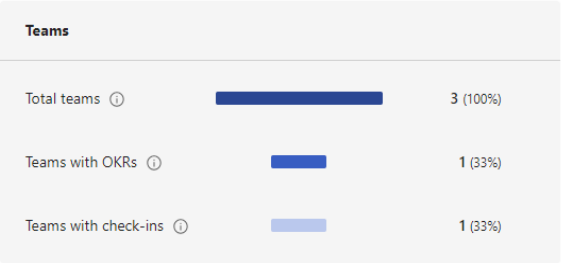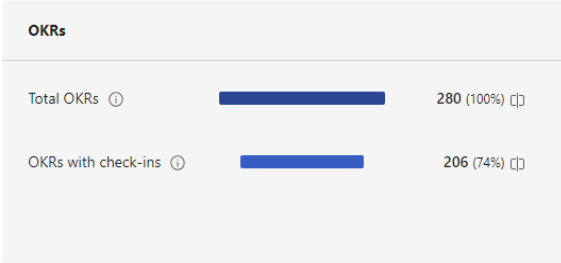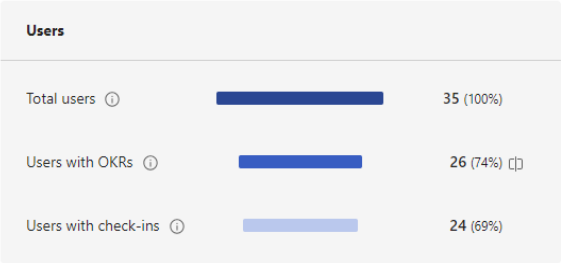2. Annual Comms Calendar
3. Team strategy

Q4: Organizational priorities:
1. Tech & Process Mapping Audit - Begin implementation
2. Finalize calendar year planning
3. Hire Business Development Officer
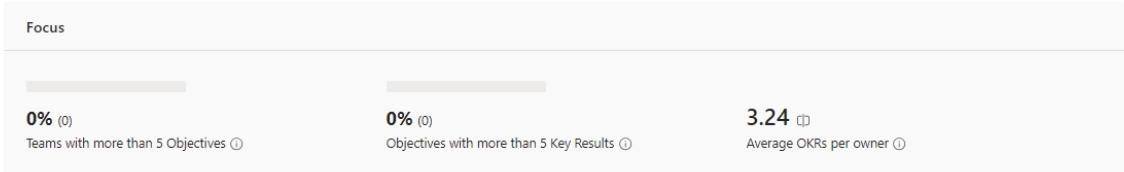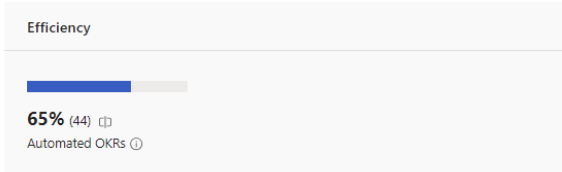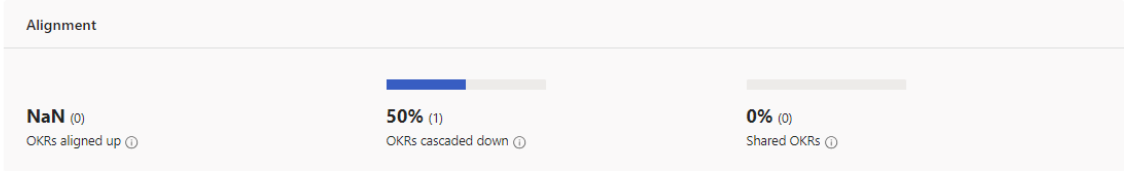
Strategy 2025 – Staff Adoption Metrics

Adoption
How well has your team adopted the OKR program. Learn more

Users			OKRs			Teams		
Total users ⓘ		35 (100%)	Total OKRs ⓘ		280 (100%)	Total teams ⓘ		3 (100%)
Users with OKRs ⓘ		26 (74%)	OKRs with check-ins ⓘ		206 (74%)	Teams with OKRs ⓘ		1 (33%)
Users with check-ins ⓘ		24 (69%)				Teams with check-ins ⓘ		1 (33%)

OKR practice
How well OKRs are setup in your team. Learn more

Transparency

100% (68)
Public OKRs ⓘ

Alignment

NaN (0)
OKRs aligned up ⓘ

50% (1)
OKRs cascaded down ⓘ

0% (0)
Shared OKRs ⓘ

Efficiency

65% (44)
Automated OKRs ⓘ

Focus

0% (0)
Teams with more than 5 Objectives ⓘ

0% (0)
Objectives with more than 5 Key Results ⓘ

3.24
Average OKRs per owner ⓘ
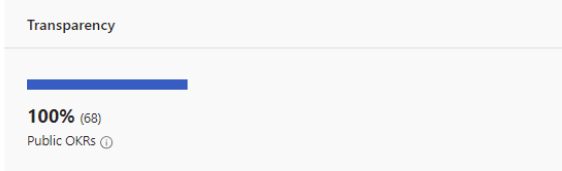
OKRs exported from Viva Goals as on 2/2/2024.

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

Strategy 2025 – OKR Engagement

OKRs exported from Viva Goals as on 2/2/2024.

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

Operations Updates

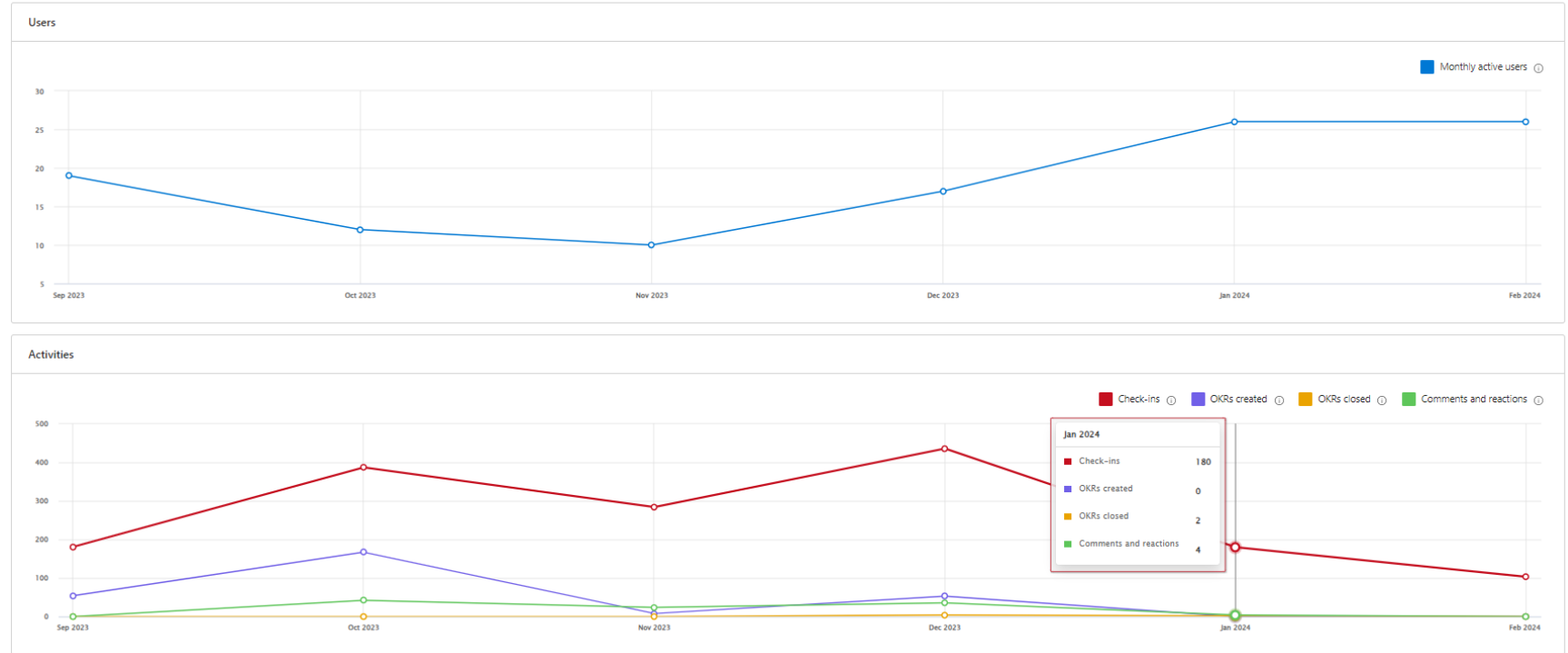Independent Third Party (ITP) Complaints Management – Change
This is an update on the process to engage a new ITP for EC, as Brian Ward is slowly winding down his business. The Request for Proposals was posted in November with proposal submissions due in December. The review of submissions concluded on January 19 with a new vendor selected to deliver ITP Complaints Management. The successful vendor is [Sport Dispute Management (SDM)](), led by Jahmiah Ferdinand-Hodkin. Brian Ward and WW Dispute Management will continue to handle the cases they have accepted and will gradually transition out over the coming months as those cases are concluded. SDM will receive and manage any new complaints coming in staring January 29.

Alignment of Para and Dressage committees
(June 2023) Following the request to align the Para Dressage and Dressage committees for improved effectiveness, we consulted with Janis Riven, Governance consultant. Janis recommended the committees formally approve the change, and follow a Co-Chair format, with the Co-Chairs each representing the different discipline. She further recommended that it should be a true co-chairing role, where the chairs take turns each meeting to run the meeting. This would ensure there is equitable representation from each discipline's voice and perspective. (January 2024) The committees formally approved to align the Para and Dressage committees effective April 1, 2025. The two full committee compositions will remain for the pilot alignment year, with the understanding that the amalgamated committee in 2025 need to align with the operational manual. MOVED by Robyn Allen THAT the Para Dressage Committee align with the Dressage Committee to improve collaboration, efficiency and pathway builds for both disciplines. The first year of alignment will be a pilot year with the understanding that the two Committees will officially amalgamate for the start of the 2025 fiscal year (April 1st, 2025). SECONDED by Joanne Bouwhuis. MOVED by Paul Teeple THAT the Dressage Committee align with the Para Dressage Committee to improve collaboration, efficiency and pathway builds for both disciplines. The first year of alignment will be a pilot year with the understanding that the two Committees will officially amalgamate for the start of the 2025 fiscal year (April 1st, 2025).

Achievement of note since the last management report include:
- Team Gold, Individual Bronze for Canada in eventing (Pan Am Games) and qualification for Paris Olympics 2024
- Team Silver for Canada in show jumping (Pan Am Games) and qualification for Paris Olympics 2024
- Team Bronze for Canada in dressage (Pan Am Games) and qualification for Paris Olympics 2024
- Completion of the Protiviti technology & process mapping audit in December 2023

Coach Status Metrics

Active Coaches

Registered: 33.5%
Licensed: 66.5%
Other: 34.6%
NCCP:

Active Coaches By Province
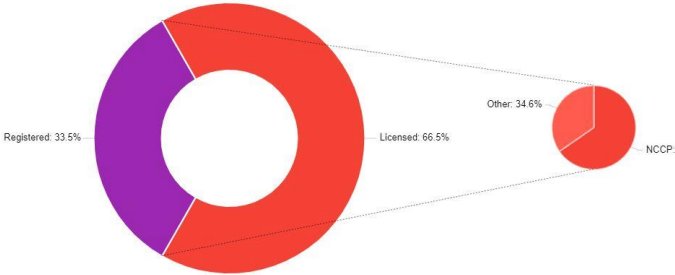
Coach Status	NCCP	Other	Total
Licensed	740	392	1132
Registered	0	0	569
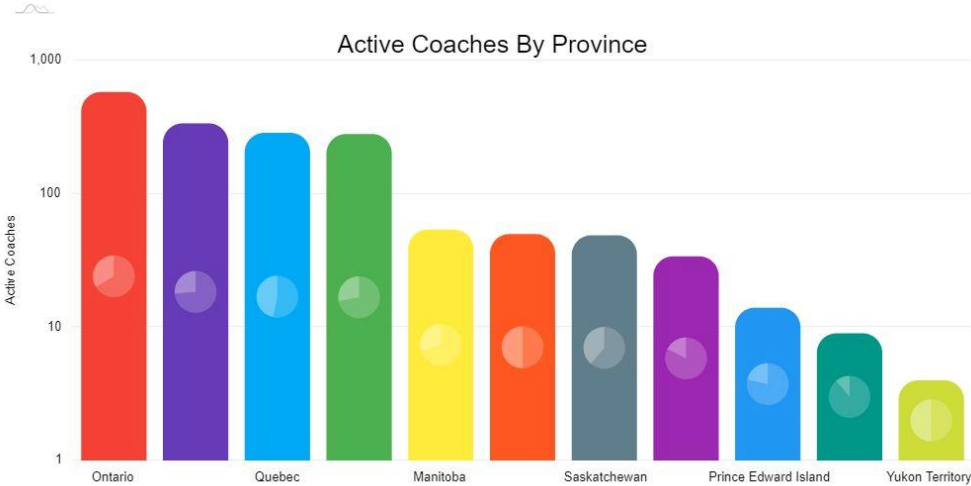
Province	Licensed	Registered	Total
Ontario	386	195	581
British Columbia	249	89	338
Quebec	153	134	287
Alberta	202	79	281
Manitoba	38	16	54
Nova Scotia	25	25	50
Saskatchewan	30	19	49
New Brunswick	28	6	34
Prince Edward Island	11	3	14
Newfoundland	8	1	9
Yukon Territory	2	2	4

OKRs exported from Viva Goals as on 2/2/2024.

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

OKR Quarterly Report - Introduction

Equestrian Canada leadership have operationalized the Strategic Plan to 74% of staff. An all-staff education session took place in December 2023, and departmental meetings took place December-January as we completed the OKR reporting transfer from SmartSheet to Viva Goals (VG). VG offers increased transparency, decentralized customization, improved reporting and integration into other apps EC used within the Microsoft suite of products. We will continue to work with teams to integrate the VG app use as part of a regular weekly update check in commitment.

Viva Goals produces the summary report in the following pages based on the projects, initiatives, key results we have created, and the progress updates staff make in the tool. The report and status colour markers are generated by the app's algorithm.

Of the high-level Strategy 2025 Objectives (12 total), as of Feb 2/24:

- On track: 6 (1-1, 1-2, 2-2, 2-4, 3-2, 3-3)
- Behind: 6 (1-3, 1-4, 2-1, 2-3, 3-1, 3-4)
- At risk: 0

Reasons for progress status (on track, behind or at risk) are noted in the check-in cells for each objective on the following pages.

Primary influences on status progress:

1. **Timing** (timing of the current update when compared to the project end date, which may signal that more attention must be placed on the objective in order to achieve the expected result by the expected date) and,
2. **Resources** (staff or budget allocations may be allocated in other areas, which may signal that the objective is behind or at risk because we are unable to allocate sufficient resources at this time).

Both influences noted above enable us to continually reassess why objectives progress or stall, and develop process improvement, budget reallocation, or objective re-prioritization solutions in real-time.

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	13%	13%	100%	**On Track**	2024 is an analysis year. Sport pathway development to be postponed until completion of Learn to Ride & Drive (LTRD) curriculum, resources and tools (2025-2027), so that the competition pathway work aligns with the learning pathway.
Objective 1-1-2: Review and refine Olympic and Paralympic Gold Medal Profiles (GMP) and Metrics	23% (-27%)	50%	100%	**Behind**	HP team met and revised the initiatives in Viva Goals, doing so recalibrated the project and reduced VG progress when compared to prior structure.

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	20% (+20%)	0%	100%	**On Track**	Initial reviews of current products has begun. Plans continue to further engage for further planning Q1 2024-25. Anecdotal surveys were conducted with sales for current products. Initial discussions and planning to start the data analysis.
Objective 1-2-2: Launch improved and modernized products	0%	0%	100%	**Not Started**	This will not be started until 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 $1.2M revenue annually	4% (+3%)	1%	100%	**Behind**	Business Development Officer position is posted, and recruitment will take place Jan 31-Mar 15, with scheduled start date April 1, 2024. Sales targets have been developed in alignment with the FY25 and 3-year rolling budget.
Objective 1-3-2: $500k in general donations is generated annually	24% (+10%)	14%	100%	**Behind**	Back-end of Canada Helps financial processing set up as of Feb 1. Funds and remainder of marketing pieces to be complete by launch of new website.

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	53%	53%	100%	**On Track**	The Culture of Inclusion through Participation Working Group has commenced mapping of stakeholder voices and has planned for a participant survey to be deployed.
Objective 1-4-2: The Board of Directors implements a risk management practice	32%	32%	100%	**On Track**	The Enterprise Risk Management (ERM) Working Group has developed and submitted an ERM framework for FAC (Jan 31) and Board (Feb 12) approval. Following approval, the new framework will be implemented quarterly.

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	29%	29%	100%	**Behind**	The Protiviti Process Mapping & Technology Audit was completed in December 2023, and presented to the leadership team in January 2024. We are exploring next steps for recommendation implementation, budget dependent this quarter.
Objective 2-1-2: Gain Post-Covid Insights into the Canadian Equine and Equestrian Sector	100%	100%	100%	**Closed**	This Objective was completed on September 30, 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	25%	25%	100%	**On Track**	We are exploring migrating the Coaching Database from ECampus to MyEC. Ongoing meetings with PTSO EDs and coaching leads discuss action planning to collectively achieve this objective.
Objective 2-2-2: Develop and Strengthen the Coach Developer Workforce	57% (+16%)	41%	100%	**On Track**	1 in-person and 3 webinars hosted. Strong participation (approximately 50/event).
Objective 2-2-3: Recruit and Train U50 Officials	18%	18%	100%	**Behind**	Resources are centered on front line service, where staff struggle to maintain turn around metrics due to volume. Protiviti audit has mapped the officials license administration and identifies recommendations for change to assist with this.

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	28%	28%	100%	**Behind**	The 2023 debrief was sent and completed by staff and operational committee volunteers. Report is being finalized and will be shared with participants this quarter.
Objective 2-2-5: Certify 10 NCCP Competition Development coaches annually	58% (+27%)	31%	100%	**On Track**	Registration for HP1 2024 cohort opened Feb 1, interest is strong. HP1 2023 cohort has successfully closed with 15 successful coach candidates.

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)	49% (+6%)	43%	100%	**On Track**	We are working with OE to complete the curriculum revamp and finalize the manuals and program assets by March 31. Further, we are working on updating the LTED and relaunching Rookie Riders nationally utilizing the resources from the Canada Sport for All (CSAI) grant.
Objective 2-3-2: Implement EC-owned national championships with rankings for 4 disciplines	41%	41%	100%	**On Track**	Dressage and Eventing are piloting in 2024. By end of 2024 we will have 3 disciplines with National Rankings.

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)	1%	1%	100%	**At Risk**	No status updates.
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	0%	0%	100%	**At Risk**	No status updates.

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	24% (+3%)	21%	100%	**Behind**	No status updates.
Objective 2-4-2: 3 teams qualified for the Olympics and 1 team qualified for the Paralympics 2024	100%	100%	100%	**Closed**	100% complete. All four disciplines qualified.

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	19% (+5%)	14%	100%	**On Track**	Athlete and equine logistics support is progressing positively, townhall occurred with eventing in January.
Objective 2-4-4: Attain $1M Annual Fundraising in each Olympic discipline ($3M/a combined) for High-Performance teams	8% (+3%)	5%	100%	**On Track**	Olympic disciplines fundraising target for Paris 2024 has been defined at $328,000. Fundraising initiatives have begun.

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	35% (+15%)	20%	100%	**On Track**	Tool has been created and launched as a pilot. Annual system development has not started yet due to prioritizing fixing issues in Ecampus (LMS).
Objective 3-1-2: Improve customer website experience and access to information	75% (+50%)	25%	100%	**Behind**	We are tracking to launch the refreshed website in Feb 2024.
Objective 3-1-2: Improve customer website experience and access to information	9% (+8%)	1%	100%	**Behind**	A survey was conducted about SLH satisfaction. Satisfaction with online services through EC? Result: 4.06 out of 5. Satisfaction with EC staff interactions? Result: 4.14 out of 5. We are analyzing results and will communicate once done.

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	43%	43%	100%	**On Track**	2023 FHEE = 92% compliance. Approximately 8% of SLH did not comply with 2023 requirements to complete FHEE/CA. To correct this, we have adjusted the renewal system for 2024 which will require completion of courses prior to license purchase/renewal. 2023 OSIC = 100% compliance.
Objective 3-2-2: Achieve growth in equity deserving and physical impairment diversity of staff/volunteer (governance)	30%	30%	100%	**On Track**	In November, we applied for a 2-year Sport Canada grant to address diversity. Our goal is to achieve sustainable and equitable representation in 3 levels of leadership (Board of Directors, Senior Leaders, Managers) in alignment with the 50-30 Challenge with the support of this grant in two phases.

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	35% (+15%)	20%	100%	**On Track**	In the process of hiring a SME to revise Playbuilder to have a greater inclusivity of Para-Equestrians and Social Emotional Learning in curriculum. Initial meeting with PHE Canada completed. Begun developing the asynchronous learning for Teachers and Community Centers.
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	0%	0%	100%	**Not Started**	Not started.

Open Viva Goals

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	18% (+18%)	0%	100%	**On Track**	Initial brainstorming and planning on integrating training in standard operating procedures for the marcomms department has been done. The Website project has allowed us to review an important amount of public-facing content. Annual document updates from various departments have allowed us to review a portion of existing content as well. However, there remains content to be audited which will take place by Dec 2024.

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 licence	30% (+17%)	13%	100%	**On Track**	We have project planned a course focusing on social license related to horse health and welfare, pending budget to commence. The Equine Care program content and course materials are complete, we are waiting for finalized branded documents to be completed.
Objective 3-3-2: Develop and launch CEIP by March 31, 2025	13% (+13%)	0%	100%	**On Track**	We have completed the Livestock sector TRACE program assessment and are in the pre-dev phase (technology vendor exploration). We are awaiting AAFC funding confirmation to present the program options to the board for approval at the Mar board meeting.

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% (+2%)	4%	100%	**Behind**	Engaging the awards committee to work on strategy development Q4 FY 23-24 and Q1 FY 24-25.
Objective 3-4-2: Deliver equitable representation of all disciplines in marketing and communications annually	17% (+12%)	5%	100%	**Behind**	This is an ongoing practice where coverage is reviewed by discipline, gender, level and subject. Continuing to build the plan for equitable representation.
Objective 3-4-3: Increase social media following by 10% by Dec 31, 2025	29% (+29%)	0%	100%	**Behind**	We have completed a review of perimeters of engagement and have postponed launching the plan until FY25.