



Annual Report 2025-26

EQUESTRIAN CANADA

Opening the door to **Strategy 2028** and reporting on our collective progress over the 2025-26 year



Being part of Equestrian Canada gives us the opportunity to do better. Through coaching, national rules, officials, drug testing, and safe sport, it allows us to build and maintain our social license. We want both equines and humans to be safe and to enjoy the sport.



A MESSAGE FROM THE PRESIDENT AND CEO

Dear Members of the Equestrian Canada Community,

THIS PAST YEAR MARKED A SIGNIFICANT MOMENT for Equestrian Canada (EC). As we closed out Strategy 2025, we did so with a clear sense of progress, but also with a deeper understanding of the complexity and responsibility that comes with leading a national sport system.

Throughout the year, the Board of Directors remained focused on its governance policy role; providing oversight, strengthening accountability, and guiding the organization through a period of both opportunity and tension. The discipline shown in governance, risk management, and strategic decision-making has positioned EC to move forward with clarity into the next phase of our work.

At the same time, this year reinforced something fundamental: our role as a national sport organization is not only to grow the sport, but also to steward it responsibly through clear rules, consistent standards and strong safeguarding practices.

SAFEGUARDING OUR SPORT – FOR HUMANS AND HORSES

Equestrian sport holds a unique responsibility for ensuring the care and welfare of both people and our equine partners. Over the past year, EC continued to advance this responsibility through updating the Equine Welfare Code of Conduct and strengthening Section A of the EC National Rule Book as the foundational authority for equine welfare across all discipline rule books.

This work reflects a clear commitment: welfare is not an add-on to our sport; it is central to it. The authority provided through Section A ensures that equine welfare considerations are embedded consistently across disciplines, reinforcing our shared responsibility to the horse.

Equally, our commitment to participant safeguarding remains unwavering. The Independent Third Party (ITP) safe sport complaints process continues to be a critical safeguard for participants. This year highlighted the growing financial reality of that commitment, as Safe Sport and ITP-related costs exceeded \$500,000, representing a significant increase over the previous year and placing real pressure on how we allocate resources across the organization.

These are not optional investments. They are essential to maintaining trust, accountability, and the integrity of our sport—even as they require difficult choices about where and how we direct our limited resources.

INVESTING IN THE FUTURE OF HIGH-PERFORMANCE

Alongside these responsibilities, we are also focused on building for the future.

This year saw exciting progress toward the development of a High-Performance Legacy Fund, designed to create long-term financial sustainability for EC's high-

performance national and development team programs. Through donor driven initiatives such as our Red & White Fundraisers and the growing momentum of the \$500 Clubs, we are building a community-driven approach to supporting excellence on the world stage.

While still in development, this work reflects a broader shift toward diversifying revenue, strengthening financial resilience, and ensuring that our athletes and owners have the support they need to succeed.

WHY EQUESTRIAN CANADA MATTERS

In a recent conversation, a member of our community captured something we hear often, but perhaps don't always say clearly enough:

Being part of Equestrian Canada gives us the opportunity to do better. Through coaching, national rules, officials, drug testing, and safe sport, it allows us to build and maintain our social license. We want both equines and humans to be safe and to enjoy the sport.

This speaks directly to the question: “*What does EC do for me?*”

EC exists to create the structure, standards, and safeguards that allow equestrian sport in Canada to operate with credibility, consistency, and care. From rulebooks to officiating systems, athlete pathways to licensed and certified coaches, and Safe Sport to anti-doping programs and equine welfare protections: these are the foundations that enable the sport to function safely and fairly at every level.

None of this work happens in isolation.

Equestrian Canada is supported by a passionate network of staff, volunteers, officials, coaches, athletes, owners, organizers, Provincial/Territorial Sport Organizations and partners across the country. The dedication of this community—often behind the scenes and always with deep care for the sport—is what allows us to continue moving forward, even in challenging circumstances.

We are grateful for the commitment, expertise, and resilience shown by so many throughout the year.

LOOKING AHEAD

As we move into the next chapter with the launch of Strategy 2028, our focus remains clear:

- Strengthening trust and transparency
- Advancing governance and accountability
- Protecting the welfare of participants including horses
- Building a sustainable and aligned sport system with our PTSO partners

The year ahead will require continued collaboration, courageous conversations and a shared commitment to the long-term health of the sport.

We believe that, together, we can continue to make steady progress in strengthening equestrian sport across Canada.

With gratitude,



Lisa Robertson
President,
Equestrian Canada



Meg Krueger
Chief Executive Officer,
Equestrian Canada



INCREASE
VALUE FOR
PARTICIPANTS



STRENGTHEN
THE SPORT
PATHWAY



IMPROVE
OPERATIONAL
PERFORMANCE

OUR

VISION:

Fostering a love of horses and sport, for life.

OUR

MISSION:

Uniting the Canadian equestrian community in the pursuit of excellence while inspiring and serving people and their horses.

OUR

VALUES:

Responsibility Quality
Community Proud



WHO IS
EQUESTRIAN CANADA?

15,075 ACTIVE
SPORT LICENSE
HOLDERS

10 DISCIPLINES
6 BREED SPORTS

653 HORSES
TESTED
3 POSITIVE
TESTS

754
FEI
LEVEL ATHLETES

28
STAFF
MEMBERS

379
SANCTIONED
COMPETITIONS

148
SHOW
ORGANIZERS

572 REGISTERED
COACHES
1400 LICENSED
COACHES*
*70% NCCP CERTIFIED

10,211
ACTIVE HORSES

11
PROVINCIAL &
TERRITORIAL SPORTS
ORGANIZATIONS

464
OFFICIALS

TENS OF
THOUSANDS
OF **CANADIAN**
EQUESTRIAN FANS

166 EC
& **100'S**
OF COMMUNITY VOLUNTEERS

EQUESTRIAN CANADA

WHAT WE DO

COMPETITION
RULES & REGULATIONS



SAFE
SPORT ENVIRONMENT

← **SPORT PROMOTION & GROWTH** →

 **COACH EDUCATION & CERTIFICATION**


CANADIAN HORSE ID PROGRAM

Everyhorsecounts.ca


HIGH PERFORMANCE: NATIONAL TEAMS

 **EVENT SANCTIONING & SUPPORT**

 **OFFICIALS EDUCATION & CERTIFICATION**

 **ATHLETE DEVELOPMENT**

 **CLEAN SPORT INITIATIVES**


LEARN to

 **EQUINE MEDICATION CONTROL**


EQUINE CARE PROGRAM
Equestrian Canada

FEI REPRESENTATION IN CANADA

 **FUNDRAISING & SUPPORT**

ACTIVE EQUINE HEALTH & WELFARE 

 **MANAGE CANADA'S OLYMPIC & PARALYMPIC EQUESTRIAN TEAMS**





The goal of **Imagine 2030** is to create a leading, trusted, collaborative and well-funded national sport organization that provides quality products and services to meet the needs of a strong, inclusive network of horse enthusiasts, recreational and competitive athletes, industry, partners, service providers, fans and donors.

With this goal in mind, the desired outcome of **Strategy 2028** is to drive growth and retention within the organization and in the Canadian equestrian sport system.

IMPROVE

OPERATIONAL PERFORMANCE

As we transition from Strategy 2025 into the early implementation of Strategy 2028, we are focused on strengthening the systems, structures, and governance practices that support our organization. This year marked a shift from planning to disciplined execution, ensuring that both our operational (“run work”) and strategic (“change work”) priorities are clearly defined, aligned, and measurable.

Governance, transparency, and organizational alignment continue to remain central themes. Efforts continued to modernize internal processes, reduce administrative burden, and improve clarity in how decisions are made and communicated. At the same time, EC advanced important groundwork to support long-term improvements, including the launch of a national competition structure review and continued refinement of national coach licensing and educational program delivery models.

GOVERNANCE IMPROVEMENTS

The Board of Directors continued to demonstrate a strong commitment to effective governance, accountability, and continuous improvement. Building on the progress from previous years, the Board advanced several key initiatives in FY26, including the decision to explore a comprehensive governance and organizational effectiveness review to ensure alignment with leading practices and the evolving needs of the Canadian equestrian system. This exploration will include the commitment to conduct these types of governance reviews periodically over the coming decades.

Work progressed to explore enhancements to EC’s governance framework, including consideration of representational models and Board composition, while maintaining alignment with the Canadian Sport Governance Code. These efforts are intended to strengthen clarity of roles, reinforce accountability, and support more effective engagement with our national and provincial partners.

The Board placed increased emphasis on direct engagement with Voting Members throughout the year. Dedicated sessions were held to discuss matters of national significance, including the National Rules cycle and equine welfare, as well as to hear

and better understand member perspectives on governance structure challenges and organizational effectiveness. These conversations are an important part of strengthening transparency, building trust, and ensuring that diverse voices across the system inform the Board's ongoing work.

Finally, the Board also remained attentive to broader developments across the Canadian sport system, including monitoring the work of the Future of Sport in Canada Commission. The Commission's final report, released at the end of the fiscal year, includes a number of insights that align with themes being discussed within the equestrian community. The Board will consider these insights as part of its ongoing governance and organizational effectiveness work.

RISK MANAGEMENT

The Board of Directors and leadership reviewed quarterly risk reports under EC's enterprise risk management framework that monitors risks, and our management strategies to address and mitigate risk as it changes over time.

FINANCIAL HEALTH

The 2025–2026 fiscal year reflected a steady financial period for Equestrian Canada and marks the beginning of a new quadrennial cycle leading into the next Olympic and Paralympic Games. As is typical in a non-major games year, the organization's focus shifted from major games related investment toward operational sustainability and long-term strategic planning. Revenue remained stable overall, supported by consistent membership participation, increased sponsorship engagement, and steady government funding.

Funding from Sport Canada was confirmed through the approval of a four-year budget, providing greater funding visibility and stability over the quadrennial cycle. This multi-year commitment enables better program planning, supports long-term athlete development initiatives, and enhances the organization's ability to manage cash flow with greater predictability over the next four years.

Expenses were impacted by elevated legal costs associated with safe sport investigations; however, management maintained disciplined oversight of operational spending. Through strengthened internal controls and a strategic rebalancing of expenditures, resources were prioritized toward core operations, athlete development pathways, and program delivery, while administrative costs were carefully managed.

As a result, the organization reported a greater deficit position compared to the prior year, with financial results lower than budgeted expectations. Cash flow and liquidity remained steady, ensuring that obligations were met and reserve levels were maintained in accordance with policy. The balance sheet continues to reflect stability, with net assets preserved and liabilities effectively managed.

Equestrian Canada has been fiscally responsible in financial stewardship throughout the year, positioning the organization to strengthen reserves, diversify revenue streams, and make targeted strategic investments in athlete development as it advances through the current Olympic and Paralympic cycle.





STRENGTHEN

THE SPORT PATHWAY

Investments in learning and development remained a key focus this year, with continued progress in enhancing coach licensing and development, recruiting and training new officials, and advancing certification pathways for competition development coaches. These efforts are supported by a growing emphasis on organizational health, with staff and volunteer satisfaction metrics now in place and demonstrating strong results.

At the same time, Equestrian Canada made important strides in strengthening the long-term sustainability and structure of the sport. Work advanced to support the development of a High-Performance Legacy Fund, with a focus on establishing a more stable and diversified funding base to support athletes and programs into the future.

A significant milestone this year was the launch of the National Equestrian Competition Structure Review. Through a formal, public Request for Proposal process, EC initiated the selection of an independent project manager to lead a multi-year, system-wide review. This work is designed to take a comprehensive, evidence-based approach to evaluating the current competition framework, engaging a broad range of stakeholders across the country, and identifying opportunities to improve alignment, accessibility, and long-term development pathways within the sport. The Competition Review phases - from planning, engagement, modeling, implementation and monitoring - will take place from April 2026 through December 2029.

COACH LICENSING AND DEVELOPMENT

Coach licensing and development remain a key priority in strengthening the quality and consistency of equestrian sport across Canada. At the end of FY26, Equestrian Canada has 1,972 active coaches, including 1,400 Licensed Coaches and 572 Registered Coaches. Of those licensed, 69.2% are NCCP Certified, reflecting continued progress in advancing coach education and professional standards.

Efforts remain focused on supporting coaches along the development pathway, with an emphasis on increasing certification levels, enhancing access to resources, and reinforcing the importance of safe, ethical, and effective coaching practices across all disciplines.

LEARNTO PROGRAM

Equestrian Canada's LearnTo program has been completely updated, with a full modernization revision rather than just minor updates. The content across LearnTo Ride [English and Western] and LearnTo Care [Stable Management] has been rewritten to better reflect current research, horse welfare standards, and modern athlete development. There is a stronger emphasis on integrating horse care and welfare as core competencies, not just components, and the program is now more closely aligned with Long-Term Equestrian Development principles to support both recreational and competitive pathways. An 18-month revision plan for refinements is being made to improve consistency, clarity, factuality and alignment between teaching and evaluation.

EC is conducting a language review to ensure that this can serve all of our community in both official languages. The updates to the program will be ready to launch in July of 2026, with LearnTo Drive and LearnTo Vault coming in the fall.

NATIONAL FUNDS FOR PTSOS

The National Education Program continued to play a key role in supporting the development of coaches and officials across the country. During the 2025-2026 fiscal year, Equestrian Canada approved 16 applications from across the country representing a total investment of \$60,878. Supported initiatives included coach symposiums, course design clinics for eventing and hunter/jumper disciplines, as well as targeted coach education and athlete development activities. Funding was distributed across all Provincial/Territorial Sport Organizations, reinforcing the program's national reach and its commitment to strengthening education and capacity within the sport system.

The National Emergency Response Fund received and approved one application to support an extreme weather event in Atlantic Canada, for a total allocation of \$3,000. This funding request was later canceled. No money was paid out of the National Emergency Fund as a result.

OFFICIALS TRAINING

During the 2025-2026 fiscal year, progress continued in the delivery and enhancement of officials' training and development programs. A total of 16 officials' clinics were delivered both virtually and in locations across Canada, engaging 247 attendees and supporting accessibility and national reach. Continued education initiatives were also introduced for Dressage and Para Dressage Stewards, reinforcing our commitment to ongoing learning and professional standards within these disciplines. In addition, 95 status promotions were awarded to 72 individual officials, reflecting strong advancement within the officiating community. Notably, 29 of these individuals were under the age of 50, demonstrating continued growth of the original U50 officials recruitment goal from the 2025 strategic plan.

LEARNING TOOLS

EC continued to develop and deliver new e-learning courses, updating the mandatory safe sport education in this timeframe: Fostering Healthy Equestrian Environments and including the Equine Care Assessment program. EC started testing the interest in "Trauma Informed Coaching" with Megan Pinfield. Her program ended up being hugely popular with the equestrian community. EC began building an online version of this curriculum for launch later this year. EC is also in the process of having our updates to Competition Coach and Competition Coach Specialist by CAC. Estimated launch time on these updates is May 2026.

EC is in the process of revising our Long-Term Equestrian Development curriculum into LTED 3.0. Launch date for this update is scheduled for late June 2026.

COACH CERTIFICATION

In FY26 EC continued the piloted provincial delivery of HP1 Competition Development coach certification. HP1 was translated and adapted for French delivery and is ready for Quebec to deliver. No other changes to coach certification were made.





INCREASE

VALUE FOR PARTICIPANTS

Supporting our community remained a central priority for Equestrian Canada this year, with a continued focus on accessibility, clarity, and consistency in how we deliver programs and services. Efforts were directed toward improving the overall participant experience across key touchpoints, including Coach Status applications, sport licence renewals, and horse recordings.

Building on feedback from members and participants, we worked to simplify these processes and provide clearer guidance, helping participants navigate requirements with greater ease and confidence. These improvements are part of a broader commitment to ensuring our systems are intuitive, reliable, and supportive of participation at all levels of the sport.

Service responsiveness also remained a key measure of success. Timely response remained a priority, with a continued focus on addressing inquiries quickly and effectively, as we work to reinforce our commitment to being accessible, helpful, and accountable to our community.

Together, these efforts have contributed to stronger engagement, improved trust in our systems, and a more connected national equestrian community.

CUSTOMER SERVICE ENHANCEMENTS

Over the past year, we strengthened the member experience by refining key services and making processes more efficient. A major improvement was moving the Coach Status application from ECampus to the MyEC database, allowing coaches to complete all needed steps in one platform.

Enhancements to Coach Status, Sport License, and FEI online services have made them more accessible and user-friendly, while updates to our phone system have improved call handling and ensured consistent, timely support.

We continue to adjust our website to streamline search functionality and provide a smoother, more intuitive experience for members.

Led by our Community Experience Manager, these initiatives reflect our ongoing commitment to delivering high-quality, responsive service across all touchpoints.

SAFE SPORT

Equestrian sport in Canada is grounded in a dual commitment: the welfare of the horse and the well-being of the human participants who train, compete, and support the sport. As stewards of this unique partnership, Equestrian Canada recognizes that excellence in performance is inseparable from the creation of safe, respectful, and healthy equestrian environments, both in and out of competition.

The principles outlined in *Fostering Healthy Equestrian Environments* reinforce that safeguarding is not a singular policy or program, but a shared responsibility among athletes, coaches, officials, organizers, owners, and support personnel. This responsibility extends to ensuring horses are treated with dignity, care, and respect; and all participants are free from maltreatment, harassment, and abuse.



Central to this commitment is the application of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS), which establishes a national standard for behaviour and accountability in sport. Through alignment with Canada’s Safe Sport framework and the broader philosophy of sport in Canada (one which values fairness, inclusion, excellence, and respect), Equestrian Canada continues to strengthen its systems to prevent harm, respond effectively to concerns, and promote a culture of trust.

In equestrian sport, the concept of welfare is inseparable: human welfare and horse welfare are intrinsically linked. A safe sport environment for participants directly supports ethical training practices, responsible horsemanship, and the long-term sustainability of the sport. By embedding Safe Sport principles into governance (the EC Horse Welfare Code of Conduct), programming, and daily practice, Equestrian Canada affirms its commitment to a sport system where both people and horses can thrive.

Safe Sport is one of our fastest growing expenses within Equestrian Canada, both based on our joint commitment to safety and in the operational costs associated. Annually EC budgets \$200,000 based on historical activity. This year EC saw an increase with the Safe Sport actuals ballooning to \$500,000. Costs for the operation of Safe Sport include:

- Contracted Independent Third-Party Complaints Manager (a Government of Canada requirement for all National Sports Organizations)
- Independent Third-Party Review of Complaints and determination of steps required
- Appointment of Mediators, Investigators, Adjudicators
- Cost of associated hearings
- Appeals costs for internal appeals and those conducted by the Sport Dispute Resolution Centre of Canada and the provincial appeals court system

We updated our Discipline, Complaints and Appeals (DCA) policy to focus jurisdiction. The number of Safe Sport complaints managed by the independent third-party has risen three-fold year-over-year to a total of 138 for the fiscal period April 1, 2025, to March 31, 2026. This demonstrates our community has good understanding of Safe Sport principles, as well as the mechanisms in place to work through the process. EC adopted the Canadian Safe Sport Program (CSSP) rules and onboarded CSSP participants.

COMPLAINTS SNAPSHOT BY YEAR (NOT FISCAL PERIOD)

Year	Number of Complaints
2021	24
2022	28
2023	29
2024	123
2025	113

Of the complaints received, there is a high volume of matters (about 65%) that do not meet jurisdiction, do not meet evidence thresholds and are therefore dismissed (some by the ITP Complaints Manager and others are dismissed by an adjudicator). About 14% of complaints are withdrawn before the process concludes. Only a relatively small proportion result in findings or sanctions, and those tend to involve:

- clear Safe Sport violations
- substantiated evidence
- respondents who are within EC’s authority

Other complaints are triaged and referred back to EC to resolve, for example in cases related solely to eligibility or technical rules such as challenges to amateur status.

TYPES OF COMPLAINTS

Bullying/Harassment	39.4%
Horse Welfare	20.8%
Not Maltreatment	15.7%
Sexual Maltreatment/Sexual Abuse	8.3%
Social Media Bullying/Harassment	7.4%
Neglect/Physical Abuse	4.6%
Appeals	3.2%
False/Frivolous/Vexatious	0.5%

EQUINE MEDICATION CONTROL / EQUINE ANTI-DOPING

Equestrian Canada’s Equine Anti-Doping Program is fundamental to protecting horse welfare, ensuring fair competition, and maintaining the integrity of sport. By aligning with international standards and emphasizing education, testing, and accountability, the program safeguards horses from prohibited substances and inappropriate practices. It reinforces the principle that performance must be achieved through ethical training and horsemanship, not pharmacological advantage. Through collaboration with veterinarians, athletes, and support personnel, EC promotes a culture of respon-

sibility and transparency, ensuring that the health and well-being of the horse remain at the center of all competitive activity.

For the 2025 season 653 horses entered in EC sanctioned competitions across Canada were selected for sample collection under EC's Equine Medication Control Program.

Of those 653 horses, three samples returned a positive certificate of analysis from EC's Official Laboratory after undergoing routine screening. This represents approximately half of one percent positive of the horses which were selected. This has remained consistent proportionally for at least the past five years.

PROVINCE DISCIPLINE DATE	SUBSTANCE DETECTED	CLASS OF VIOLATION	PENALTY
Quebec Dressage June 2025	Firocoxib & Phenylbutazone, multiple approved nonsteroidal anti-inflammatory drugs	3	\$1,500 fine, 30-day PR suspension, 30-day horse suspension
Ontario Hunter July 2025	2-(1-hydroxyethyl) promazine sulfoxide, a metabolite of Acepromazine	3	\$1,500 fine, 30-day PR suspension, 30-day horse suspension
Ontario Hunter August 2025	Dexamethasone without an accompanying Emergency Medication Control Form	4	\$1,000 fine, 15-day PR suspension, 15-day horse suspension

As per EC Rules, Section A – General Regulations, Chapter 10, Article A1014 Public Disclosure, the above information is made public on EC's website for a period of 3 years.

CULTURE AND DIVERSITY, EQUITY AND INCLUSION (DEI)

Over the past year, EC continued to advance its commitment to diversity, equity and inclusion through focused, structured efforts to strengthen governance, leadership, and organizational culture. In partnership with an external consultant, EC undertook a comprehensive review of its Board nominations and recruitment processes, resulting in enhancements that promote accessibility, transparency, and a more welcoming candidate experience. These updates are designed to support broader representation and ensure that diverse perspectives are reflected at the governance level.

The originally proposed Multi-Year Inclusion Strategy evolved into a strategy-aligned action list intended to provide greater practical value at this stage of EC's evolution. Guided by a focus on building trust, reducing barriers, and improving participant experience, these efforts are aligned with Strategy 2028 and position EC to continue strengthening inclusion, access, and engagement across the Canadian equestrian community.

EQUINE WELFARE INITIATIVES

Equine welfare remained a central focus for Equestrian Canada this year, with continued advancement of key initiatives aimed toward standards, education, and accountability. Under the leadership of the Active Equine Health & Welfare Committee, the Horse Overuse in Competition and Horse Welfare Code of Conduct working groups achieved their mandates by June of 2025.



Key achievements over the fiscal year included the development of practical resources to support officials in identifying and addressing horse overuse in competition environments, as well as recommendations to inform policy updates and national rule changes prioritizing the well-being of the horse. Section A of the EC National Rule Book is now the foundational authority for equine welfare across all disciplines, improving consistency and clarity in how equine welfare standards are applied.

The Horse Welfare Code of Conduct was updated to include expanded definitions and formal recognition of the horse as a sentient being, capable of experiencing feelings and emotions relevant to its species. In addition, EC supported the update of the National Farm Animal Care Council Equine Code of Practice through administrative support to the NFACC Equine Code Committee and participation in the public consultation process.

Together, these initiatives reflect EC's ongoing commitment to safeguarding horses through a combination of clear rules, informed decision-making, and education for participants at all levels.

CANADIAN HORSE IDENTIFICATION PROGRAM (CHIP)

The **Canadian Horse Identification Program (CHIP)** is a voluntary, national equine ID program with the vision to expand into a traceability program through the guidance of provincial and federal government partners. It is open to all equines born and/or living in Canada regardless of age, breed, use or discipline, or other-numbered microchips already implanted, including owners outside the EC participation structure. The aim of CHIP is to protect the health, welfare, and identification of Canada's equine population while promoting responsible ownership. Microchipping has long been the standard method of identification in many equine sports, breed associations and countries internationally.

The primary drivers for success of the CHIP program fall on operational relationships among our Veterinary and Vet Organizations, National Breed Associations, and finally, Equine Owners; each of whom may be influenced by personal beliefs, sport and industry organizations. All these drivers influence microchipping buy-in.

Launch Date to Present: The CHIP program launched in December 2024, and the ISO standard microchips became available for official sale in June 2025, using the series of identification numbers for equines issued by the Canadian Food Inspection Agency (CFIA). Sales and participation increased by Fall thanks to vaccination scheduling, foal crops and participation of two significant Category C national equine breed associations: The Canadian Sport Horse Association and the Canadian Warmblood Horse Breeders Association.

Current Status: CHIP participation is tracking as expected across the country. Microchipping adoption, microchip sales, and support from veterinarians and breed associations have been strong. The strongest growth in 124-000/CHIP adoption is in the veterinary sector, especially in Alberta and Ontario. Sales continue to grow, supported by internal and external communications, outreach to veterinarians and breed associations, spring vaccination schedules and continued foal crops. Fiscal-year figures include: \$3750 in sales based on 750 microchips sold, and 112 equines enrolled in the CHIP since June 2025.

Future Growth: With the primary goals of “educate, inform and promote” for the CHIP over the next 3 years, EC expects to see greater buy-in from veterinarians, breed associations and animal owners. Staff will continue to monitor equine-sector developments in Canada and the U.S., including evolving microchipping requirements from United States Equestrian Federation (USEF) and EC as implementation timelines approach (Dec. 1, 2027 for EC). Ongoing education remains a priority, with continuous outreach and content for veterinarians, breeders, associations, and owners, including the CHIP video available on everyhorsecounts.ca. Looking ahead to 2028, staff remain optimistic as long as the CHIP's core vision of educate, inform, and promote continues to guide the Program.

BREED ASSOCIATION HORSE RECORDING PROGRAM (BAHR)

EC's **Breed Association Horse Recording Program (BAHR)** is a complementary program for EC's Category C national breed associations that bridges the gap between Canadian breeders and the sport system, creating a direct link between breeding records and sport performance data. Canadian-bred horses are recognized, tracked, and celebrated in competition results nationwide, and internationally at the FEI level.

The BAHR program offers many benefits to Canadian breed associations and breeders: horses registered through the program are featured on EC's national rankings lists, with the breed name and/or association logo displayed; every result from EC-sanctioned competitions is linked to the horse's EC horse recording number—building a complete competition history, from first event to retirement; EC publishes national rankings of the top breeders and sires in Canada, giving recognition to the people and bloodlines producing top sport horses; and verified performance records add value for buyers, riders, and breeders looking for proven results. New owners benefit by having a reduced fee for ownership transfers from the breeder/breed association. Equestrian Canada's Breed Association Horse Recording Program is a purpose-built program where everyone wins by connecting the dots between breeding and performance, benefiting the horse, the breeder, and the breed.





EC DONOR IMPACT REPORT

APRIL 1/25 – MARCH 31/26

As a registered charity, Equestrian Canada (EC), the national sport governing body, is able to issue tax receipts for eligible donations.

We extend our sincere gratitude to those who have supported EC over the past year, and to those who are considering investing in the future of equestrian sport in Canada. Your support is essential in enabling our athletes, programs, and horses to succeed on the national and international stage.

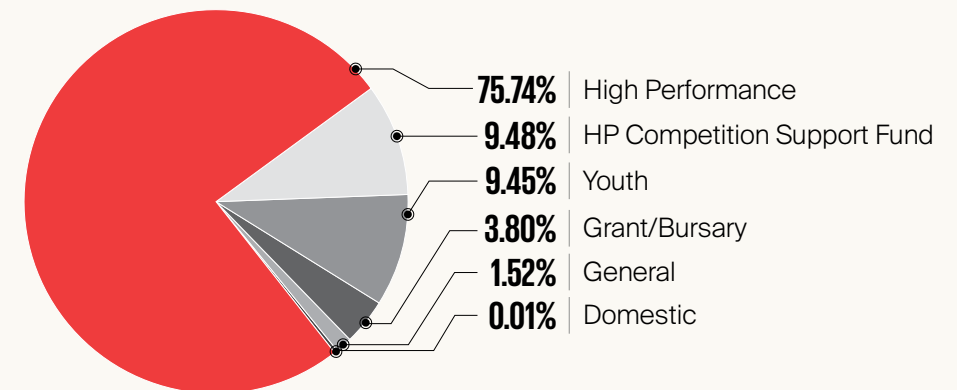
This report reflects emphasizes the importance of charitable giving in advancing EC's mission and the tangible impact that donor support is making across all areas of the sport.

FINANCIAL OVERVIEW

- **Total Donations Received (April 1/25 – March 31/26):** \$769,543

In FY26, EC raised from donations, fundraising and sponsorship \$769,543 and used \$271,877 in funded programs. The remaining \$497,666 will be used in future high performance programs and major games.

ALLOCATION OF DONATIONS FY26



IMPACT HIGHLIGHTS

Sport Programs: Annually whether it is a major games/world championships year, or a building year, the high-performance budget operates around the \$1.4-million range. If we wish to improve our global performance this will need to continue to rise to be able to deliver programs that not only support the athletes at the major competition annually but also build programs preparing the athlete to perform at games and on to the podium. Programs such as athlete travel grants, support bursaries, daily training environment visitations and access to Technical Advisors are as important if not more important to building a successful and sustainable program. The goal moving forward is to create a legacy fund that allows for high-performance to use the income from the principal to have a consistent and known funding source.

Donations and fundraising efforts support essential high-performance expenses including:

- Horse transport and international logistics
- Athlete and horse accommodation
- Training camps and preparation
- Clinics
- Athlete grants & bursaries
- Coaching and performance support
- Equine and human therapy services

DOMESTIC PROGRAMS – GRASSROOTS TO PODIUM

Donor support helps strengthen domestic equestrian sport across Canada at every level.

Programs supported include:

- Hunter Derby Series
- CET/JC Medal programs
- Talent Identification initiatives
- Rising Stars Youth Dressage

These initiatives provide essential development opportunities and create pathways from grassroots participation to high performance.

Nationwide Programs – While this area did not receive designated donor funding in FY25, these programs remain foundational to the sport and directly benefit EC's national membership.

Key programs include:

- National Coaching Certification Program
- Officials Development Program
- LearnTo Care, LearnTo Ride, LearnTo Drive and LearnTo Vault Curricula
- Rookie Riders

EQUINE HEALTH AND WELFARE

Although donor funding in this category remains limited, EC continues to prioritize the wellbeing of the horse at every level of sport.

Key initiatives include:

- Canadian Horse Identification Program (CHIP)
- Expanded education and certification programs
- Ongoing development of welfare standards and resources

Increasing support in this area is a strategic priority for the future.

HOW WE ARE GROWING SUPPORT

To meet this need, EC is focused on continuing its fundraising efforts through:

- Community-based fundraising events
- National fundraising campaigns
- Individual donor engagement
- Corporate partnerships and sponsorships

COMMUNITY GIVING PLATFORMS

THE \$500 CLUBS

The \$500 Clubs are foundational giving programs designed to unite our community around 'manageable' sustained, meaningful support for Canadian equestrian sport broken down by discipline. Currently there are \$500 Clubs set up for Dressage, Para Dressage, Eventing and Show Jumping.

With a commitment of just \$500 per year for any four-year cycle, donors directly contribute to the ongoing needs of our athletes and programs, while receiving a full charitable tax receipt for each contribution.



What makes the \$500 Club unique is the ability for donors to direct their support to the discipline of their choice, creating a personal connection to the impact of their gift.

This program plays a critical role in:

- Providing stable, predictable funding for High Performance and development programs
- Supporting athlete and horse preparation for major international competitions
- Strengthening all disciplines through community-driven investment

The collective impact of the \$500 Club demonstrates how consistent, accessible giving can drive meaningful progress across the sport.

At the end of FY26 we are on-target for the growth of the Eventing \$500 Club with nearly 50 members in the first year since launch. Dressage is trending strongly with extensive cross-promotion with their Red & White events, and Show Jumping and Para Dressage have just launched in the early part of the year. We will continue to drive for investment in the \$500 Clubs in conjunction with our regional and national Red & Whites across Canada over the course of the year, as well as in our targeted email communications with members and disciplines. This is an on-going campaign meant to be sustaining and sustainable, rather than single-year “Olympic/Paralympic” contributions.

RED & WHITE FUNDRAISERS

The Red & White Fundraisers are an ongoing series of community-led events that bring together athletes, owners, supporters, and partners in direct support of Canada’s High Performance teams. They range from at event mixers to “cinq-a-sept” to ticketed gala evenings with silent and live-auctions and our Owners & Donors Reception at the Royal Horse Show.

These events are a powerful example of the equestrian community in action combining philanthropy, sport, and national pride.



Annually these funds support:

- Athlete and horse travel to international competitions
- Training and preparation leading into Major Games
- Critical performance expenses not covered through existing funding

For the fiscal period 2026 EC hosted multiple Red & Whites in Canada and the United States. These events combined saw more than 800 people attend the events in Langley, BC; Bécancour, QC; Wellington and Ocala, FLA, USA; and Bromont, QC. The three most recent, in Wellington (jumping and dressage) and Ocala (eventing) raised over \$105,000, \$120,000 and \$70,000 respectively.

CORPORATE PARTNERS

Equestrian Canada welcomed two new corporate partners at the Champion Level near the end of FY26. **Ecclestone Horse Transport** signed a four-year partnership to support our athletes and their horses as the Official Horse Transport Partner of Equestrian Canada, spanning the current Olympic and Paralympic cycle through the 2026 FEI World Championships, 2027 Pan American Games and 2028 Olympics and Paralympics. The partnership will also contribute to the development pathway for the next generation of national team riders, with transport services supporting the FEI NAYC.

4CYTE™ by Interpath Global signed a three-year partnership to become the Exclusive Joint Supplement Partner extending through 2029. This represents a meaningful investment in equine health and well-being.

Every contribution — at every level — plays a meaningful role in supporting our athletes, our horses, and the future of the sport. As we continue seeking corporate support ahead of an exciting three years for our national teams, we appreciate our existing partnerships and look forward to building on them for the future.

SPONSORS



OFFICIAL SUPPLIERS



FUNDING PARTNERS



MEMBER PERKS





HIGH PERFORMANCE SYSTEM

Throughout 2025, Equestrian Canada continued to strengthen a High Performance system designed to support sustainable success while safeguarding athletes and horses. The program emphasizes a culture of respect, accountability, and care, aligned with Safe Sport principles and the long-term welfare of the horse.

Key areas of focus include:

- Implementation of a structured High Performance Athlete Development Framework, aligned with National Team Programs (A, B, and Development squads)
- Integrated quadrennial and annual performance planning, incorporating technical, tactical, physical, psychological, social, and environmental components alongside Individual Performance Plans
- Expansion of mental health and mental performance supports, recognizing athlete well-being as fundamental to performance
- Enhanced Technical Advisor and High Performance coach integration, supporting consistent and welfare-focused training practices
- Delivery of a Daily Training Environment (DTE) visitation program, reinforcing safe and effective training environments
- Increased use of data-driven decision-making and performance analytics
- Strategic competition planning, balancing performance objectives with athlete readiness and horse welfare considerations
- Implementation of structured monitoring, review, and adaptation processes, including regular performance and wellness reviews
- Strengthened athlete representation through High Performance Advisory Groups and Board-level engagement
- Standardized selection and nomination processes, grounded in fairness, transparency, and integrity
- Continued investment in groom development, recognizing their essential role in horse care and welfare
- Ongoing implementation of the Canadian Anti-Doping Program and National Athlete Testing Pool
- Development of Integrated Support Teams, supporting both human and equine health and performance

Together, these initiatives reinforce a High Performance system that is both results-driven and grounded in responsible, ethical sport.

INVESTING IN OUR ATHLETES

In 2025, Equestrian Canada invested approximately **\$650,000** in direct athlete funding across Olympic and Paralympic disciplines. These investments supported access to competition, training environments, and targeted development opportunities, while ensuring appropriate resources were in place to support both athlete and horse welfare.

Funding allocations included:

- **Jumping:** \$342,000 (horse transport for CSIO 5*/4*/3*, NAYC, Hunter Derby, Youth Bursary)
- **Dressage:** \$73,000 (National Team clinics, travel grants, coaching support, bursaries)
- **Eventing:** \$186,000 (venue development, athlete travel, Country Yucca U25 bursary, competition hosting grants)
- **Para Dressage:** \$47,500 (Next Gen Development Grant, Bridging the Gap initiative)

These investments are made possible through the support of EC sport licence holders via levy fees; fundraising initiatives; CANJump, private donors, and the Government of Canada, including Sport Canada and Own the Podium.

SUPPORTING SAFE AND SUSTAINABLE ATHLETE PATHWAYS

Targeted bursaries and grants remain a critical component of the High Performance pathway, supporting athletes at all stages of development while promoting safe, ethical, and sustainable participation in sport.

In 2025, funding supported the following athletes and initiatives:

- **Jumping Youth Bursary:** Adrian Cecchetto, Madalyn Hill, Chloe Meechan, Emma Levesque, Sophie Tupper, Teia Fennell, Addyson Purdy, Alyssa Gillis, Elizabeth Perkins
- **Eventing Country Yucca U25 Grants:** Gabrielle Shank, Emma McHugh, Kyle Morton, Megane Sauvé
- **Dressage High Performance Travel Grants:** Denielle Gallagher, Camille Bergeron
- **Dressage Brosda Olympic Bursary:** James Irwin
- **Dressage Philip Parkes Memorial Coaching Scholarship:** Danika Guertin-Pierson, Anna Swackhammer



- **Para Dressage Next Generation Grant:** Laura Hall
- **Para Dressage Bridging the Gap Grant:** Kaitlynn Lappan
- **Eventing Zara Buren Memorial Award:** Ellie Van Sickle
- **Eventing Aachen Travel Grants:** Jessica Phoenix, Kyle Slezak
- **Eventing Venue Support Grants:** 16 venues across Canada: Alhambra (AB), Caledon (ON), Campbell Valley (BC), Cherrylane (ON), Cochrane (AB), Équilibre (QC), Glen Oro (ON), Island 22 (BC), Lane's End (ON), MREC (BC), NorthWest Equest (SK), Peakaboo Corner (NB), Prentice Creek (AB), Stevens Creek (ON), Wesley Clover Parks (ON), Wits End (ON)
- **Competition Hosting Grants:** Bromont, Dressage Nationals East and West, Ottawa Dressage Festival

These targeted investments support athlete progression, expand access to competition, and strengthen the domestic system, ensuring that our athletes, horses, venues and organizers are supported within environments that prioritize safety, welfare, and long-term development.

RECOGNIZING OWNERS AS STEWARDS OF THE HORSE

The success and sustainability of equestrian sport in Canada is fundamentally supported by horse owners, whose commitment extends beyond competition results to the long-term care and welfare of their horses.

Owners play a critical role in ensuring that horses are prepared, supported, and cared for in environments that prioritize health, fitness, and humane treatment. Their contributions both financial and personal are essential to maintaining the integrity and viability of the High Performance system.

Equestrian Canada extends its sincere appreciation to all owners for their continued dedication to horse welfare and the advancement of the sport.

POSITIONING FOR THE FUTURE

As Canada progresses toward the 2026 World Championships, the 2027 Pan American Games, and the LA 2028 Olympic and Paralympic Games, the High Performance program remains committed to a model of excellence that integrates performance outcomes with the principles of Safe Sport and horse welfare.

This approach ensures that success is achieved not only through results, but through systems that reflect the values of respect, responsibility, and care for both athletes and horses.

FEI DISCIPLINES: DRIVING, ENDURANCE & VAULTING

For the 2026 FEI World Championships Driving, Endurance and Vaulting have completed their criteria and are working on their selections for eligible athletes.

Endurance is focused on the Worlds in Al Ula KSA. They named their team staff early and have been hosting education workshops monthly to help both guide the program development and clearly support the athletes and support teams to the betterment of the sport. To date they have hosted eight workshops ranging in topics from how to build your support crew to what to expect at a world championships.



Endurance HP Worlds Support Team

- Chef d'Equipe Misha Green
- Coaching Technical Support Kim Woolley & Luara Kelland-May
- Team Vet Glenn Sinclair

EC extends thanks to all of the HPAGs, Discipline Committees and volunteers who work at all levels to support our riders, owners, horses and programs.

FEI DISCIPLINES: DRESSAGE AND PARA DRESSAGE

Over the past year, our Dressage and Para Dressage programs have achieved significant milestones that reflect both renewed momentum and a clear commitment to excellence, athlete development, and national alignment.

NATIONAL DRESSAGE AND PARA DRESSAGE CHAMPIONSHIPS

Most notably, we successfully developed and relaunched the National Championships in 2025 following a 25-year hiatus, an historic achievement that signals a new era for the disciplines in Canada.

The reintroduction of the National Championships created a vital development pathway for athletes at all levels, from emerging combinations to high-performance contenders. Designed to be inclusive and nationally representative, the Championships were delivered over two consecutive weekends to provide accessibility across the country. The Western Region Championships were hosted in British Columbia, while the Eastern Region Championships took place in Quebec. This dual-location model reduced travel barriers, strengthened regional engagement, and ensured meaningful participation from athletes across Canada's diverse equestrian community.

Both events were exceptionally well supported by athletes, coaches, officials, organizers, and partners. Participation numbers and stakeholder feedback exceeded expecta-



tions for a relaunch year, confirming strong appetite for a national championship platform. Beyond competition results, the Championships fostered athlete connection, national visibility, and a renewed sense of unity within the Dressage and Para Dressage communities. Given the overwhelming success of this first season, planning is already underway to build on this foundation. The 2026 editions are about expanding opportunities, enhancing the event experience, and further elevating national standards in the years ahead.

A particularly proud achievement was the implementation of the first national event in the history of EC to require a formal horse inspection prior to competition. This important step reinforces our commitment to horse welfare, competitive integrity and alignment with international best practices. The introduction of pre-competition horse inspections represents a meaningful advancement in safeguarding standards and sets a new benchmark for future national events.

STRENGTHENING INTERNATIONAL PARA DRESSAGE COMPETITION OPPORTUNITIES ON HOME SOIL

We achieved a significant milestone in the advancement of CPEDI (Concours Para-Équestre de Dressage International) competition opportunities nationwide, marking meaningful progress in the development of high-performance para dressage in Canada. Internationally sanctioned CPEDI competitions were successfully hosted in Ontario, Quebec, and Alberta, broadening geographic access for athletes, supporting classification and qualification pathways, and strengthening Canada's presence within the global para dressage community. This expanded domestic calendar reduced travel barriers for athletes and horses while elevating organizational capacity and technical expertise within the country. Building on this momentum, continued growth is confirmed for 2026 with the addition of a new CPEDI event in British Columbia, further extending national reach and reinforcing Canada's commitment to accessible, high-quality international para sport competition.

RETURN OF CDI-W COMPETITION TO CANADA

Internationally, we celebrated the return of a CDI-W to Canada with the reintroduction of the CDI-W Toronto in November 2025. This milestone re-established Canada as a host nation for elite-level international Dressage competition and provided invaluable exposure and ranking opportunities for Canadian athletes. The event attracted a field of strong international competitors, raising the competitive standard and generating significant excitement within the community. Importantly, several Canadian athletes delivered performances that strengthening their trajectories toward potential selection for the 2026 World Championships.

SECTION E RULES

In addition to competition delivery, the year was marked by significant governance and technical progress. A comprehensive review and realignment of the 2026 Dressage and Para Dressage Rules was completed to modernize the framework and ensure clarity, consistency, and relevance. This process addressed areas of duplication, discrepancy, and outdated language, resulting in a streamlined and cohesive rulebook that better supports athletes, officials, and organizers. The updated rules position our programs for continued growth and improved alignment with international standards heading into the 2026 championship cycle.

Collectively, these achievements demonstrate meaningful progress across competition delivery, athlete development, governance, and international presence. The successful relaunch of the National Championships, modernization of the rule structure, and return of world-class competition to Canada reflect a coordinated and forward-looking strategy. As we move into the next phase of growth, our focus remains on building sustainable pathways, supporting excellence at all levels, and positioning Canadian Dressage and Para Dressage for continued success on both national and international stages.

FEI DISCIPLINES: EVENTING

Throughout 2025 and into early 2026, the Eventing High Performance Advisory Group (HPAG) has continued to advance Canada's Eventing High Performance pathway through targeted athlete support, funding initiatives, education, and national program development.

A key focus has been direct support of National Team Program (NTP) athletes. Technical advisor and Chef d'Équipe Rebecca Howard has provided ongoing technical support through on-site farm visits and attendance at more than 15 FEI competitions, offering coaching and strategic guidance to NTP athletes.

The HPAG also introduced a new **structured Strength and Conditioning program** for all NTP athletes. This initiative ensures that athletes have access to professional strength and conditioning support as an integrated component of the Eventing High Performance Program. The goal is to enhance rider fitness and performance while aligning physical preparation with the demands of elite international competition.





The U25 development pathway has also seen significant growth. In 2025, HPAG launched the **Country Yucca Travel Grants**, a new funding initiative providing \$20,000 in annual travel and training bursaries for U25 athletes. The grants honour donor Nick Holmes-Smith's eventing partner, Country Yucca, and are designed to help emerging athletes access international competition and advanced training opportunities.

Additional targeted support was provided through new travel bursaries for senior athletes and staff. Funding enabled **Jessica Phoenix and Freedom GS** to compete at the prestigious CHIO Aachen CCIO4*-S, while **Karl Slezak** received support to attend as an observer. This initiative allowed key program representatives to gain valuable experience at the venue that will host the 2026 FEI World Championships in August.

To strengthen the sport's national infrastructure, HPAG also launched the **Venue Development Fund**. This initiative allows donors to contribute toward the improvement and sustainability of eventing venues across Canada while receiving a tax receipt for their support. The fund aims to ensure that Canadian athletes continue to have access to high-quality domestic competition, by supporting competition and training facilities and show organizers at all levels.

Another major initiative was the launch of the **Across the Nation Clinic Series**. This program brought six NTP athletes to six different venues across Canada to teach clinics and engage directly with the national eventing community. The series raised nearly \$24,000 in 2025 and successfully connected developing riders with high performance athletes while also generating important funds for the program. Due to its success, the series is scheduled to expand in 2026.

In addition to these initiatives, HPAG has continued to prioritize communication and education within the Canadian eventing community. Throughout the year, the group hosted multiple education sessions and town halls for athletes, owners, and supporters of the program to provide updates, gather feedback, and encourage transparency in high performance planning.

Looking ahead, HPAG has also begun discussions with Own the Podium to showcase the progress and structure of Canada's eventing high performance pathway. These conversations aim to demonstrate the program's development and explore opportunities to secure additional funding to further strengthen Canada's international competitiveness in eventing.

Collectively, these efforts reflect HPAG's ongoing commitment to building a stronger, more sustainable high performance program, supporting athletes at every stage of the pathway while investing in the people, venues, and systems needed for long-term success.

We would like to acknowledge and sincerely thank the committee members for their tireless efforts and continued commitment to advancing the sport.

THE 2025-2026 HPAG EVENTING COMMITTEE IS COMPOSED OF:

Emily Gilbert (Chair), Bruce Mandeville (Selector), Bruce Haskell (Selector), Bonnie Mosser (Selector), Michael Winter (Athlete Representative), Shandiss McDonald (Athlete Representative), Rebecca Howard (Technical Advisor & Chef d'Équipe), and Matt Ryan.

FEI DISCIPLINES: SHOW JUMPING

The Jumping program continues to be energized, respected and collaborative by the athletes with the addition of Ian Millar, working closely with Discipline Manager Karen Hendry-Ouellette.

Canada continues to increase participation in FEI Nations Cup™ competitions by accessing new opportunities in Europe for Senior Teams, and providing the much-needed team competition experience and exposure for up-and-coming athletes and horses. Our continued collaboration with the FEI/USEF for the 3* and 4* Nations Cup Series in North America has proven invaluable. All in addition to the incredibly successful





Starline Gate Communications
Photography

Spruce Meadows 5* Nations Cup each year. During 2025, 14 different athletes and 23 different horses participated in these Nations Cup competitions.

Canada had a total of 8 Nations Cup opportunities. We had three Senior Team opportunities gaining valuable exposure and experience for both athletes and horses leading into the next quadrennial towards LA28. We also had three opportunities at the 3* and 4* levels, providing important team competition experience and earning three podium finishes. Our developing athletes and horses gained valuable exposure in Europe participating in a team atmosphere.

FEI WORLD CUP FINALS, FORT WORTH, TX

Erynn Ballard and Nicole Walker qualified to participate at the 2026 World Cup Finals in Fort Worth, Texas. However, due to careful competition planning for the season declined to participate.

CSI5* \$1,000,000 ROLEX US EQUESTRIAN OPEN GRAND PRIX, WELLINGTON, FL

Following 12 weeks of world-class competition, the last FEI Grand Prix held in Wellington, FL saw three Canadian athlete/horse combinations qualified out of the vigorous competitions the final week to participate in the ultimate event.

With a starting field of 40 combinations, Erynn Ballard was our top Canadian finishing in 8th position.

- 8th Erynn Ballard – De Flor 111 Z Santa Rosa (Owners: Ilan Ferder & Andrea Hernandez Velasco)
- 21st Amy Millar – Jagger HX (Owners: Team Eye Candy & Millar Brooke Farm)
- 25th Kyle Timm – Casino Calvin (Owners: Rein Family LLC & Tara Dow-Rein)

2026 PLANNING

Now that the winter circuits have concluded, our focus returns to refining the World Championship planning in the lead up to the FEI World Championships in Aachen, GER (August, 2026) with our aim of earning LA2028 Olympic Qualification.

Thank you to CANJump, the Government of Canada, and the Canadian Olympic Committee for their vital support to success on the international stage.

YOUTH TEAM ACTION: NORTH AMERICAN YOUTH CHAMPIONSHIPS 2025

For 2025, the Dressage and Jumping portfolios were integrated to strengthen alignment and consistency across programs. This is now managed by the Program Coordinator, Jumping and Youth Teams – Kelsey McDonell

Canadian young riders achieved the following results at the 2025 North American Youth Championships (NAYC) in Traverse City, Michigan.

JUMPING

- Children Team Bronze: Emma Ludwar & Cleverboy Van't Gelutt Z, Lexi Pathy & Billy Lincoln, Keira Smith & Hautrantzau, Clara Zdunich & GCS Rosie
- Junior Team Silver: Giuliana Dim & Espoir de L'Ermitage, Isabelle Erlick & Toucare KDW Z, Livia Martin & Vico G, Sofia Popescu & Katarose HV



DRESSAGE

- U25 Individual Freestyle Silver: Brooke Mancusi & DeJohn Ymas
- Young Rider Individual Freestyle Gold: Sophia Rockstad & Lord Nunes
- Young Rider Individual Freestyle Silver: Anna Swackhammer & Fabienna GV
- Junior Individual and Freestyle Bronze: Ainsley Leach & Frangelico

EVENTING

- USEF Eventing Young Riders Championships (Loch Moy Farm, Adamstown, MD)
- CCI2*YR Team Silver: Chelsea Lowe & King Edward of Barrells, Avery Tallman & BDE Olympic Royale, Emma McHugh & Imperial, Saffron Klotz & Ballingowan Clarity

The success of Canada’s high-performance programs would not be possible without the tireless dedication of the High Performance Advisory Groups (HPAGs). These volunteers provide leadership in technical strategy, athlete representation, selection oversight and program integrity.

Special thanks also go to

- EC High Performance Team Members
- EC staff, who work behind the scenes to support athlete needs
- Team support personnel including vets, therapists, farriers
- Chef d’equipe Peter Gisborn (Jumping) & Jillian Taylor-Mancusi (Dressage)
- Team Canada Grooms, and all grooms in our sport who work tirelessly to ensure our equine partners are health, happy and able to compete
- Donors and partners, including Mad Barn, TKEQ, LC Taylor, Leveza Eq., Talisman Custom Fly Bonnets, Nexolia, CL Equestrian, LUX Equestrian, Harbourfront Gives, CANJump, John Anderson, Euphoric Equestrian, Mango’s Magic Creations.
- The Government of Canada, Canadian Olympic Committee and Canadian Paralympic Committee

- EC sport licence holders who compete and contribute via the levies, supporting high performance sport and domestic sport in Canada

Lastly, we recognize and deeply appreciate the owners, friends, and families of our athletes your unwavering support, financial and emotional, continues to be the foundation of Canadian equestrian excellence.

NATIONAL RANKINGS

Equestrian Canada is also pleased that the first complete year of all discipline domestic National Rankings have been completed. Each category leader receives a vest in recognition of their achievement.

DIVISION	RIDER
Dressage	
Introductory Level	Layla Chagnon
Training Level	Terrienne Feetham
First Level	Ambre Tawil
Second Level	Alicia Wardlow
Third Level	Aleisha Petrat
Fourth Level	Vivian Demerchant
Masters Level	Robyn Brown
FEI Young Horse 5 year oldEI	Reba Fournier
FEI Young Horse 6 year old	Beatrice Boucher
FEI Young Horse 7 year old	Camille Carrier Bergeron



FEI Pony	Rori McCormick
FEI Children	Estella Gosniak
FEI Junior	Imogen Hawes
FEI Young Rider	Anna Swackhammer
FEI Small Tour	Alison Martin
FEI Medium Tour	Amy Wellburn
FEI U25	Brooke Mancusi
FEI Big Tour	Erin Silo

Para Dressage

Walk/Trot Tests	Carole Adlington
FEI Grade I Novice	Alexandra Vadnais
FEI Grade IV Novice	Mikyle Strydom
FEI Grade IV Intermediate	Calla Gross
FEI Grade V Intermediate	Eleonore Elstone
FEI Grade I Grand Prix	Jody Schloss
FEI Grade II Grand Prix	Sharon Buffitt
FEI Grade III Grand Prix	Ella Gieselmann
FEI Grade IV Grand Prix	Laura Hall
FEI Grade V Grand Prix	Marley Crosby

Hunter Jumper

Adult Amateur Hunter 3'	Laurie Felesky
Amateur Owner Hunter 3'	Cindy Phillips-Wood
Amateur Owner Hunter 3' 6"	Shannon Walter
Children's Hunter 3'	Jordana Polisuk
Green Hunter - 1st Year - 3' 6"	Cawthra Burns
Green Hunter - 2nd Year - 3' 9"	Louis DelSignore
Green Pony Hunter - Large 2'9"	Tamara Wrayton
Green Pony Hunter - Medium 2'6"	Ashleigh Taylor
Green Pony Hunter - Small 2'3"	Meghan Rawlins
Junior Hunter 3' 6"	Lexi Dodson
Junior/Amateur Hunter 3' 3"	Natasha Skupsky
Pony Hunter - Large 2'6"	Karson O'Connor
Pony Hunter - Medium 2'3"	Cindy Bolen
Pony Hunter - Small 2'0"	Braeburn Farms
Pre Green Hunter - 1st Year - 3'	Caren Morassutti
Pre Green Hunter - 2nd Year - 3' 3"o	Alexandra Cantin
Regular Hunter 4'	Breana Zielonka



4 YR Old Jumper 1.00M - 1.10M	Les Elevages Elite YPDM
5 YR Old Jumper 1.10M - 1.20M	Rosalynd Bimm
6 YR Old Jumper 1.20M - 1.30M	Pauline Esdale
7/8 YR Old Jumper 1.30M - 1.40M	Julie Van Wieren
Junior/Amateur Jumper 1.00M	Stephanie Harnois
Junior/Amateur Jumper 1.10M	Brayden Meeuse
Junior/Amateur Jumper 1.20M	Valentina Da Silva Giusti
Junior/Amateur Jumper 1.30M	Shauna Gamble
Junior/Amateur Jumper 1.40M	Carson Lewis
Pony Jumpers 1.0M	Olivia Lukat

Equitation

CET Medal	Minayla Alaux
CET Mini Medal	Teia Fennell
Equitation A	Ileana Pantalone
Equitation B	Juliette Leblanc
Equitation C	Fiona Kleiboer
JC Medal	Mathilde Candele

Eventing

EV 115	Jessica Phoenix
EV 110	Holly Jacks
EV 105	Colleen Loach
EV 100	Amélia Boivin
EV90	Damien Viala
EV 85	Chelan Kozak



COMMITTEE REPORTS

Equine Industry Development Committee (EIDC)

EC's Equine Industry Development Committee (EIDC) provides a structure and national forum for industry stakeholders, breed organizations and other affiliates to exchange information, resources and expertise with unity of purpose to increase the long-term profitability of Canada's equine sector.

The 2025-2026 year started off very actively, discussing and monitoring the introduction of new American tariffs, and how they might affect the equine industry in Canada. The committee was fortunate to have a breed association representative that worked with Canadian government officials to navigate solutions for the least impact to the sector. Collaborative discussions were held between American Horse Council, committee chair and EC staff to share awareness and take-aways.

For the remainder of the year, the EIDC focused and completed two priority goals: (1) Discuss implications of the equine identified as 'livestock' vs 'companion/pet' and the overall importance of livestock category for the equine industry in Canada, and (2) Compile information for a resource document for other breed associations on transitioning from branding/tattooing to microchipping for equine ID (where possible). Common challenges and possible solutions were discussed, that could assist with such a transition.

National Breed Sports Committee (NBSC)

The EC National Breed Sports Committee is responsible for leading the strategy on programs and services for the development of breed sports in Canada. It ensures the growth of these disciplines by managing, organizing, and setting standards for breed-focused competition and recognizing excellence through annual awards.

In FY26 the Committee increased their outreach in a number of ways. Breed sport articles by each member were submitted to increase awareness of their sport using EC's social media channels; five year-end awards promoting high achievements by both horse and equestrian were celebrated; the committee reviewed and negotiated rules on behalf of breed sports for the EC-USEF reciprocal agreement; reviewed the general rules to support the officials' pathway and their maintenance requirements; and reviewed the Judges' Cards for Saddle Seat Equitation and Breed Sports. The committee also provided a review of EC's recent changes in equine welfare rules, expressing concerns about the potential impact of those changes on breed sports.

The NBSC also keeps a sharp eye on the changing landscape in breed sports participation, show availabilities and types, and challenges to breeds and regions such as associated cutbacks due to travel distances and costs, showing fees and officials/judges availabilities. All these combined, will influence decisions to sanction shows under EC in Canada.

Finance & Audit Committee 2025/2026 Annual Report

As Chair of the Finance and Audit Committee (FAC) for FY2026, I am pleased to present this year's financial overview as part of the Annual Report. Throughout the fiscal year, the Committee maintained a strong focus on ensuring the organization's financial position remained stable, resilient, and aligned with its long-term strategic priorities through regular oversight of financial reporting, risk management, and internal controls.

We are encouraged by Equestrian Canada's (EC) continued financial stability and the progress made in strengthening the alignment between financial planning and the broader strategic vision. While challenges remain, the organization is well-positioned to navigate future uncertainties through prudent financial management and disciplined decision-making.

During the year, the FAC committee held 4 meetings between April 1, 2025 to March 31, 2026. The FAC members are as follows:

- Nathan Reeve, CPA, Committee Chair and Board Director
- Andrea Hayward, CPA, Board Director
- Stéphanie Leblond, Board Director
- Susan Harrison, Registered Participant
- Zahra Kolia, CPA, Registered Participant
- Meg Krueger, Chief Executive Officer, Equestrian Canada, Ex-Officio Member
- Lisa Roberston, President, Equestrian Canada, Ex-Officio Member
- James Hood, Chief of Staff, Equestrian Canada
- Lisa Sheppard, CPA, Director Finance, Equestrian Canada

Throughout the fiscal year, the Finance team played a central role in supporting their objectives. Their work focused on strengthening financial reporting processes, improving the timeliness and accuracy of reporting, and enhancing internal controls and reconciliations. The team also supported the implementation and refinement of budgeting and forecasting tools, enabling more informed decision-making and improved alignment between financial planning and strategic priorities. In addition, significant effort was dedicated to ensuring compliance with reporting requirements, supporting audit readiness, and maintaining strong financial governance practices across the organization.

On behalf of the Committee, I would like to thank management and my fellow Committee members for their leadership, expertise, and commitment throughout the year. Their efforts continue to strengthen the organization's financial foundation and support its ability to deliver on its mission.

FINANCIAL RESULTS FOR THE FISCAL YEAR ENDED MARCH 31, 2026

For the fiscal year ended March 31, 2026, EC generated total revenues of \$6,704,930 compared to a budget of \$6,265,049, resulting in a favourable variance of \$439,881. This variance was primarily driven by higher-than-budgeted Sport License Fees, Competition Levies and Fees, and Donations, Fundraising and Sponsorships, reflecting continued engagement across core revenue-generating activities. These increases were partially offset by lower-than-expected Interest, Rebates and Other Revenue, and Product Sales.





Total expenses for the year were \$6,861,565 compared to a budget of \$6,344,580, resulting in an unfavourable variance of \$516,985. This variance was largely attributable to higher Legal and Other Professional Fees, Consulting and Contracting costs, Discipline-related expenses, and Information Technology related expenses. These increases reflect both the timing of certain expenditures and continued investment in operational capacity and program delivery.

As a result, the organization recorded a net deficit of \$156,632 for the year ended March 31, 2026, compared to a budgeted deficit of \$79,531. While this represents an unfavourable variance, it reflects a combination of both controllable and uncontrollable factors, including timing differences and difficult-to-predict expenditures. The result remains within a reasonable range given the organization's scale and financial position.

Overall, the results remain consistent with the organization's strategic approach to financial stewardship, balancing investment in program delivery with prudent expense management, while maintaining financial stability over time.

FY25-26 INVESTMENT ACCOUNT

For the current fiscal year, an Investment Committee was established as a subcommittee of the FAC to review and update the organization's investment policy, ensuring continued alignment with governance standards, risk management practices, and stewardship objectives. During the year, the Investment Committee met with representatives from National Bank to review the organization's existing investment holdings and explore opportunities to enhance the structure and performance of the funds on deposit. This work represents an initial step toward strengthening investment oversight and improving returns within an updated policy framework currently under development.

At the end of March 31, 2026, the amount currently held within the investment account is \$1,669,000.

AUDIT

This fiscal year, the newly appointed auditors BDO performed the annual audit beginning early January 2026. The audit was successfully completed in a remote workplace environment again for this fiscal year. The EC Finance team worked to ensure a smooth remote audit process. BDO issued an unqualified audit opinion for this year.

The FAC extends its appreciation to the audit staff from BDO, Nadine Atkinson, Kylie Zuo, Sacha Malhi and Carter Wiebe and EC's finance team for their work.

CASHFLOW

Cash flow during the fiscal year remained stable overall, supported by diversified revenue streams and ongoing discipline in expense management. While timing differences between receipts and disbursements created periods of fluctuation typical of the organization's operating cycle, there were no sustained liquidity concerns. Management continued to closely monitor inflows and outflows throughout the year to ensure obligations were met as they came due, while maintaining sufficient working capital to support program delivery and operational needs. This proactive oversight by management, in conjunction with FAC review, contributed to maintaining a steady cash position and ensured the organization remained well positioned to meet both short-term commitments and strategic financial priorities.

BUDGETS

During the fiscal year, the Finance and Audit Committee and Board continued to oversee the organization's multi-year budgeting framework, ensuring alignment between financial planning and strategic priorities. The FY2027 budget was realigned and approved within a disciplined planning process, incorporating updated assumptions related to revenue streams, program delivery requirements, and operational cost pressures. This approach supported continued financial oversight while allowing flexibility to respond to evolving organizational needs throughout the year.

A key component of financial stability remains the four-year funding agreement with Sport Canada. This multi-year funding model provides a predictable and structured foundation for a portion of the organization's revenues, enabling longer-term planning and more effective allocation of resources across priority programs. While Sport Canada funding represents only one component of the organization's broader revenue base, it plays an important role in supporting core program delivery and ensuring continuity across key national initiatives.

Together, the approved annual budget process and the multi-year Sport Canada funding framework continue to strengthen financial planning discipline, enhance revenue stability, and support the organization's ability to deliver on its strategic objectives in a sustainable manner.

Respectfully Submitted,

Nathan Reeve

Chair, Finance & Audit Committee

Governance and Ethics Committee (GEC)

The Governance and Ethics Committee was chaired by Audrey-Julie (AJ) Dallaire until her resignation on February 24, 2026, at which time Todd Walsh assumed the role of Chair. Committee members during the reporting period included AJ Dallaire, Todd Walsh, Lisa Robertson, Gilles Levasseur, Marion Cunningham, and Nick Sutcliffe. The Committee was supported by Meg Krueger (CEO), Marilyn Korim (Manager, Corporate Operations), and James Hood (High Performance Director), with additional support from consultant Janis Riven.

The Governance and Ethics Committee (GEC) supports Equestrian Canada (EC) in promoting strong governance practices, ethical oversight, and alignment with applicable legislation, bylaws, and leading practices. During the reporting period, the Committee advanced its mandate through review of governance frameworks, policies, and committee mandates to support clarity, consistency, and alignment with evolving organizational needs, including continued enhancements to improve equity, diversity, and inclusion (EDI).

Key areas of focus included Board effectiveness, composition, and governance processes, as well as alignment of governance timelines with the AGM, Board cycles, and broader organizational planning. In collaboration with staff and leadership, the Committee continued to strengthen accountability, transparency, and accessibility across governance processes in support of a practical and responsive governance framework.



Looking ahead, the Committee will continue to advance governance improvements, with ongoing attention to policy review, governance resources, effective Board and committee processes, and continued EDI enhancements. The Committee remains committed to supporting the Board in upholding high standards of governance and ethical oversight in the year ahead.

Respectfully submitted,

Todd Walsh

Chair, Governance and Ethics Committee (GEC)

Nominating Committee (NOM)

The Nominating Committee was chaired by Todd Walsh. Committee members included Category Representatives from Category A (Joan Macartney, Doug Orr), Category B (Kris Foley, Elise Blais), and Category C (Mallory McKewen, Melissa MacKenzie), along with Board representation including Nick Sutcliffe. The Committee was supported by Meg Krueger (CEO) and Marilyn Korim (Manager, Corporate Operations).

The Nominating Committee (NOM), a sub-committee of the Governance and Ethics Committee, is responsible for overseeing a fair, transparent, and effective nomination and election process for the Board of Directors. This includes recruiting qualified candidates, reviewing applications, conducting interviews, and presenting a slate of candidates to Voting Members in accordance with the By-laws.

During the reporting period, the Committee reviewed thirteen (13) candidate applications, interviewed selected candidates, and confirmed a slate for election. The Call for Nominations opened on February 23, 2026, and closed on March 27, 2026, with interviews held in April and the final slate announced on April 27, 2026. Category Representatives also met with their respective Voting Members in advance of the AGM to support an informed voting process.

The Committee introduced enhancements to strengthen engagement and transparency, including brief recorded candidate interviews and the opportunity for Voting Members to submit questions for inclusion. The Committee also continued to advance equity, diversity, and inclusion (EDI) through more inclusive and accessible candidate materials, structured and bias-aware interview approaches, and a continued focus on diverse lived experiences and perspectives.

Following the AGM, the Committee will reconvene to continue refining the nomination and election process, with ongoing attention to transparency, accessibility, and continued EDI enhancements.

The Nominating Committee remains committed to supporting a strong, inclusive, and effective Board of Directors and to the continuous improvement of EC's governance processes.

Respectfully submitted,

Todd Walsh

Chair, Nominating Committee (NOM)

Human Resources Committee (HRC)

The Human Resources Committee (HRC) continued its work throughout the 2025–2026 fiscal year with a focus on organizational stability, staff well-being, and strengthening leadership capacity during a period of operational pressure and change. Despite earlier restructuring and external challenges, the organization demonstrated resilience, reflected in improved employee engagement, effective HR processes, and strong alignment between the Board, leadership, and staff.

Employee engagement remained a priority, with staff satisfaction reaching 78%—the strongest result in the past four years. While overall engagement is high, some impacts were noted among employees affected by workforce reductions. Confidence in leadership remains strong, supported by transparent communication and consistent leadership presence, alongside an ongoing emphasis on empathy, open communication, and a psychologically safe workplace.

A revised performance review framework was successfully implemented and well received, providing greater clarity, accountability, and alignment with organizational goals. This will continue to be refined and embedded within the annual HR cycle.

Strengthening leadership capacity has been a key focus. The Chief of Staff function has added value by improving coordination and enabling the CEO to focus on strategic priorities. A Board-approved transition is underway to evolve this role into a broader operational leadership function to support sustainability and workload balance.

The HRC remains committed to a safe and respectful workplace, supported by established protocols and a zero-tolerance approach to inappropriate behaviour. Efforts continue to focus on clear expectations, strong communication, and ensuring staff feel supported and heard.

Within current financial constraints, the Board approved a 2% cost-of-living increase for Coordinators; a 1% cost-of-living increase for Specialists, and Managers; with no increases for Directors and Senior Leadership. The Committee continues to explore flexible work arrangements that balance fiscal responsibility with retention and well-being. Strong HR support remains critical across recruitment, performance management, and organizational change.

Looking ahead, the Committee will focus on the CEO performance review process, advancing a sustainable leadership structure, developing frameworks for effective engagement across the sport system, and maintaining a strong emphasis on staff well-being and organizational culture.

The Committee recognizes the dedication and resilience of Equestrian Canada staff and leadership over the past year and remains committed to fostering a workplace defined by respect, accountability, and care.

Respectfully submitted,

Lisa Robertson

President, Equestrian Canada

Chair, Human Resources Committee



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EQUINE CANADA OPERATING AS "EQUESTRIAN CANADA" STATEMENT OF OPERATIONS

For the year ended March 31

	2026	2025
Revenue		
Sport licence fees	\$ 3,212,871	\$ 2,689,007
Competition levies and fees	1,111,762	1,056,392
Sport Canada funding	1,071,500	1,084,500
Equine medication control	399,050	385,880
Discipline – general revenue	310,684	296,509
Donations, fundraising and sponsorship*	271,877	979,163
Membership	145,727	513,482
Product sales and e-course revenue	117,662	158,191
Other revenue	51,091	85,311
Discipline – major games	11,546	520,017
Other government funding	1,160	30,900
	6,704,930	7,799,352
Expenses		
Amortization of tangible capital assets	18,706	15,344
Bad debt expense	43,414	-
Cost of goods sold	151,000	191,189
Discipline – general expenses	1,760,540	1,842,696
Discipline – major games	35,216	853,326
Equine medication control	179,878	173,476
Events	19,114	129,227
Information technology	187,235	157,669
Marketing and communications	55,328	91,172
Meetings and travel	206,446	169,924
Office and miscellaneous	568,493	662,282
Professional fees	103,282	168,505
Realized loss on exchange	7,751	-
Rental	21,270	21,270
Safe sport	504,853	263,513
Salaries and benefits	2,999,039	3,210,921
	6,861,565	7,950,514
Deficiency of revenue over expenses	\$ (156,635)	\$ (151,162)

*In FY26, EC raised from donations, fundraising and sponsorship \$769,543 and used \$271,877 in funded programs. The remaining \$497,666 will be used in future high performance programs and major games.

2025

EC NATIONAL AWARD RECIPIENTS

The 2025 National Award recipients are recognized for their impressive achievements and contributions to the growth and success of the Canadian equestrian community.



Gold Medal Award
JILL HENSELWOOD



Gold Medal Award
ROBERT IRVING



Lifetime Achievement Award
SUE OCKENDON



Owner of the Year
REIN FAMILY



Official of the year
ANNE WELCH



Coach of the year
KENDAL LEHARI

EC WOULD ALSO LIKE TO THANK the Recognition and Awards Committee for their time and effort in selecting the recipients, with support and input from EC stakeholders and experts. The 2025 EC Awards Committee is comprised of Peggy Hambly (Chair), Jennifer Anstey, Julie Brewster, Alison Martin, and Taylor McRae.



Equestrian of the Year –
The Dr. George Jacobsen Trophy
BRITTANY FRASER-BEAULIEU



Junior Equestrian of the Year –
The Gillian Wilson Trophy
LIVIA MARTIN



Horse of the Year
EL MUNDO (NUMERO UNO X CALVARO F.C.)
Owners: Jonathan Nelson, Emma and Michael Winter



Canadian Breeder of the Year
JENNA PONZO



Volunteer of the Year:
FRAN MCAVITY



Health and Welfare Award
WAYNE BURWASH

