



Equestrian Canada Winter 2025 Management Report

Executive Summary

This quarter, EC is actively supporting the licence renewal period as well as active operational committees. We are finalizing the four-year budget and framework for Strategy 2028 (the new strategic plan on the path towards Imagine 2030) for Board review and approval. We have begun hosting engagement sessions with stakeholder groups. We met with Voting Members in January 2025, and the feedback received will result in EC hosting an Operational Committee Spring Forum in March 2025, as well as adding a reporting function from each operational committee into quarterly management reports starting in the new fiscal year. These efforts will help to ensure the voices from our committees are heard and acknowledged relating to our strategic priorities, as well as to our operational performance.

Since the last quarter's management report, we achieved 81.5% of our quarterly priorities as reported:

Completed (score 1):

1. Completion of and delivery of the Sport Support Program requirements on HP sport.
2. Complete the 2025 Rule Revision Cycle & Publication.
3. Open 2025 EC Sport License Renewals & Invite/support pre 2025 renewals.
4. Transition new identified participants to OSIC.
5. Quad budget (FY26-29) version 1 completed.
6. Sport Canada core funding application and budget submitted by December 11, 2024.
7. Host an Olympic/Paralympic Celebration for all athletes, owners, grooms and support staff.
8. Host 3 autograph sessions in partnership with our nutrition sponsor, MadBarn to feature EC's role as the facilitator to Olympic Games.
9. Establish committee for Red & White fundraisers in Q4 and confirm dates (for Eventing, Dressage and Jumping).
10. Employee Offboarding Checklist (for Employee - Employee Manager - HR - Finance).
11. Category A, B, C: Chair Confirmation & Board Liaison Selection: Meeting with President, CEO, Board Liaisons, Category Staff Liaison.
12. PTSO Executive Directors participate in strategy sessions to help build EC's next strategic plan and assess collective alignment of their plans.
13. Support team change management for transition of the Marketing & Communications department to Brand & Commercial department.

Partially Completed (score 0.5):

1. Completion of the Games debrief (Individual athlete and games) and program review for the Tokyo to Paris Triennium. *PDR/EV complete, JU/DR games debrief complete, one on ones still to be completed. 50%*
2. Update of the Classifiers Pathway and education program. *Work complete, now with Sport Ops for upload and implementation. 50%*
3. Quad plan framework built for LA 2028. *50% completed*
4. Prepare to release the next 5-year road map for Coach Status & co-create a communications plan. *Ongoing 50%*
5. Culture and Engagement: Employee and Stakeholder: create initial pathways/concepts. *Work has begun, partnered with Innerlogic. 50% complete*

Not Completed (score 0):

5. Employee New Laptop Lease Agreement signed – *Budget restrictions in FY25 will move this goal to FY26.*

OKRs exported from Viva Goals as on 2/20/2025.

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

Department Quarterly Priorities

Each management report, we identify 1-3 priorities, aligned with the Strategic Plan, that we want to achieve during the quarter.

The priorities for Q4 (January-March) FY25 are below.

Q4: High-Performance

1. Delivery Nations Cup Jumping Wellington.
2. Para Dressage Sport Form UK - Classification and Technical Leadership Development / Delivery of PDR Performance Metrics Tracking.
3. Program Delivery: Daily Training Environment Visitation Program Eventing February-March 2025, Para Dressage March 2025: Completion of Paris Reviews - Athlete 1 on 1, Program Review, HPAG Reviews

Q4: Finance

1. Quad budget (FY26-29) version 2 (final) completed and approved by the Board.
2. Insurance audit and renewals complete by March 31, 2025.
3. FY25 Annual audit commences and is 50% completed.

Q4: Sport Operations & Development

1. Migrate coaching database systems (from Momentum into MyEC)
2. Release the next 5-year road map for Coach Status & co-create a communications plan.
3. Adoption of the Canadian Safe Sport Program and successful integration into our operations, competitions and coaching processes.

Q4: Corporate Ops & Organizational

1. Employee HR Manual updated and circulated to staff with annual HR Memo.
2. Employee New Laptop – Review and finalize plan for implementation in FY26 Q1.
3. Board approval of new Athlete Board Director governance documents and onboarding of new Athlete Director onto the Board.
4. Culture and Engagement: Complete and launch the Innerlogic Culture Code with stakeholders.

Q4: Business Development

1. Produce and execute 3 “Red & White” fundraisers in Florida in support of current budget relief and to hold for World Championships travel funding. The combined goal is to raise \$175,000 USD.
2. Onboarding DonorPerfect. A platform to consolidate our sources of donations and provide EC with the ability to improve communication to donors to retain and increase giving.
3. Building a Corporate Partner strategy – identifying EC assets and potential corporate sponsors.

Q4: Marketing & Communications:

1. Onboarding new Manager, Brand and Commercial that is building a Proactive Communications calendar in order to plan the balance and cadence of our communications moving forward.
2. Using the technical skills of the new Mngr, we are maximizing the potential of some of our current platforms. Monday.com is our Marketing/Communications request mechanism that has many more productive functions that we will now realize that will help measure and balance workload.
3. The measurement of the EC social media content has increased, and we are working to build campaigns to support the build of the brand.

OKRs exported from Viva Goals as on 2/20/2025.

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Strategy 2025 – Staff Adoption Metrics

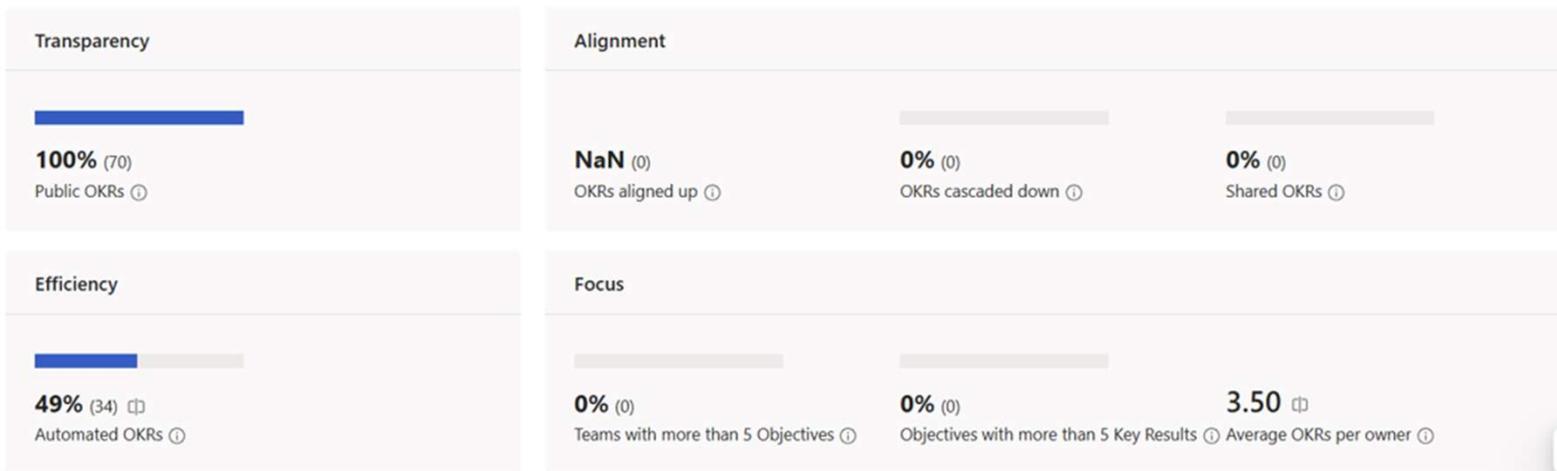
Adoption

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



OKR practice

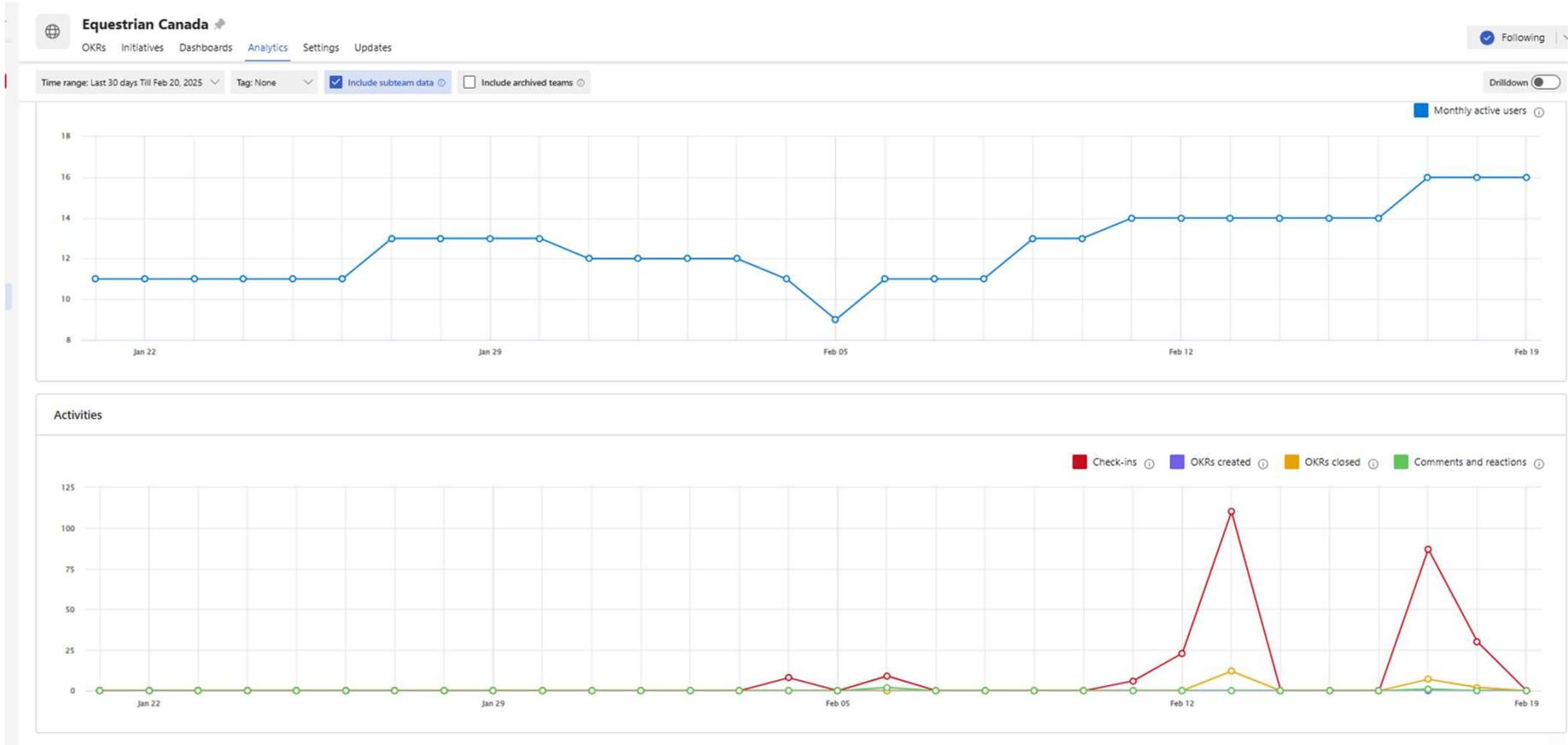
How well OKRs are setup in your team. [Learn more](#)



OKRs exported from Viva Goals as on 2/20/2025.

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

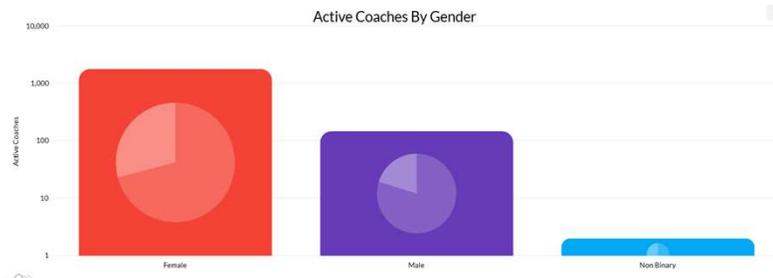
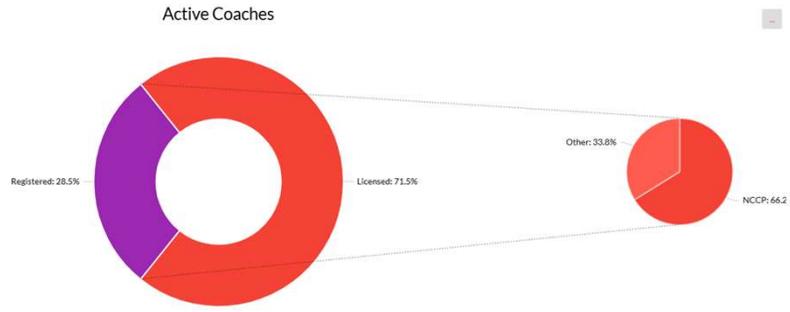
Strategy 2025 – OKR Engagement



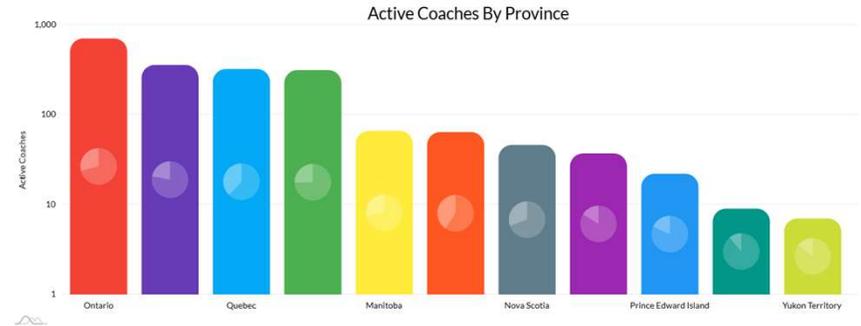
OKRs exported from Viva Goals as on 2/20/2025.

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Coach Status Metrics



Gender	Licensed	Registered	Total
Female	1271	521	1797
Male	118	30	148
Non Binary	1	1	2



Province	Licensed	Registered	Total
Ontario	500	203	703
British Columbia	278	79	357
Quebec	200	122	322
Alberta	234	79	313
Manitoba	47	19	66
Saskatchewan	38	26	64
Nova Scotia	32	14	46
New Brunswick	31	6	37
Prince Edward Island	18	4	22
Newfoundland	8	1	9
Yukon Territory	6	1	7
North West Territories	0	1	1

OKRs exported from Viva Goals as on 2/20/2025.

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OKR Quarterly Report - Introduction

EC uses Microsoft Viva Goals (VG) to track and report on Objective & Key Result (OKR) progress. VG offers increased transparency, decentralized customization, improved reporting and integration into other apps EC used within the Microsoft suite of products.

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

Of the high-level Strategy 2025 Objectives (12 total), as of February 20/25:

- **On track: 5** (2-2, 2-3, 3-1, 3-2, 3-3) – decrease by three over last quarter
- **Behind: 5** (1-1, 1-3, 2-1, 2-4, 3-4) – increase by two over last quarter
- **At risk: 0**
- **Closed: 2** (1-2, 1-4) – increase by two over last quarter

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

Primary influences on status progress:

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

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

OKRs exported from Viva Goals as on 2/20/2025.

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

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 1-1-1: Implement a developmentally appropriate equestrian sport pathway with simplified competition and licensing structures	51% (-7%)	58%	100%	Behind	Learn to Ride/Drive curriculum update is on track, with new curriculums currently being piloted across the country. Full launch is on target for September 2025. Long Term Equestrian Development 3.0 update is behind but will be completed in 2025. Competition alignment is postponed into Strategy 2028 but budgeted in FY26 and FY27, with completion targeted by March 31, 2027.
Objective 1-1-2: Review and refine Olympic and Paralympic Gold Medal Profiles (GMP) and Metrics	80% (+23%)	57%	100%	On Track	Dressage and Para Dressage template is fully aligned. Full implementation is complete in Para Dressage with feedback from NTP athletes including "I feel Seen." Implementation within Dressage will begin once the Technical Advisor is in place. Eventing and Jumping Gold Medal Profile is behind.

OKRs exported from Viva Goals as on 2/20/2025. [Open Viva Goals](#)

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

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 1-2-1: Research experienced value of existing EC products, develop recommendations and test prototypes	33% (+3%)	30%	100%	Closed	EC has limited resources and capacity to analyze retail product satisfaction levels at this time. We will continue to monitor the sales trends from our new eStore (2024) and will introduce new retail products to support demand.
Objective 1-2-2: Launch improved and modernized products	0%	0%	100%	Closed	EC has limited capacity to launch new products, however we have identified existing assets that we will sell, in addition to regularly assessing eStore retail sales trends and adjusting to meet demand.

OKRs exported from Viva Goals as on 2/20/2025. [Open Viva Goals](#)

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

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 1-3-1: Bring on Sales Lead/specialist to lead a corporate/grant portfolio achieving \$1M/a revenue by 2030	79%	79%	100%	On Track	70% of the Strategy 2025 sponsorship target was reached. The last step for this OKR is the development of a Sponsorship Strategy for the Quad. Engagement with the community is underway with 4 scheduled Red & White fundraisers, to unite efforts for building community and giving. Following the completion of this effort this Quarter, the Sponsorship Strategy will be finalized for the next report.
Objective 1-3-2: \$500k in general donations is generated annually	39%	39%	100%	Behind	94% of the FY25 budget donations target was reached, however surplus donations above and beyond the annual target have not been achieved. The last step for this OKR is the development of a Donation Strategy for the Quad. Engagement with the community is underway with 4 scheduled Red & White fundraisers, to unite efforts for building community and giving. Following the completion of this effort this Quarter, the Sponsorship Strategy will be finalized for the next report.

OKRs exported from Viva Goals as on 2/20/2025. [Open Viva Goals](#)

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

1-4 Simplify governance structure and implement risk management practices

Child Items	Current	Last month	Target	Status	Check-in note
Objective 1-4-1: A New Governance Structure (COC Funded) is implemented to achieve alignment with the Sports Governance Code	75%	75%	100%	Closed	Over the past 2 years, thanks to COC funding, EC achieved governance alignment with the Sport Governance Code. The Objective is closed at 75% completion because we initially intended by-law changes to change the membership structure, however the work of the governance consultant and Inclusion Working Group completed in August 2024 and did not recommend membership/by-law changes.
Objective 1-4-2: The Board of Directors implements a risk management practice	100%	100%	100%	Closed	This OKR is complete, with a track record of 3 quarters in FY25 of ERM assessment reports provided to the Board of Directors at quarterly Board meetings.

OKRs exported from Viva Goals as on 2/20/2025. [Open Viva Goals](#)

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

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 2-1-1: Streamline Operational Processes	50%	50%	100%	Behind	IT Steering Committee paused work during the staff HP/Domestic alignment work sessions in January-February 2025. In March, work will recommence and a final tracking of the number of processes automated during Strategy 2025 (target is a manual reduction of 50%) will be completed and published by the next quarter report.
Objective 2-1-2: Gain Post-Covid Insights into the Canadian Equine and Equestrian Sector	100%	100%	100%	Closed	This Objective was attained on September 30, 2023, with the publishing of the Post-Covid study in English and French.

OKRs exported from Viva Goals as on 2/20/2025. [Open Viva Goals](#)

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

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 2-2-1: Enhance Coach Licensing and Development	87% (+17%)	70%	100%	On Track	As of February 18, 2025, we have 1,935 active coaches. We expanded automation within the Coach Status program, improving overall workflow. Enhancements to the Safe Sport process now make it easier for members to complete their courses. We made it easier for coaches to obtain insurance by making professional liability coverage optional. To further support coaches, we automated the Temporary Coach Status (TCS) purchase process, allowing for online transactions and refining TCS procedures for the upcoming season.
Objective 2-2-2: Develop and Strengthen the Coach Developer Workforce	94% (+8%)	86%	100%	On Track	2 projects have completed: Delivery of quarterly virtual Coach Developer sessions to provide Continuing Education and share information (initiated and established as an ongoing program) and Conducting Learning Facilitator training for NCCP (initiated and established as an ongoing program). The final project will take place in September 2025, as EC partners with Alberta Equestrian Federation, other PTSOs and coach developers to host the second in-person Coach Developer Symposium.

OKRs exported from Viva Goals as on 2/20/2025. [Open Viva Goals](#)

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 2-2-3: Recruit and Train U50 Officials	75%	75%	100%	On Track	We anticipate the new dressage pathways to be complete as of December 1. Dressage has launched new digital exam. Improved Online officials' application has launched. Hunter/Jumper Course Designers have begun work. Jumper CD pathway nearly complete, educational materials remain. Hunter Judges Pathway underway. General Steward pathway reviewed, educational materials and online exam in the works. Aim: March 31, 2025. We are working on the next steps of officials' automation: Letter of Reference Form, Online Evaluation submission, Direct upload of documents to records, Staff dashboard.
Objective 2-2-4: Achieve annual retention KPIs and Enhance Learning and Development for staff and volunteers	51% (+1%)	50%	100%	Behind	We have completed the 2025 staff debrief survey and the volunteer debrief survey will close in Feb. Final report will be circulated in March. We are behind in increasing recognition of EC volunteers in communications and with funding constraints. We will not host Smith School of Business staff development in 2025 however we will leverage info sessions and free professional development training courses for staff in 2025.

OKRs exported from Viva Goals as on 2/20/2025. [Open Viva Goals](#)

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

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 2-2-5: Certify 10 NCCP Competition Development coaches annually	100%	100%	100%	Closed	All projects and initiatives are complete. This OKR was closed on August 6, 2024.

OKRs exported from Viva Goals as on 2/20/2025. [Open Viva Goals](#)

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

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 2-3-1: Update Developmentally Appropriate curriculum from Fundamentals (Rookie Riders) to Train to Compete (LTRD)	90% (+1%)	89%	100%	On Track	Learn to updated curriculum is complete (English), with Western in process to complete for program launch. Pilot is underway, full program relaunch will take place in September 2025.
Objective 2-3-2: Implement EC-owned national championships with rankings for 4 disciplines	81% (+2%)	79%	100%	Closed	Hunter/Jumper rankings are complete. Dressage and Eventing have finished pilot and will fully launch in 2025. Endurance is in development with target to launch with championships in 2026. We will continue to improve rankings and championships for existing and new disciplines in future years.

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 2-3-3: Increase the number of EC domestic organizers (new organizer/venue and/or new NexGen organizer)	2%	2%	100%	Closed	This objective is closed without achieving the planned key results. Staff will debrief to assess the feasibility of this Objective and related growth strategies in Strategy 2028.
Objective 2-3-4: Support, Maintain/improve and increase the number of FEI eventing, dressage and para-dressage and FEI jumping competitions held on Canadian soil	95%	95%	100%	Closed	This objective closed on October 29, 2024, with 38% overall average increase in 2025 FEI competitions over 2024.

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 2-4-1: Increase the percentage of NextGen athletes who progress to the high performance program	65% (+15%)	50%	100%	Behind	We are limited by finances and the ability to delivery programs that support the advancement of athletes. The achievements of the program on qualifying all 4 teams for the Paris Games are only one part of the work that needs to be done. We are outsourcing support to deliver youth programming at both the competition level - NAYC and Nations Cups. Without the financial support of individuals and work on fundraising - whether that is partners like CANJump or self raised funds to attend NAYC, we would not have NextGen programming. Para Dressage has achieved progress in this area, as a result of the access to the Enhanced Excellence funding provided for programs and people support.
Objective 2-4-2: 3 teams qualified for the Olympics and 1 team qualified for the Paralympics 2024	100%	100%	100%	Closed	100% complete. All four disciplines qualified

OKRs exported from Viva Goals as on 2/20/2025. [Open Viva Goals](#)

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

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 2-4-3: Achieve Top 5 Finish for 1 Team and Top 4 Finish for 1 individual at Paris 2024 Games	75%	75%	100%	Closed	Closed at 75% achieved. The Key Result closed at 10% however support/structural projects such as securing PDR horse loan opportunities, developing international nominations processes and supporting discipline efforts for fundraising completed between 30-100%.
Objective 2-4-4: Attain \$1M Annual Fundraising in each Olympic discipline (\$3M/a combined) for High-Performance teams	20%	20%	100%	On Track	Fundraising has met minimal targets to operate competitions for Dressage and Jumping but have not encroached on the long-term need of a legacy fund. Eventing has finished under target. Para Dressage funding is primarily based on the Enhanced Excellence. A long-term strategy for the funding needs to be established. Dressage has exceeded their target fundraising for programming, but the long-term foundation has not been realized. Jumping CANJump has filled some of the gaps in the funding programming to meet the budget needs, EC staff have started work and have achieved some buy in with moving forward linked to building foundation.

OKRs exported from Viva Goals as on 2/20/2025. [Open Viva Goals](#)

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

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 3-1-1: Implement a System to Measure Customer Satisfaction	78%	78%	100%	On Track	We anticipated our new phone audio branding and system would provide us with improved data however our current plan level has limitations. Our front-line service team continues to meet 24-hour return call service standards. We will be developing a company-wide service standard to create greater consistency across departments.
Objective 3-1-2: Improve customer website experience and access to information	100%	100%	100%	Closed	This Objective was completed and closed on July 29, 2024.

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 3-1-3: Improve Customer Satisfaction	71% (+14%)	57%	100%	Behind	Our front-line service team has achieved a 100% adherence rate to our 24-hour service standard for responding to all coaching, sport licensing, and FEI related inquiries. These initiatives have significantly contributed to our goal of increasing customer satisfaction. By maintaining these standards, we are well-positioned to achieve and potentially exceed our annual customer satisfaction improvement target. Several projects that support this Objective are on track to be completed by this spring.

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 3-2-1: Ensure 100% Compliance with Safe Sport Training Requirements and Streamline Tracking	50%	50%	100%	On Track	We are in process of completing the final year of compliance with Safe Sport training requirements as renewals have been underway since November 2024. OSIC will be transitioning to the Canadian Centre for Ethics in Sport in April 2025, which will delay full compliance achievement into the summer of 2025, however we are on target to complete within the Strategy 2025 timeframe.
Objective 3-2-2: Achieve growth in equity deserving and physical impairment diversity of staff/volunteer (governance)	39% (+10%)	29%	100%	On Track	Consultant engaged, work on track to complete no later than March 31/25.

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 3-2-3: Increase access to equestrian activities in Canada for a diverse population of participants	63%	63%	100%	On Track	We are still waiting for endorsement from PHE Canada in early 2025 which will enable the RR program in the school system. The agreement with several PTSOs for the Vault integration database between EC and PTSOs was signed in February 2025. Once fully launched, this will enable sharing data between PTSOs and EC to better assess FUNdamentals program participation across participating provinces.
Objective 3-2-4: Complete 1 accessibility initiative (improve compensating aids process) to increase the number of people with impairments who are able to participate in equestrian sport	68%	68%	100%	On Track	No progress this quarter since Becoming Para Ready education session was delivered to equestrian sport leaders (EC and PTSO) on Oct 28, 2024.

OKRs exported from Viva Goals as on 2/20/2025. [Open Viva Goals](#)

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

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 3-2-5: Ensure equitable bilingual service for all EC public-facing documents and communications	65% (+35%)	30%	100%	On Track	<p>All new public-facing documents and communications are still being translated and delivered in both official languages. Translation efforts have been ongoing to translate and improve older content such as portals, forms, and documents. A lot of progress has been made with the update of our annual content (criteria, rules, policies, procedures).</p> <p>Some information was also shared with staff during January's staff meeting on the importance of translation at EC, on AI and on translation requests.</p>

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 3-3-1: Address 5 horse health and welfare concerns jeopardizing social licence	88% (+20%)	68%	100%	On Track	2 of 4 projects are completed (Equine Care Program, Biosecurity Resources for Organizers). 1 project is postponed (Social License course). 1 project is 75% complete (Canadian breeder recognition program).
Objective 3-3-2: Develop and launch CEIP by March 31, 2025	92% (+3%)	89%	100%	On Track	The Canadian Horse ID Program officially launched in November 2024. Staff and vendor EIDAP are finalizing details for microchip sales in February 2025. This Objective is on track to be completed on time.

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 3-4-1: Implement a robust awards and recognition strategy for internal and external awards	6%	6%	100%	Closed	EC has maintained the existing awards recognition program over the duration of Strategy 2025 and has increased visibility and award nominations received by over 150%. Work to develop an improved/expanded recognition strategy has not been completed during Strategy 2025. This Objective will close unfinished but has informed Strategy 2028 through the development of a membership engagement strategy.
Objective 3-4-2: Deliver equitable representation of all disciplines in marketing and communications annually	55% (+3%)	52%	100%	Behind	The team is proactively and deliberately working to balance EC's social presence across disciplines. We were not able to conduct an audit during the period of Strategy 2025 to develop KPIs and targeted strategy, however the team has been meeting with committees and staff leads to proactively engage around discipline promotion needs. Over the next quarter, we will be developing a four-year operational plan to proactively target improvement with this objective.

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

Child Items	Current	Last month	Target	Status	Check-in note
Objective 3-4-3: Increase social media following by 10% by Dec 31, 2025	84% (+56%)	28%	100%	Closed	Objective is achieved organically and is now closed. Social media following statistics: January 2022 - January 2025 IG increase of 2,500 new followers (25,000 today) and FB increase of 4,500 new followers (47,000 today)