




FALL 2023

**MANAGEMENT PROGRESS
REPORT: STRATEGY 2025**





*Fostering a love of horses and
sport, for life.*

FALL MANAGEMENT PROGRESS REPORT

Message From Meg



This fall we present to you the updates in this continued report format from the summer progress report. Over the upcoming quarters we will introduce objective & key result (OKR) completion trackers in a modified formate. These indicators will be produced by a digital tool (VIVA/HUMI) that will track the Strategy 2025 operationalization.

Our focus with this report is to outline end of plan targets for each OKR and provide relevant quarterly progress updates.

**WE ARE PLEASED TO SHARE
THIS QUARTER'S MANAGEMENT
REPORT THAT OUTLINES OUR
PROGRESS TOWARDS
STRATEGY 2025.**



OPERATIONALIZING STRATEGY 2025

We have continued making progress in the operationalization of Strategy 2025's Objectives and Key Results (OKRs).

We have begun the process of progress tracking with Microsoft VIVA. The VIVA reporting options will enable automated reporting to monitor progress (quantified by percentage complete out of 100) for each staff person, team, and objective, thus enabling management to speak to the variances.

This updated management report format will be ready for presentation to the Board at the beginning of 2024. In the interim, we have prepared this Fall report in the format of the Summer management report previously used.

STRATEGY 2022-25: BUILDING FOR A BETTER FUTURE



01. BUILDING A STRONG FOUNDATION

Creating a more modern and responsive equestrian sport system that drives growth.



02. INVESTING IN THE FUTURE

Streamlining programs and services that develop leaders, participants, athletes, horses, and the teams that support them.



03. SERVING THE COMMUNITY

Enhancing service quality and inclusive participant experiences that increase customer satisfaction and the equestrian social license to operate.

MEASURING OKR PROGRESS TO FALL 2023: BUILDING A STRONG FOUNDATION

OBJECTIVES:

1. **Modernize and redesign membership, competition, and licensing structures focused on increased value**
2. **Develop relevant and beneficial products and services for Canadian equestrians**
3. **Grow revenue by 30% (\$2M)**
4. **Simplify governance structure and implement risk management practices**



Creating a more modern and responsive equestrian sport system that drives growth.

MEASURING **OKR** PROGRESS TO FALL 2023: BUILDING A STRONG FOUNDATION

OBJECTIVE

1

Modernize and redesign membership, competition, and licensing structures focused on increased value

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
Implement a developmentally appropriate equestrian sport pathway with simplified competition and licensing structures by Dec 31, 2025	<ul style="list-style-type: none">• Research, Gather Documents• Secure Human resource• Map existing membership, competition and licencing structures• Domestic analysis conducted through task force/focus groups• Incorporate discipline specific programs and goals into revised sport pathway• Implement change mgmt plan	<ul style="list-style-type: none">• Temporary Sport License removal in order to enhance compliance with Safe Sport mandates. FEI horse documents will be automated within MyEC for 2024.• SME contractor pending budget FY25/26 approval.
Review and refine Jumping and Para-dressage GMP and Metrics by Dec 31, 2023, Eventing and Dressage by Dec 31, 2024 and annually by Dec 31 thereafter	<ul style="list-style-type: none">• Phase 1 - Review Skill Requirements• Phase 2 - Align requirements to 5 quadrant areas• Phase 3 - Refine evaluation scale• Phase 4 - Test framework	<ul style="list-style-type: none">• GMP Jumping not moved in this quarter• GMP Jumping existing integrated in to HP1 Course delivery• GMP Draft circulated to HPAG & experts for review• Winning style of play updated• Addition of metrics to HP1 and traffic light system• Use of traffic light system at competitions with coaching cohort

VARIANCES

Key Results are presently on target. Future considerations will be financial and organizational capacity to complete by 2025 (or extend to 2030)

MEASURING **OKR** PROGRESS TO FALL 2023: BUILDING A STRONG FOUNDATION

OBJECTIVE

2

Develop relevant and beneficial products and services for Canadian equestrians

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
Research experienced value of existing EC products, develop recommendations and test prototypes by Oct 1, 2024	<ul style="list-style-type: none">Analyze existing satisfaction levels of EC productsResearch, prototyping and focus groups completed for existing and new products	<ul style="list-style-type: none">Focus Groups and surveys will be planned in December to be conducted in Q3Research and prototyping to be prioritized for Q4/Q1 2024-25
Launch improved and modernized products by Jul 31, 2025	<ul style="list-style-type: none">Launch 2 new market responsive non-competition productsRelaunch existing EC products	<ul style="list-style-type: none">Objective is not targeted to be prioritized until 2025

VARIANCES

None at this time. Objective is not targeted to be prioritized until 2024



MEASURING **OKR** PROGRESS TO FALL 2023: BUILDING A STRONG FOUNDATION

OBJECTIVE

3

Grow revenue by 30% (\$2M)

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
Sales Lead brought on by Dec 1, 2023 to lead corporate/grant portfolio that achieves \$1.2M/a by Dec 31, 2030	<ul style="list-style-type: none">Secure human and/or expert resourcesAchieve annual corporate sponsorship targetsAchieve annual grant targets	<ul style="list-style-type: none">Internal FY24 budget review for this position took place, and funds were identified to engage an expert in August/23. However, during the September 6-month forecast work, we identified forecast gaps in FY24, resulting in a temporary pause in moving this position forward. The role will be revisited by Nov 15/23.
Generate \$500k/a in general donations by Dec 31, 2030	<ul style="list-style-type: none">Audit giving environmentLaunch annual giving campaignAchieve annual giving targets	<ul style="list-style-type: none">Review, define and communicate internally roles and responsibilities for general donations by Dec 31, 2023Design first EC giving campaign December 2023 for launch Q3Conversations with COF have gone well for HNW targets for joint donations

VARIANCES

Fundraising report indicates our targets are aggressive and may not be achievable in the short-term.



MEASURING **OKR** PROGRESS TO FALL 2023: BUILDING A STRONG FOUNDATION

OBJECTIVE

4

Simplify governance structure and implement risk management practices

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
Implement New Governance Structure (COC Funded governance review) by Oct 1, 2024	<ul style="list-style-type: none">• Engagement Sessions completed successfully• Simplified by-laws approved by the membership• Engagement sessions completed successfully (phase 2)• Culture of inclusion through participation by-laws approved by the membership (phase 2)	<ul style="list-style-type: none">• KR is complete - no report update needed• By-laws were approved by the membership at the Sept 19/23 AGM• KR is complete• Consultant has been engaged for phase 2. Consultant/CEO identify all information needed to undertake review, and identify key board members and key stakeholders needed to initiate each key deliverable by Oct 30/23

VARIANCES

Objective is on track.



MEASURING OKR PROGRESS TO FALL 2023: INVESTING IN THE FUTURE

OBJECTIVES:

1. Automate operational processes and invest in industry and sport intelligence
2. Support learning and development of equestrian leaders across disciplines, activities, and experiences
3. Provide developmentally appropriate training and competition for participants through the sport pathway
4. Optimize supports to human and equine high performance and NextGen athletes



Streamlining programs and services that develop leaders, participants, athletes, horses, and the teams that support them.

MEASURING OKR PROGRESS TO FALL 2023: INVESTING IN THE FUTURE

OBJECTIVE

1

Automate operational processes and invest in industry and sport intelligence

KEY RESULTS

TARGETS

FALL PROGRESS UPDATES

Reduce manual operational processes by 50% by Dec 1, 2024

- Develop the scope of work and select a qualified contractor to lead the technology audit by August 1, 2023
- Conduct a technology audit producing recommendations for implementation by January 1, 2024
- Technology audit implementation & reporting phase complete by December 31, 2024

- KR is complete
- Protiviti held kick off meeting in September/23. EC assigned a project team lead to the audit: Rachel Huebert. The project will take 8-10 weeks and will commence on October 16/23.
- Future activity

Complete the Economic and Socio Economic equine industry study to provide post-Covid insights into the state and health of the Canadian equine and equestrian sector by Aug 31, 2023

- Research, drafting and completion of study by March 31, 2023
- Study is published and communicated externally by August 31, 2023

- The Economic and Socio Economic equine industry study was released to the public September 15, 2023 in both official languages.

VARIANCES

Objective is on track.



MEASURING OKR PROGRESS TO FALL 2023: INVESTING IN THE FUTURE

OBJECTIVE

2

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

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
Licence 2500 coaches by Dec 31, 2025	<ul style="list-style-type: none">• Meet annual licenced coach targets• Improve process transparency and user experience for applicant coaches• Conduct a mid-point program evaluation with recommendations to implement for the 2024-2025 years• Increase access to funding for PTSOs to support NCCP program delivery	<ul style="list-style-type: none">• As of Nov 1 - 1169 Licensed Coaches, plus 592 Registered Coaches• V2 internal dashboard was created with NCCP visibility on real time data. Additionally an in person meeting was held with Momentum IT Group in Oct 2023 to plan enhancements to user experience in the ECampus effective 2024. Onboarding of PTSOs as they join the ECampus, currently at 12.5% progress and aiming for 25% by January 1, 2024.• Focus group sessions have occurred with all PTSO's, EC staff, and coaches. On track for completion of findings and recommendations in November 2023.

VARIANCES

No variance. Objective is on track.



MEASURING OKR PROGRESS TO FALL 2023: INVESTING IN THE FUTURE

OBJECTIVE

2

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

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
Close the gap of coach developer workforce by educating and updating 50 coach developers nationwide (emphasis on quality delivery, training of leaders) by Dec 31, 2023.	<ul style="list-style-type: none">• Deliver one Annual in person Coach Developer Symposium every two years (in partnership with PTSOs) achieving the education and updating of 50 coach developers• Deliver Quarterly virtual CD sessions to provide CE and share information on program delivery• Conduct Learning Facilitator training for updated NCCP courses.	<ul style="list-style-type: none">• Initiative complete. On track for next CD Symposium in 2025, three PTSOs have come forward with interest to host (next steps pending budget approval FY 24/25)• Second quarterly Coach Developer update and knowledge sharing session was delivered at the end of fiscal Q2 by Helen Richardson on Updated NCCP courses. The third session will be at the beginning of December delivered by Danielle Yadhjian on best practices when evaluating a lesson plan.• Complete (through 2nd quarterly CD webinar)

VARIANCES

Objective is on track. No significant variances identified at this time.



MEASURING OKR PROGRESS TO FALL 2023: INVESTING IN THE FUTURE

OBJECTIVE



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

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
Recruit and Train 50 NextGen U50 officials by Dec 31, 2025.	<ul style="list-style-type: none">• Conduct engagement sessions and interviews to assess the current state of officials administration and designation gaps• Acquire and develop improved officials' curriculum• Increase recognition of EC officials in official EC communications• Improve process transparency and user experience for applicant officials• Assess feasibility of bursary/grants for officials and communicate options annually• Conduct outreach efforts to identify and engage officials' developers (mentor officials) and new potential officials	<ul style="list-style-type: none">• Complete. Final summary report received from Mosaic Engagement and used to inform a work plan road map 2024/25. Further work on current state is being completed in Oct/Nov 2023 as part of Protiviti initiative (process mapping and recommendations).• Successfully achieved FEI equivalency for EC's Jumping Stewards education pathway which allows EC Senior Jumping Stewards to apply directly to FEI Level 2. Curricular improvements are planned for Q4.• Collaboration meeting scheduled in Q4 with Comms to build a communications pan for Officials Recognition• Curricular improvements are planned for Q4.• Funds have been proposed in V1 budget to support Officials development.

VARIANCES

Objective is on track. No significant variances identified at this time.



MEASURING OKR PROGRESS TO FALL 2023: INVESTING IN THE FUTURE

OBJECTIVE

2

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

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
Achieve annual retention KPIs for staff and volunteers in 2023, 2024 and 2025 and increase access to learning and development, and satisfaction for staff and volunteers annually.	<ul style="list-style-type: none">• Develop annual retention KPIs• Increase access to staff learning and development in 2023 through Smith School of Business courses• Implement annual SWOT/feedback for staff and committees to collect data and develop recommendations for improvement in 2023 and conduct thereafter annually• Host a staff summit in 2024• CEO attendance at operational committee meetings• Increase recognition of EC volunteers in official EC communications	<ul style="list-style-type: none">• 2023 KR is complete• 2024-2025 future activity• KR is on track for completion by the target date• SWOT questions for 2024 are in process of drafting. KR is on track for completion by the target date.• Future Activity• CEO attended 10 operational committee meetings this quarter for discussion regarding Strategy 2025 OKRs, FY25 budget preparation and EC Corporate Reserve Fund.• Have had regular volunteer recognition in EC Insider and communications stories

VARIANCES

Objective is on track. No significant variances identified at this time.



MEASURING OKR PROGRESS TO FALL 2023: INVESTING IN THE FUTURE

OBJECTIVE



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

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
Certify 10 NCCP Competition Development coaches annually.	<ul style="list-style-type: none">Recruit 16 coaches a year to participate in the Comp Dev (HP1) cohortConducting cohort training and evaluation program during March-December annuallyCelebrate successful coach candidates upon completion of cohort	<ul style="list-style-type: none">2024 program intake has opened and an information session was run in Oct.On track/at risk. Planning to target specific coaches for enrollment in the program, challenging due to the Olympic year. Competition Development has been officially approved by CAC and is out of pilot phase and is expected to run annually.Continue to highlight successful candidates

VARIANCES

Some risk to the recruitment of coaches for enrollment into HP1 due to Olympic year.



MEASURING OKR PROGRESS TO FALL 2023: INVESTING IN THE FUTURE

OBJECTIVE



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

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
Update Developmentally Appropriate curriculum from Fundamentals (Rookie Riders) to Train to Compete (LTRD) by Dec 31, 2024	<ul style="list-style-type: none">• Project contractor assigned to work on LTRD• Sport Development Fund discussion to assess continued funding.• LTRD Curriculum project completion by 2025.• Rookie Riders program development is funded.	<ul style="list-style-type: none">• Achieved• LTRD project contractor (OE) offered the remainder of Sport Dev fund to complete additional components: manual revisions and rubric revisions in English. As per PTSO agreement re use of the funds.• Milestone 1 (skills audit) is complete, with the exception of para integrations. Milestone 2 (education assets) has started. Milestone 3 (the curriculum) has started. NEW Milestone 4 (updated manuals & rubrics) not started, due March 31, 2024.• Developed of corporate sponsorship package to approach potential program sponsors.

VARIANCES

Key results for developmentally appropriate curriculum require funding which has been applied for but not confirmed.



MEASURING OKR PROGRESS TO FALL 2023: INVESTING IN THE FUTURE

OBJECTIVE



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

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
Implement EC-owned championships with rankings for 4 disciplines by Dec 31, 2025.	<ul style="list-style-type: none">• Develop formulas for national rankings through meeting with committees and working groups. Prepare rule changes needed.• Pilot rankings to beta test and refine as needed.• Launch results and rankings publicly• Discuss championships format(s) with disciplines	<ul style="list-style-type: none">• No updates to previous.• Discussion at organizer round tables for DR and EV to review launch.
Increase number of EC organizers by 5% by Dec 31, 2025	<ul style="list-style-type: none">• Engage organizers• Enhance visibility of current organizers through a national directory and social posts• Implement a recognition & rewards program for new or returning organizers• Develop and implement a new organizer recruitment strategy	<ul style="list-style-type: none">• No updates at this time• Will be adding a survey to all who attend Organizer Roundtable sessions to begin the collection of data.• No update at this time. Data from surveys will be useful for this piece.

VARIANCES

Capacity and resources to support organizer development key results are insufficient

MEASURING OKR PROGRESS TO FALL 2023: INVESTING IN THE FUTURE

OBJECTIVE



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

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
<p>Increase the number of FEI eventing, dressage and para-dressage competitions held on Canadian soil by Dec 31, 2025</p>	<ul style="list-style-type: none"> • Identification of event, hosting committee, bid process, application • Define growth targets (number of competition increase) for each discipline • Define roles and responsibilities: which teams/people are responsible for FEI event (paperwork/admin, technical, OC relationship/mentoring, etc) • Provide sport admin expertise to support new knowledge/technical and tactical hosting of FEI events - mentor/recruitment strategy • Analyze cost for hosting FEI competitions, availability of FEI officials/gaps • Implement a FEI officials development initiative to increase number of Canadian FEI officials able to officiate in Canada • Explore funding strategy to support OC expense of hosting FEI comps 	<ul style="list-style-type: none"> • No movement, need to look at a round table with show organizers and sports to determine viability. One major eventing competition venue has notified they are no longer hosting competitions moving forward. • No updates at this time • Achieved equivalency for National Stewards with the FEI

VARIANCES

Capacity and resources to support organizer development key results are insufficient



MEASURING OKR PROGRESS TO FALL 2023: INVESTING IN THE FUTURE

OBJECTIVE

4

Optimize supports to High-Performance and NextGen human and equine athletes

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
20% of NextGen athletes progress to the high performance program by Dec 31, 2023 then annually to 2025	<ul style="list-style-type: none">• Deliver support to NAYC athletes and support personnel• Achieve NEW horse/athlete KPIs annually starting in 2023• Support NexGEN initiatives at Canadian events• Deliver and attend PDR events in 2023 and confirm next year event calendar by December each year	<ul style="list-style-type: none">• NAYC Jumping & Dressage supported in Traverse City• Support from HP1 GRIT ON• Clinics hosted in ON/QC/NS,• No classification hubs as funding not confirmed from CSAI• Participation Tryon Oct 23

Attain \$1M/a in each Olympic discipline (\$3M/a combined) for High performance teams by Dec 31, 2027

- Achieve \$1M per year by 2027 for jumping
- Achieve \$1M per year by 2027 for eventing
- Achieve \$1M per year by 2027 for dressage

- CAN Jump raised \$163,000 via COF and \$22,000 via EC
- CAN Jump have additional funds in their own CAN Jump bank account.
- All funds thus far raised are program spend, no endowment built yet.
- Sponsor plan exploration
- Funding campaign not started for Paris

VARIANCES

Financial limitations will impact delivery on key results

MEASURING OKR PROGRESS TO FALL 2023: INVESTING IN THE FUTURE

OBJECTIVE



Optimize supports to High-Performance and NextGen human and equine athletes

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
3 teams qualified for the Olympics and 1 team qualified for the Paralympics 2024 by Nov 31, 2023	<ul style="list-style-type: none">• Support PPAG 2027 preparation• Achieve Performance KPI at Pan Am Games in 2023 and CPEDI in 2023 (Para-dressage)• Support Eventing qualification process and strategy• Support Jumping qualification process and strategy• Support Dressage qualification process and strategy• Support Para-dressage qualification process and strategy• Complete selections for Pan Am Games by September 1, 11 & 18, 2023• Mental Health Plan Evaluation & Plan build and delivery	<ul style="list-style-type: none">• No further movement• Dressage achieved qualification• Jumping achieved qualification• Eventing achieved qualification• HPAG selection and allocation of reserve• Team support structure• Build of Paris plan• Dressage achieved 125,000 initial campaign• 5th horse added to team - fundraising achieved 45,000 gap for cost, private contributor for gap as needed• Horse Owner accreditations allocation to personal trainers• Vet for horse support• TA Clive Milkins in Tryon for team event• OTP Enhanced Excellence redistricted funds support horse loan program and athlete/staff travel• Selection and final team list• Vet allocation• Reserve determination• Contracted consultant Dr Brent Hogarth• Delivery plan built for November-January

VARIANCES

Financial limitations will impact delivery on key results



MEASURING OKR PROGRESS TO FALL 2023: INVESTING IN THE FUTURE

OBJECTIVE

4

Optimize supports to High-Performance and NextGen human and equine athletes

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
Finish 1 team top 5 and 1 individual top 4 at Paris 2024 Games by Aug 31, 2024	<ul style="list-style-type: none">• Provide support at qualifying events and clinics in Canada for Olympic and Paralympic disciplines• Secure PDR horse loan opportunities to increase horsepower• Provide support for athlete attendance at international qualifying events for Olympic and Paralympic disciplines• Develop international nominations process (INP) for Paris 2024• Support discipline efforts to increase fundraising for Major Games attendance	<ul style="list-style-type: none">• Task not started• Task started expanded exploration with horse owners & RCMP• Support for PAG 23• Support for Tryon• Consideration on PD qualifications• Completed• Ongoing

VARIANCES

Financial limitations will impact delivery on key results



MEASURING OKR PROGRESS TO FALL 2023: SERVING THE COMMUNITY

OBJECTIVES:

1. Improve standards, innovate, and deliver excellent customer service to equestrians, donors, organizers, and partners
2. Lead initiatives and implement processes that increase diversity, protect participants, and support inclusion
3. Safeguard, educate, and advocate for active equine health and welfare in sport and industry
4. Recognize, promote, and celebrate individuals and organizations throughout the Canadian equestrian community



Enhancing service quality and inclusive participant experiences that increase customer satisfaction and the equestrian social licence to operate.

MEASURING **OKR** PROGRESS TO FALL 2023: SERVING THE COMMUNITY

OBJECTIVE

1

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

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
Implement a system to measure customer satisfaction by Dec 31, 2023	<ul style="list-style-type: none">Engage appropriate human resourceFeedback tool developedFeedback is collected and analyzed annually	<ul style="list-style-type: none">Inserting a link to a customer satisfaction short survey into email confirmations of SL renewal/purchase.
Improve customer website experience and access to information by Sept 30, 2023	<ul style="list-style-type: none">Improved website is implemented	<ul style="list-style-type: none">Revised launch date for website is January 15/24
Improve customer satisfaction by 5% annually by Dec 31, 2025	<ul style="list-style-type: none">Define customer map and service enhancement strategyAnalyze results and implement improvement strategiesDevelopment of staff education program (customer service and internal process - who to refer customers to)	<ul style="list-style-type: none">Protiviti workshops to map current state for users in our purchase pathways.In this quarter, we still don't have specific data but we can confirm that we rarely have complaints.

VARIANCES

Staff are at capacity with day-to-day customer service, resulting in key results timeline delays. To ensure effective launch website date was changed to Jan 2024

MEASURING **OKR** PROGRESS TO FALL 2023: SERVING THE COMMUNITY

OBJECTIVE



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

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
<p>100% SLHs comply with safe sport training requirements for FHEE/CA and OSIC by Apr 1, 2023 and achievement of annual renewal requirements in 2024 and 2025</p>	<ul style="list-style-type: none"> • Tech infrastructure is built to automate tracking and communication for FHEE/CA and OSIC • Course scripts for EC training Fostering Healthy Equestrian Environments and Concussion Awareness (FHEE, CA) and OSIC are updated • 100% of OSIC participants comply with education and expressed consent 	<ul style="list-style-type: none"> • Partially achieved. Approx 8% of SL holders did not comply with the requirements to complete FHEE/CA in 2023. To correct for this we have adjusted the renewal system for 2024 which will require completion of courses prior to license purchase/renewal. OSIC = achieved 100% compliance.
<p>Achieve annual growth of 10% in racial and physical impairment diversity of staff/volunteer (governance) by Dec 31, 2025</p>	<ul style="list-style-type: none"> • Board Diversity Work conducted to assess state of readiness, improvement areas • Staff/Volunteer Diversity Work conducted to develop new access to learning and KPIs 	<ul style="list-style-type: none"> • The Board and leadership EDI survey prepared by the EDI consultant, WtC was completed. Survey results are in process of analysis with a report scheduled at the November board meeting. • On target, 3 out of 5 courses are created in English in our elearning platform. Expect the 5 courses to be completed by January 2024.

VARIANCES

Current EDI and safe sport key results are meeting expectations, remainder are planned as future activities.

MEASURING OKR PROGRESS TO FALL 2023: SERVING THE COMMUNITY

OBJECTIVE

2

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

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
Increase access to equestrian activities in Canada for a diverse population of participants targeting 500 new participants each year by Dec 31, 2025	<ul style="list-style-type: none">• Rookie Riders (RR) promotion to educational sector• Increase communications for RR• Develop Active Ride/Drive for Life campaign to provide nationwide inspiration to be customized by PTSOs	<ul style="list-style-type: none">• Inclusion of para equestrians in rookie riders plan is being developed and funding via sport Canada's CSIA stream has been applied for to enable the work to progress more quickly. A promotional postcard has been created to share with sector partners at International Group Equestrian Qualifications (Vienna) and International Coaching Conference (Singapore).• Coordinator, Equestrian Foundations hired and onboarded.• Ride for Life campaign to take place in Q4
VARIANCES Current EDI and safe sport key results are meeting expectations, remainder are planned as future activities.		
Complete 1 accessibility initiative (improve compensating aids process) to increase the number of people with impairments that are able to participate in the sport by Dec 31, 2025	<ul style="list-style-type: none">• Research demographical data by the end of 2023• Gather expertise in 2024• Implement new systems to track progress in 2025	<ul style="list-style-type: none">• Future activity/postponed (reassign)

MEASURING **OKR** PROGRESS TO FALL 2023: SERVING THE COMMUNITY

OBJECTIVE

3

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

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
Address 5 horse health and welfare concerns jeopardizing social licence by Dec 31, 2025	<ul style="list-style-type: none">• Identify the 5 focus areas• Map and implement Q2 tactics (2023)• Map and implement Q3 tactics (2023)	<ul style="list-style-type: none">• Active Industry Sustainability: Begin assessment of industry resources available within EC; Begin to identify key industry indicators and trends to meet current and future needs of EC, or affecting EC.• Meetings were held with the BOD and FAC in August and September; the board unanimously approved 2 motions. The first motion was to commence development of Strategy 2028, with the CEIP centrally positioned in our strategic vision for the future. The second motion was the approval for EC to simultaneously pursue 2 proposed CEIP options: a) a full EC-AAFC funded (government-led) CEIP and b) a partial EC-ERC (industry-led) CEIP. The final decision will be made in alignment with the budget, decision estimated by February 12, 2024.• Work will begin in Q4 beginning with an assessment of current resources.

VARIANCES

Key results within this objective focus on the CEIP, Equine Care program due to limited financial resources.



MEASURING **OKR** PROGRESS TO FALL 2023: SERVING THE COMMUNITY

OBJECTIVE

4

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

KEY RESULTS	TARGETS	FALL PROGRESS UPDATES
Implement a robust awards and recognition strategy for internal and external awards with 1 external significant award per year by Dec 31, 2025	<ul style="list-style-type: none">Review awards by Dec 31/23Prepare revised strategy and conduct stakeholder/committee engagement by Dec 31/23Finalize action plan and new strategy in 2024	<ul style="list-style-type: none">Review to be done in Dec 2023.Booking meeting for November 2023 to discuss plans and approach with full committee.
Deliver equitable representation of all disciplines in marketing and communications annually starting in 2023	<ul style="list-style-type: none">Gather information and map needs assessment by December 2023Conduct engagement sessions in 2024Define KPI, implement actions in 2024 and conduct annual reporting	<ul style="list-style-type: none">2024 initiatives
Increase social media following by 10% by Dec 31, 2025	<ul style="list-style-type: none">Audit social media channels by October 2023Produce plan of action by December 2023Roll out plan January 1, 2024, measure results, revise as needed	<ul style="list-style-type: none">Auditing of social media in November 2023

VARIANCES

Objective success may be impacted due to community acceptance given historical awards planning philosophy.

