



EQUESTRIAN CANADA

Annual Report 2024-25

Building for a Better Future Year 3

COLLECTIVE PROGRESS

Closing the chapters of **Strategy 2025** and reporting on our collective progress over the 2024-25 year



A MESSAGE FROM THE PRESIDENT AND CEO

Dear Members of the Equestrian Canada Community,

IT IS WITH GREAT PRIDE THAT WE PRESENT THIS ANNUAL REPORT TO YOU — our members, sport participants, volunteers and partners. Over the past year, Equestrian Canada has taken meaningful strides forward, guided by the closing chapters of Strategy 2025 and the bold development of Strategy 2028, our next step toward the longer-term vision of Imagine 2030.

From the launch of the Canadian Horse Identification Program (CHIP), to the historic team participation of all three Olympic and one Paralympic disciplines at the Paris Games in 2024, and the adoption of a new Athlete Director seat at the Board table, this has been a year defined by momentum, modernization and meaningful collaboration.

We opened FY25 with clear focus: operational sustainability, deeper member engagement, and improved governance practices. Spring Board meetings laid the groundwork for thoughtful Board succession planning, formal approval of the CHIP and the adoption of a new enterprise risk management framework, further strengthening EC's long-term resilience.

By summer, all Olympic athletes were named, and Paralympic preparations were well underway. We were very proud to see our athletes represent our country with determination and grit, and we sincerely recognize their hard work and passion for the sport as they pursued their Olympic and Paralympic dreams and goals.

We made bold governance changes throughout the year. These included the adoption of a new Director Handbook, a move to a spring AGM (scheduled for May 27, 2025), and the Board's formal approval of EC's participation in the Canadian Safe Sport Program under the Canadian Centre for Ethics in Sport (CCES). We also deepened our international impact with Board representation at the FEI General Assembly and increased engagement with the Pan American Equestrian Confederation (PAEC).

Increasing engagement is very important to us. In August the Board reviewed the results of our national inclusion survey, with over 1,600 responses — a clear signal our community is engaged and eager to shape the future of EC. Our Coffee Chats, held with Voting Members across the country, created a space for honest dialogue and have laid the foundation for new operational committee forums and communication tools. These conversations are reshaping our culture from one of oversight to one of shared responsibility and trust.

Financially, we are turning a corner. With a renewed focus on fundraising, EC is working to ensure sustainable operations in a climate of static federal funding and growing economic pressures. While challenges remain - including increased Safe Sport legal costs and the impact of inflation - we are committed to a proactive, transparent and community-first approach.

On behalf of the entire EC Board of Directors and staff team, thank you for your trust, your passion and your continued commitment to horse sport in Canada. Together, we are building a stronger, more inclusive and sustainable equestrian future for all.

With gratitude,



Lisa Robertson
President,
Equestrian Canada



Meg Krueger
Chief Executive Officer,
Equestrian Canada

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?

15,374 ACTIVE
SPORT LICENSE
HOLDERS

11 DISCIPLINES
6 BREED SPORTS

968
FEI
LEVEL ATHLETES

28
STAFF
MEMBERS

409
SANCTIONED
COMPETITIONS

157
SHOW
ORGANIZERS

1,921
LICENSED &
REGISTERED COACHES
WITH COACH STATUS

10,099
ACTIVE HORSES

11
PROVINCIAL &
TERRITORIAL SPORTS
ORGANIZATIONS

478
OFFICIALS

TENS OF
THOUSANDS
OF **CANADIAN**
EQUESTRIAN FANS

167 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


LEARNto

 **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 2024-2025 FISCAL YEAR (FY25) was one of collective achievement and forward momentum for Equestrian Canada (EC). Under the theme **Collective Progress**, EC has made significant strides in advancing its strategic plan for the sport and the Canadian equestrian community.

This report highlights the accomplishments made toward the goals set out under each thematic area and outlines the initiatives that will continue to guide our work at EC, ensuring that we continue to move forward together, with shared vision and purpose.

BUILDING

A STRONG FOUNDATION

Continuing on our path to Imagine 2030, EC made significant progress to round out Strategy 2022-2025. Governance improvements were prioritized with a notable achievement guiding the ongoing automation of operational processes to reduce manual work. EC launched efforts to streamline competition and licensing structures. These will continue to be strong themes as we move forward.

GOVERNANCE IMPROVEMENTS

The Board of Directors moved the AGM to May 27, 2025, nearer the end of our fiscal year. Our governance handbook has been revised and modernized, and we have developed a new process for the election of an Athlete Director, chosen and elected by national team athletes to ensure the voice of the athlete is heard at the Board table and part of decisions that are made.

TECHNOLOGY AND PROCESS AUDIT

A staff-led IT Steering Committee was struck to oversee the recommendations and initiatives from the Protiviti technology and process mapping audit, which was completed in December 2023. Processes we updated and created include:

- Migration of servers from 2008 version to 2019
- Over 140 requests from the IT Work form completed
- New website (export data from MongoDB)
- Created mechanism for the purchase and invoicing of Single Event Upgrades and Temporary Coach status-bringing in house and allowing records to be viewed by customers
- Eventing and Dressage added to the EC Rankings
- Dressage Championships rankings (in preparation for 2025)

- New Find a Coach portal and Find a Coach consent
- New Office of the Sport Integrity Commission (OSIC) members report & API
- New Stats: FEI athletes/horses, officials, fiscal year
- Para Dressage/ Dressage portal updates (French)
- Dressage and Para Dressage Championships declaration 2025 Renewals
- Jump Canada Hall of Fame portal
- Results Review feature in MyEC
- Officials' application, restructuring of databases (officials identifiers/statuses/divisions)
- Added free Horse Recording option for Breed Associations in MyEC
- Email notification for equine medication control technicians where competition information is updated
- Automatically deactivate an Officials' status after they haven't held an EC Sport Licence for a year
- Users can pay their fines, Equine Medication Administrative Penalty and single event upgrades through MyEC
- Results infractions report to manage user infractions

RISK MANAGEMENT

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

FINANCIAL HEALTH

The 2024-2025 fiscal year marked the completion of a quadrennial cycle that aligned with the Olympic and Paralympic Games, an important phase of the strategic focus and delivery. Throughout this period, the High-Performance team secured essential funding to support athlete preparation, training and competition. These funds were allocated with care to ensure that athletes were supported in their journey to the games. As a result, there were four teams represented at the Olympic and Paralympic Games. The total cost to attend was \$853,326 with horse transport accounting for 58.3% of that cost.

EC's fiscal year ended was favourable compared to the Board approved budget. This was attributed to responsible expense management, additional donation and fundraising efforts, and support from Sport Canada. Collectively, these efforts contributed to the stability of the organization and supported strategic priorities.

The budget is also now tracked with expenses split across departments. For FY26, the splits are as follows:

High-Performance 39.1%	Business Development & Marketing 12%	Sport Operations 23.2%
Corporate Services 4.8%	Welfare & Development 6.9%	Sport Development 14%





INVESTING

IN THE FUTURE

Investments in learning and development were a major focus, with progress made in enhancing coach licensing and development, recruiting and training new officials, and certifying competition development coaches. EC is on track to meet many of its goals with staff and volunteer satisfaction metrics implemented and showing strong scores.

COACH LICENSING AND DEVELOPMENT

FY25 ended with 1921 Active Coaches. Of those, 70% are Licensed Coaches with 67% being NCCP Certified and 30% are Registered Coaches. We continue to drive coach development with anticipation of meeting the goal of licensing 2,500 coaches by the end of 2025.

NATIONAL FUNDS FOR PTSOS

Two of our National Funds were active during the fiscal year. The National Education Fund, which supports education of coaches and officials, received eight applications for funding, of which seven were approved, for a total of \$43,876. Grants included support of initiatives for coach symposiums, course design clinics for eventing and hunter/jumper disciplines, coach education and athlete development initiatives. Provinces that received funding include Saskatchewan, British Columbia, Prince Edward Island, Quebec and Alberta.

The National Emergency Response Fund received and approved one application to support an extreme weather event in Atlantic Canada, for a total allocation of \$1,800.

OFFICIALS TRAINING

The recruitment and training of NextGen U50 officials continues with focus groups, a national officials' strategy, and modernized programming being utilized to enhance the capacity and quality of officials across the country. We can proudly report we surpassed our original goal of licensing 50 U50 officials, with 65 now recorded. We held 17 officials' clinics in FY25, with a total of 217 attendees.

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.

COACH CERTIFICATION

In 2024 we piloted provincial delivery of HP1 Competition Development coach certification. For 2025 the program will run provincially again, after which point we will reassess the delivery model.

SERVING THE COMMUNITY

This year, our focus on community service at Equestrian Canada has been driven by accessibility, clarity and support. We emphasized providing guidance through key areas such as Coach Status applications, sport licenses and horse recording to ensure a smooth and positive experience for all participants. We also simplified several processes to make them more intuitive and efficient. With a strong commitment to service, we respond to 90% of inquiries within 24 hours, reinforcing our dedication to being approachable, helpful, and responsive. These efforts have strengthened member engagement and fostered a greater sense of confidence and connection within our community.

CUSTOMER SERVICE ENHANCEMENT

We made significant strides in customer service enhancement by streamlining and automating key customer services. Improvements to the Coach Status, Sport License and FEI online services have made these processes more accessible, intuitive, and efficient for our community. We also introduced updates to our phone system to improve call handling and ensure members receive timely, consistent support. These enhancements, led by the Community Experience Manager, reflect our ongoing commitment to simplifying the customer experience and delivering high-quality, responsive service across all touchpoints. Our new website which launched in spring of 2024 and has been well received. We are now moving forward with implementing new technologies to further streamline search functionality and efficiencies with the user experience.

SAFE SPORT

We updated our Discipline, Complaints and Appeals policy to focus jurisdiction. The number of safe sport complaints managed by the independent third-party have risen three-fold year-over-year to a total of 125 in FY25. 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.

CULTURE AND DIVERSITY, EQUITY AND INCLUSION

EC received funding from the Canadian Olympic Committee to undertake a culture assessment and the development of a new culture code. Working with an AI culture consultant, Innerlogic, EC launched a survey and digital focus groups to gain knowledge about culture within key stakeholder groups: Provincial/Territorial Sport Organizations, Staff, Committees and National Team Athletes and Coaches. Understanding the health of these important relationships will help EC work with the community to strengthen trust, and respect.

EC also received funding from the Canadian Olympic Committee to complete a transformative policy review. A specialized consultant revised EC's policies to ensure equity, diversity and inclusion (EDI), and provided 8 new policies and a skills development course for staff. Work was also done to improve EC's Board of Directors Nominations process and package, with development of a multi-year strategy for increasing diversity in leadership underway.

EC received funding from Sport Canada for a Gender Equity/EDI review of our Long-Term Equestrian Development Framework with an EDI lens. This is ongoing.

EQUINE WELFARE INITIATIVES

EC launched two working groups to address equine welfare initiatives: the Horse Overuse in Competition and the Horse Welfare Code of Conduct review working groups. Both groups have tasks underway, including the development of resources for officials in competition, updating policies and recommending rule changes to prioritize equine welfare.

CANADIAN HORSE IDENTIFICATION PROGRAM (CHIP)



As a key initiative aimed at ensuring the well-being of equines across the country, the CHIP traceability program addresses critical equine health and welfare concerns to better serve the equine community overall. This fiscal year, the program was in its pre-development phase where a comprehensive assessment was completed and saw ongoing efforts to secure funding and three separate vendors to advance its implementation. Despite robust efforts on this pathway, the CHIP pivoted quickly with an opportunity to work with a Canadian vendor that offered all three services (manufacturing, distribution and technology). EC and EIDAP successfully secured a contract in Fall 2024 and the CHIP officially launched in December 2024. Pre-orders for the 124-000 microchips began in January for Veterinarians and Breed Associations. The microchips will be in stock at EIDAP in May 2025.



EC DONOR IMPACT REPORT

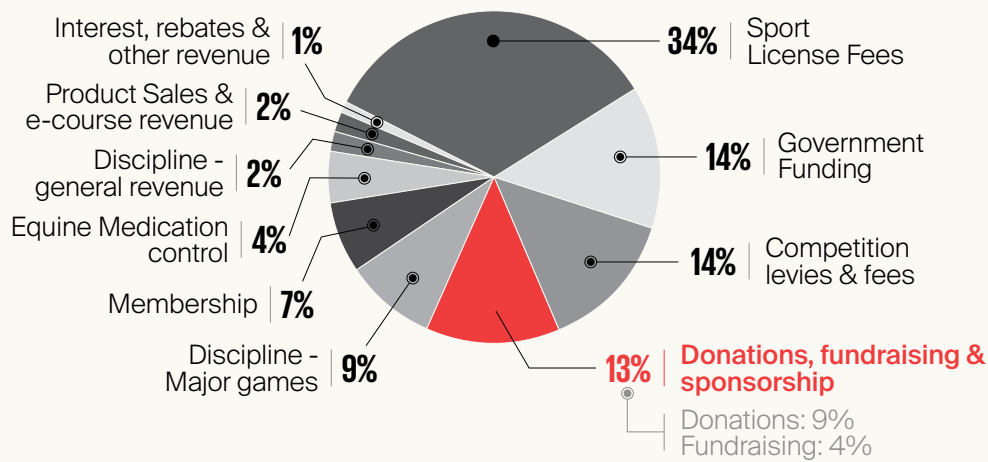
APRIL 1/24 – MARCH 31/25

Equestrian Canada, the national sport governing body is a Registered Charity and able to issue tax receipts for eligible donations. We would like to thank all who have donated and to those who would consider donating to our programs in the future. The launch of this report highlights the importance of charitable giving to help the organization reach its goals!

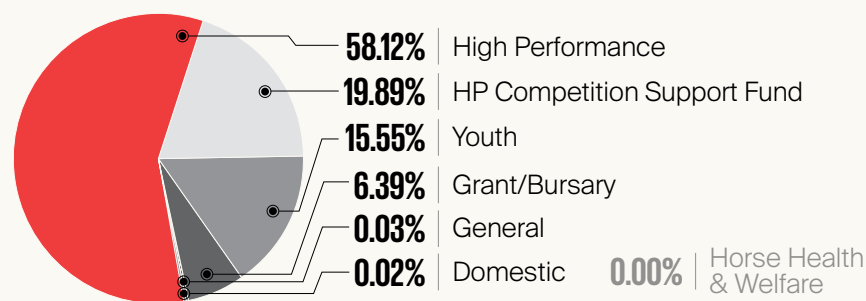
FINANCIAL OVERVIEW

- **Total Donations Received (April 1/24 – March 31/25):** \$773,412.84
Donation Revenue represents 9% percent of EC's Revenue

REVENUE FY2025



ALLOCATION OF DONATIONS 2024



IMPACT HIGHLIGHTS

High Performance: Major Games - Paris Olympics/Paralympics –For the first time in 20 years, Canada fielded four full teams at the Paris Olympics/Paralympics. Key High Performance expenses include Horse Transport, Accommodation, Training Camp, Coaching, Equine/Human Therapy and more. Currently we receive funding from Sport Canada, Canadian Olympic Committee, Canadian Para Olympic Commit-

tee, Own The Podium and International Single Sport Events (ISSE) that represents 10% of needed funding. The additional 90% is approximately \$1 Million annually which we need to raise collectively for our high performance initiatives.

North American Youth Championships – Over 40 riders impacted. Our Young riders made us proud in 2024! We were awarded multiple medals in Show Jumping, Eventing and Dressage.

Domestic Disciplines –Funds raised in support of all disciplines and programs in Canada at the grassroots level. As an example, donations in this category support the Hunter Derby Series, CET/JC Medals, the Talent ID Program, and Rising Stars Youth Dressage.

Nationwide Programs – We did not receive donations for this category in 2024. All of these programs benefit our membership. Programs include National Coach Program, Officials Program, Learn2 Curriculum.

Equine Health and Welfare – Though we did not receive donations for this category in FY25, we continue to support important equine health & welfare initiatives, and hope to gain increased donor support in the future. Initiatives include the launch of the CHIP program (Canadian Horse Identification Program) and our evolving Education Courses.

LOOKING AHEAD

High Performance - Road to LA 2028 – 4 Year Fundraising Plan

- High Performance Programming including Development and Major Games expenses - World Championships and Pan American Games (Show Jumping, Dressage and Para Dressage, Eventing, Endurance, Vaulting, Driving)
- We have significant funding needs - \$1 million per year to ensure all of our international teams continue to compete and thrive on the world stage, and to support all of our EC programs and disciplines.
- We will raise funds through:
 - » Community Fundraisers
 - » Fundraising Campaigns
 - » Individual Donors
 - » Corporate Partnerships

The passion of our community helps support all our goals. Thank you!





HIGH PERFORMANCE

Celebrating 2024

2024 marked the culmination of an extraordinary three-year journey for Equestrian Canada's High Performance Programs. For the first time since 2000, Canada fielded teams in three Olympic and one Paralympic equestrian discipline, an achievement made possible through the tireless dedication of our athletes, support teams, coaches, owners, families, and funding partners.

High Performance sport is a journey that spans many years in order to get to the pinnacle of our sport. Programming needs to be in place at all levels that supports the athlete and horse path to excellence. Our journey to the Paris 2024 Olympic Games was secured through outstanding performances at the 2023 Pan American Games, where Canada earned:

- Team Gold and Individual Bronze in Eventing
- Silver in Jumping
- Bronze in Dressage

Which meant we qualified full teams for Paris in each discipline.

The Para Dressage team qualified via global ranking, reflecting consistent international results over the triennium.

Discipline Highlights

PARA DRESSAGE

The Para Dressage program, led by Technical Advisor Clive Milkins and Senior Manager Christine Peters, emphasized program culture, daily training environment development, and the integration of performance analytics. The team refined their use of Gold Medal Profiles and Winning Style of Play and applied a data-informed approach to gap analysis and performance planning.

Paris 2024 Paralympic Para Dressage Results:

- Roberta Sheffield & Fairuza (Grade II)
 - » Grand Prix A: 70.345%, 6th
 - » Individual Freestyle: 73.187%, 6th
- Austen Burns & Happy Feet (Grade I)
 - » Grand Prix A: 68.667%, 12th
- Jody Schloss & El Colorado (Grade I)
 - » Grand Prix A: 66.375%, 17th

Equestrian Canada extends its thanks to Own the Podium, the Government of Canada, and the Canadian Paralympic Committee for their continued support of the Para Dressage program.

EVENTING

Eventing progressed under the leadership of Technical Advisor Rebecca Howard and HPAG Chair Emily Gilbert. New initiatives including enhanced visitation programs, coaching mentorship, competition grants, and a strong focus on team culture were pillars to success. The implementation of a comprehensive post-competition debrief process is strengthening future performance development.

The sport science partnership with Mad Barn added nutritional planning, physical preparation/training, rider education, and financial support to the program, deepening our capacity for performance delivery. The addition of analytics partner EquiRatings continues to benefit the discipline and the athletes can use the analysis in their planning and programming.

Paris 2024 Olympic Eventing Results:

- Team Finish: 11th Place
- Individual
 - » Jessica Phoenix & Freedom GS – 67.8 (38th)
 - » Karl Slezak & Hot Bobo – 52.6 (32nd)
 - » Michael Winter & El Mundo – 53.6 (35th)
- Reserve Colleen Loach & FE Golden Eye



JUMPING

The Jumping program was energized by the addition of Ian Millar, working closely with Discipline Manager Karen Hendry-Ouellette. Canada increased participation in FEI Nations Cup™ competitions by accessing new opportunities in Europe, and worked in collaboration with FEI/USEF to establish pilot competitions in 2025 at the 3* and 4* Nations Cup Series for North America. This adding to the incredibly successful Spruce Meadows 5* Nations Cup each year.

Paris 2024 Olympic Jumping Results:

- Team Finish: 14th (Erynn Ballard, Mario Deslauriers and Amy Millar)
- Individual
 - » Mario Deslauriers & Emerson, 18th
 - » Erynn Ballard & Nikka Vd Bisschop, 37th
 - » Tiffany Foster & Figor, 50th

Thanks to CANJump, the Government of Canada, and the Canadian Olympic Committee for their vital support.

DRESSAGE

Dressage advanced in its preparation through grassroots fundraising. The 2024 Red and White Dinner provided crucial support to fund team participation at the Paris Games. EC gratefully acknowledges the dinner organizers, the Government of Canada and the Canadian Olympic Committee for their ongoing investment.

Paris 2024 Olympic Dressage Results:

- Team Finish: 11th Place (Naïma Moreira Laliberté, Camille Carier Bergeron, Chris von Martels)
- Individual
 - » Naïma Moreira Laliberté & Statesman – 68.711% (41st)
 - » Camille Carier Bergeron & Finnländerin – 68.338% (43rd)
 - » Chris von Martels & Eclips – 66.863% (49th)
- Reserve Jill Irving & Genisis





Youth Team Action: North American Youth Championships 2024

Canadian young riders achieved outstanding results at the 2024 North American Youth Championships (NAYC) in Traverse City, Michigan.

JUMPING

- Pre-Junior Team Gold: Livia Martin & Cool Girl PS, Taylor Wood & SunJoy Z, Sophia Popescu & Katorose HV, Mathilde Candele & Corner Pocket Z
- Pre-Junior Individual Silver: Isabelle Erlick & Toucare KDW Z
- Pre-Junior Individual Bronze: Taylor Wood & SunJoy Z

DRESSAGE

- Young Riders Team Silver: Anna Swackhammer & Fabienna GV, Sophia Rokstad & Lord Nunes, Kiara Williams-Brown & Fortissimo, Sophia Trites & Callahan
- Young Riders Individual Silver: Anna Swackhammer & Fabienna GV

USEF EVENTING YOUNG RIDERS CHAMPIONSHIPS (ADAMSTOWN, MD)

- CCIYJ2*-S: Silver: Chelsea Lowe & Fernhill Malito Park
- CCIYJ2*-S Bronze: Saffron Klotz & Ballingowan Clarity
- CCIU253*-S Gold: Mégane Sauvé & Nuance

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
- 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, Leveza, LeMieux, Bedford Jones Belts
- The Government of Canada, Canadian Olympic Committee and Canadian Paralympic Committee
- Private donors and program donors CANJump, competition venues Angelstone Events, Wesley Clover Park and Thunderbird Show Park
- EC sport licence holders who compete 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.

CHAIR REPORTS

Finance & Audit Committee 2024/25 Annual Report

OVERVIEW

As we close another fiscal year, there is a lot to look back on with all the activities and changes that took place at Equestrian Canada (EC) this past year. I would like to express my sincere thanks to the members of the Finance & Audit Committee (FAC) for their ongoing diligence and assistance to the FAC committee. It has been a very busy and active year for the members. There have been 6 meetings during April 1, 2024, to March 31, 2025. The FAC members are as follows:

- Jennifer Hodgson, Committee Chair and Equestrian Canada Vice President 1
- Audrey-Julie Dallaire, Board Director
- Nathan Reeve, Board Director
- Andrea Hayward, Board Director
- Susan Harrison, Registered Participant
- Zahra Kolia, CPA, Registered Participant
- *Meg Krueger, Chief Executive Officer, Ex-Officio Member*
- *Lisa Robertson, Equestrian Canada President, Ex-Officio member*
- *Danielle Bowness, CPA, Director Finance, Equestrian Canada, Ex-Officio member (April – October, 2024)*
- *Lisa Sheppard, CPA, Director Finance, Equestrian Canada (January 2025-current)*

The FAC welcomed Lisa Sheppard as the new Director of Finance, who joined in December 2024, succeeding Danielle Bowness. Lisa brings a robust background in financial management and leadership, and since joining has made some improvements to the organization's internal controls, financial reporting, and operational workflows.

With the transition of staff, the finance team continued to adhere to the bi-weekly pay run schedule, monthly forecast meetings and quarterly budget reviews and delivered financial statements to the Board and staff in a timely manner.

This financial year concluded within a quadrennial cycle aligning with an Olympic and Paralympic year, marking a significant period of both planning and execution. During this quad-year cycle, the High-Performance team raised necessary funds to support athletes throughout the Olympic and Paralympic Games. These funds were strategically allocated to ensure optimal athlete preparation, training, and participation in the Games.

To maintain alignment on financial matters and ensure the effective use of resources, EC engaged in regular consultations with the Olympic and Paralympic Committees. Meetings were held throughout the year to review and discuss financial performance, budget allocations, and strategic priorities. These meetings provided a platform for assessing the progress of the events and making adjustments to funding and strategy as needed to meet the evolving demands of the Games.





Shannon Brinkman Photo



OCEALYTETLEY.COM

EC and the Provincial/Territorial Sport Organizations (PTSOs) continued to fund a national grant program to support learning, education and equine welfare, with grant applications made and approved by PTSOs. Two funds were active during the year; the National Education Fund and the National Equine Emergency Response Fund.

National Education Fund (Impact)	National Emergency Response Fund (Impact)
In 2024, 8 applications received, representing an increase of 25% over 2023. 7 applications were approved.	1 application received and approved.
Total grants approved: \$43,876	Total grants approved: \$1,800

FINANCIAL RESULTS FISCAL YEAR ENDED MARCH 31, 2025:

EC finished the fiscal year with a deficit of \$151,162, which was an improvement over the budget. The improved financial position was achieved through better than expected revenues within the Sport Licence Fees and Competition Levies and Fees. There was also a focus to increase donations and fundraising and enhanced cost controls that contributed to the improved outcome.

In FY24-25, total revenue reached \$7.8 million, surpassing the Board-approved budget of \$6.64 million by \$1.2 million. This reflects a year-over-year increase of \$478,588 or 6.5% compared to the FY23-24 revenue.

Comparing FY24-25 revenue results to FY23-24, revenue increases occurred in the following areas: Sport Licence revenues increased by \$91,223 or 3.5%, Competition revenues by \$102,381 of 10.73%, Donations, Fundraising and Sponsorship increased by \$520,029 or 113.26%, Discipline Major Games by \$58,364 or 9.44%, Membership by \$95,014 or 22.71%, and Product Sales and E-Course revenue had a modest increase of \$823 or 2%.

Revenue decreased in Government Funding by -\$245,610 or -18.05%, Discipline - General revenue by -\$30,516 or -17.90%, Equine Medication Control by -\$57,524 or -12.97% and Interest, rebates and other revenue by -\$55,662 or -39.48%.

Continued diligence and care was taken throughout the fiscal year to monitor Major Games spending. Regular meetings with High-Performance staff and advisory committees were held to explore cost savings and to review donations and additional funding that was raised to support the Games. An inaugural effort was launched in the winter of 2024 to host a Red & White fundraising event for Dressage High-Performance, and the success of this initiative generated \$180,000 in donations that went to support the Canadian Dressage Athletes at the Paris 2024 Games. Funds were allocated to cover the cost of Horse Transportation and team travel. Thanks to the success of this event, we hosted three additional Red & White events in the winter of 2025, to support future fundraising events for Show Jumping, Dressage and Eventing. Details about the funds raised are noted in the 2024/25 Annual Report – Donor Impact Update.

Throughout the fiscal year, quarterly leadership and budget manager financial review meetings took place where each Director and each Manager provided an update about their quarterly financials and on variances greater than 10% to the group. These meetings also included a quarterly review of the enterprise risk register and ensured transparency and accountability were shared across internal departments.

In FY24-25, EC's operating expenses totaled \$7.95 million, an increase of 7.5% over the \$7.39 million reported in FY23-24. Despite this overall increase, salary expenditures declined by \$132,669 (3.03%) year-over-year and were 9.85% below the Board-approved budget. This favorable variance is largely attributed to a vacation accrual adjustment and delays in filling vacant positions until late in the fiscal year.

In FY24-25, EC experienced significant increases in legal expenses related to funding the Independent Safe Sport Complaints Management Program. The significant increase in legal expense was due to more complaints related to safe sport being submitted and investigated. Legal expense from complaints management in FY24-25 was \$263,513 which was an increase of 225% over FY23-24.

Expenditures for the Olympic and Paralympic Games (Major Games) came in higher than budgeted by \$86,944 or 9.2%. The primary areas that contributed to this were horse transport, veterinary expenses, airfare, accommodations and ground transportation, largely due to rising prices in the past year(s). Horse Transport alone accounted for 58.3% of the Paris 2024 costs.

Looking ahead to FY25-26, the organization will focus on the operationalization of Strategy 2028, which includes new and specific objectives that will address some important economic truths:

- Participation and retention remains our top priority for the viability of the organization and sport health across the country
- Inflation has increased our operating costs significantly
- We must increase our investment in and use of technology to ensure we can improve efficiency without increasing human resource needs
- Programs like Safe Sport and Coach Status, which didn't exist before, carry substantial costs and are now part of our annual operating budget
- Revenue generation strategies for High-Performance attendance at Major Games and programming are vital to our ability to support our mandate as a National Sport Organization.

FY24-25 INVESTMENT ACCOUNT

The investment account at the National Bank, which forms EC's Corporate Reserve Fund, had a balance of \$1,501,304 at the end of the fiscal year. This reserve was established to safeguard the Organization's continued operations. In FY24-25, \$151,788 was contributed to the Reserve Fund as part of the replenishment strategy.

AUDIT

The annual audit performed by KPMG began in March 2025 with the final audit fieldwork completed in April 2025. The audit was successfully completed in a remote workplace environment again this fiscal year. The EC Finance team worked to ensure a smooth remote audit process. KPMG issued an unqualified (clean) audit opinion for the year.

The FAC extends its thanks to KPMG staff (Kirsten Giles and Joanna Blak) and EC's Finance team for their work.





CASH FLOW

The annual cycle of revenue and expenses for EC is seasonal. EC collects much of its revenue from sport participants in the early part of each year. At the same time, many of its expenses occur in the summer and fall. As such, close attention must continue to be placed on the quieter months when cash flow is tightest. The EC Finance team continues to focus on managing accounts receivables and implementing procedures to keep past-due accounts as low as possible. Internal control policies around the management of cash flow have also been improved.

BUDGETS AND LONGER-TERM FINANCIAL FORECASTS:

The budget development for FY24-25 started in May 2024, and included a redevelopment of the budget template series of planning and engagement meetings with staff, operational committee volunteers to develop, adjust and complete the budget. The budget was built as a four-year forecast, aligned with EC's application for four-year federal funding under the new Sport Support Program criteria in December 2024. The budget was presented to the Board in February 2025, where it was preliminarily approved. The final budget will be confirmed when the Sport Support Program funding decision is confirmed (this was not received before March 31, 2025).

The FAC was provided updates of financial results, budget forecasts, and cash flow forecasts throughout the fiscal year.

Improving communication, trust, respect, and transparency remains a top priority of the FAC, so that stakeholders can make timely operational and strategic decisions, and to build stronger public trust.

Prepared by Jennifer Hodgson, Chair of the Finance & Audit Committee May 5, 2025.

Governance and Ethics Committee (GEC) Report

Chair: Audrey-Julie Dallaire

Committee Members:

- Kelly Gravelle
- Todd Walsh
- Lisa Robertson
- Support Staff: Meg Krueger (CEO), Marilyn Korim (Manager Corporate Operations), James Hood (High Performance Director)
- Consultant: Janis Riven

INTRODUCTION

The Governance and Ethics Committee (GEC) of Equestrian Canada (EC) is dedicated to ensuring that our organization maintains the highest standards of governance and ethics. Over the past year, the GEC has undertaken several initiatives to enhance our governance framework, align our policies with best practices, and promote diversity and inclusion within our leadership.

KEY ACTIVITIES AND ACCOMPLISHMENTS

One of our primary focuses this year has been on Athlete Representation. We defined the criteria for athlete representatives to ensure inclusivity, debated the recruitment process, and established the Athlete Director Charter and Athlete Appointment Committee Terms of Reference. These efforts culminated in drafting bylaw amendments to include an athlete representative with full voting rights on the Board.

The GEC has also made significant strides in the revision of the Governance Manual and the creation of a Directors' Handbook. The Governance Manual was systematically reviewed and updated, and a dynamic Directors' Handbook was created to adapt to organizational needs. The Terms of Reference for the GEC and Nominations Committee were also updated during this process.

Another important area of focus was Diversity, Equity, and Inclusion (EDI). We successfully secured a \$10,000 grant from Sport Canada to develop a comprehensive EDI policy and strategy. A consultant specializing in EDI will be engaged to assist in these efforts. While we have made notable progress in increasing diversity within the leadership team, progress at the Board level remains limited. In terms of Recruitment and Board Diversity Strategy, the GEC discussed various strategies, such as reserving seats on the Board for diverse candidates, which would require amendments to the bylaws.

To ensure adherence to the Ontario and Canadian Not-for-Profit Acts, the GEC has confirmed that the nomination of Board of Directors must occur during the Annual General Meeting (AGM). Additionally, the GEC worked on establishing a revised timeline to schedule the AGM earlier in the year. This adjustment aims to synchronize the AGM with the financial audit and the end of the fiscal year, ensuring a more streamlined and efficient governance process.

FUTURE INITIATIVES

Looking ahead, the GEC is committed to finalizing the Directors' Handbook, amending by-laws for athlete board representation, and developing an annual policy review framework. We will enhance EDI efforts by integrating Inclusion Working Group recommendations and improve our enterprise risk management framework for better resilience. Additionally, we will formalize international appointment processes, including FEI representatives, by defining clear selection criteria, onboarding protocols, and communication strategies. This will ensure alignment with EC's standards and strategic objectives. Mechanisms will be created to incorporate feedback from international representatives into our governance processes.

CONCLUSION

The Governance and Ethics Committee remains committed to supporting Equestrian Canada's mission through rigorous governance and ethical oversight. We look forward to another productive year, continuing our efforts to uphold the highest standards of governance and integrity.

Respectfully Submitted, Audrey-Julie Dallaire Chair, EC Governance and Ethics Committee

Human Resources Committee (HRC) Annual Chair Report

Committee Members:

Lisa Robertson (Chair), Gilles LeVasseur (Director), Meg Krueger (CEO), Marilyn Korim (Manager, Corporate Operations), Whitney Payne (HR Consultant)

KEY ACTIVITIES AND ACCOMPLISHMENTS

Throughout the year, the Human Resources Committee (HRC) provided oversight on several important initiatives supporting Equestrian Canada's (EC's) governance and organizational priorities. A primary focus was the development of the CEO 360° review process. The Committee undertook a thorough evaluation of proposals from external providers, ensuring the inclusion of leadership coaching components and alignment with budgetary considerations.

Employee engagement remained a critical area of oversight. Following analysis of HR biannual survey results, the Committee reviewed management's plans to enhance engagement initiatives. Financial impacts were recognized as contributing factors to employee sentiment and were discussed in coordination with the Finance and Audit Committee (FAC).

The Committee also received updates on the High Performance (HP)/Domestic Alignment project.

FUTURE INITIATIVES

In the coming year, the HRC will continue to oversee the CEO 360° review process and related leadership development initiatives. Monitoring employee engagement and supporting strategic workforce planning will remain key priorities, alongside ongoing collaboration with management to align human resources initiatives with EC's long-term objectives.

CONCLUSION

The HRC is committed to providing diligent oversight and strategic guidance to strengthen EC's leadership and employee engagement. I extend my thanks to all Committee members for their contributions and dedication over the past year.

Respectfully submitted, Lisa Robertson, Chair Human Resources Committee



Nominations Committee (NOM) Report

Chair: Kelly Gravelle

INTRODUCTION

The Nominating Committee (NOM) is a sub-committee of the Governance and Ethics Committee and is responsible for recommending to the Voting Members the persons to be elected to the Board of Directors; recruiting qualified individuals to stand for election as Directors; ensuring that EC has a rigorous nomination system for the selection of new Directors, and that an election of Directors is held annually; conducting interviews of all suitable nominees; and presenting a slate of candidates for the available positions of Directors in accordance with the By-laws.

KEY ACTIVITIES AND ACCOMPLISHMENTS

I would like to thank Wayne Burwash, the previous long-time chair of the Nominating Committee, who was instrumental in developing and updating a consistent and positive nomination and election process. Wayne's work has made my role as this year's chair smooth and easily adaptable to the timeline change for the election. Also, welcome to Board Director, Todd Walsh, who has already contributed significantly to this year's work and who will be taking on the role of chair for the 2025-2026 term.

To comply with applicable legislation, the Board moved the election date to the date of the AGM and moved the date of the AGM to May 27. The compressed timeline has put pressure on the NOM to move quickly with its discussions and decisions and the NOM has absolutely been up to the task. Many thanks to returning Category Representatives, Joan Macartney from Category A, Kris Foley from Category B, as well as to new Representatives, Doug Orr from Category A; Elise Blais from Category B; and Mallory McKewen and Melissa MacKenzie from Category C. Their dedication to ensuring a fair and accessible process is both impressive and appreciated.

The NOM met at the beginning of March, in advance of the Call for Nominations on March 17, and met again following the close of nominations on April 11. The NOM reviewed the candidates' applications, then scheduled interviews during the last week of April, with the recommended candidates being announced publicly on May 5. NOM Category Members then met with their respective categories in advance of the vote which takes place at the AGM.

FUTURE INITIATIVES

The NOM will reconvene after the AGM to discuss ongoing improvements to the nomination and election process. This year we have one (1) departing Director (me) and two (2) Directors looking to return to the Board for another term (Jennifer Hodgson and Nathan Reeve).

CONCLUSION

I would like to take this opportunity to thank all the Board Directors and staff members, in particular Meg and Marilyn, who have made serving on the Board an absolute pleasure and wonderful learning experience. I wish you all the best. You are in excellent hands with Todd.

Respectfully Submitted, Kelly Gravelle, Chair, EC Nominating Committee





EQUINE CANADA (OPERATING AS EQUESTRIAN CANADA)

STATEMENT OF OPERATIONS

Year ended March 31, 2025, with comparative information for 2024

	2025	2024
Revenue:		
Sport licence fees	\$ 2,689,007	\$ 2,597,784
Government funding	1,115,400	1,361,010
Competition levies and fees	1,056,392	954,011
Donations, fundraising and sponsorship	979,163	459,134
Discipline – major games	676,555	618,191
Discipline – general revenue	139,971	170,487
Membership	513,481	418,467
Equine medication control	385,880	443,404
Product sales and e-course revenue	158,191	157,368
Interest, rebates and other revenue	85,312	140,974
Realized loss on foreign exchange	–	(66)
	<u>7,799,352</u>	<u>7,320,764</u>
Expenses:		
Salaries and benefits	3,210,921	3,192,983
Discipline – general expenses	1,842,696	1,496,328
Discipline – major games	853,349	1,067,710
Office and general	662,259	495,543
Professional and consulting fees	432,018	192,060
Cost of goods sold	191,189	219,284
Equine medication control	173,476	205,139
Meetings and travel	169,924	139,453
Information technology	157,669	217,620
Events	129,227	16,620
Marketing and communications	91,172	114,457
Rent (note 9)	21,270	20,871
Amortization of tangible capital assets and intangible assets	15,344	15,678
	<u>7,950,514</u>	<u>7,393,746</u>
Deficiency of revenue over expenses	<u>\$ (151,162)</u>	<u>\$ (72,982)</u>

See accompanying notes to financial statements.

2024

EC NATIONAL AWARD RECIPIENTS



Gold Medal Award
MARGARET TESKE
(Awarded Posthumously)



Lifetime Achievement Award
SHEILA SKENE



Horse of the Year
FLIP (FIDERTANZ X GARPRILLI)
Owners: Kelly Bruder & Frank Houtappels



Canadian Bred Horse of the Year
FREEDOM GS (HUMBLE GS X FRIEDEL GS)
Owner: Charlotte Schickedanz
Breeder: Charlotte Schickedanz



Owner(s) of the Year
KELLY BRUDER & FRANK HOUTAPPELS



Canadian Breeder of the Year
GALTEN FARMS

The 2024 National Award recipients are recognized for their impressive achievements and contributions to the growth and success of the Canadian equestrian community.



Coach of the Year
MACKENZIE THIESSEN



Official of the Year
SUSAN ADEY-BAGG



Junior Equestrian of the Year –
The Gillian Wilson Trophy
HAILEY MARR



Media Award –
The Susan Jane Anstey Trophy
SUSAN STAFFORD-POOLEY



Volunteer of the Year
JANICE SPENST

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 2024 EC Awards Committee is comprised of Peggy Hambly (Chair), Jennifer Anstey, Julie Brewster, Alison Martin, and Taylor McRae.



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