



# EQUESTRIAN CANADA ÉQUESTRE

## **OPERATIONAL COMMITTEE MANUAL**

*Terms of Reference*

2024-08-16



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# MISSION, VISION AND VALUES

Equestrian Canada (EC) is Canada's comprehensive national governing body for equestrian sport and active equine welfare. We play a vital role in representing, promoting, and advancing equestrian sport in Canada and abroad. We strive to grow and improve equestrian sport, from the grassroots right up to the podium, and we are the driving force behind a number of initiatives that are designed to attract new participants, assure their safety and wellbeing, and prepare athletes for success on the international stage.

## Vision

Fostering a love of horses and sport, for life.

## Mission

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

## Values

1. Responsibility
2. Community
3. Quality
4. Proud

## EC Serves:

EC serves the recreational equestrian community by licensing and certifying riding coaches and instructors, publishing national riding tests and curriculum, and encouraging public participation in equine sports.

We are recognized as the governing body for equestrian sport by the Government of Canada, the Canadian Olympic Committee and the Canadian Paralympic Committee, and are the FEI recognized Federation in Canada. Our federal funding partners include Sport Canada and Agriculture and Agrifoods Canada.

EC has working relationships with several affiliated organizations, including Provincial/Territorial Sport Organizations, National Equine Organizations and Provincial Discipline Sport Organizations.

EC is also the national body for equestrian coaches, competition organizers, and officials; and the national federation of Canadian active horse breeders, active equines and Canadian breed registries.

EC serves the community through our leadership and governance of:

- Canada's official relations with the International Federation for Equestrian Sports (FEI).
- Canada's equestrian relations with the International Olympic Committee (IOC) and the International Paralympic Committee.
- Relations between the government of Canada and Canadian equestrian athletes and professionals.



- Seven FEI disciplines: dressage, driving, endurance, eventing, jumping, para-dressage, and vaulting.
- Non-FEI disciplines: general performance, hunter/equitation, saddle seat, reining, and some breed-specific and western sports.
- All Canadian active equines and active equine facilities as defined in the EC by-laws.

## Operational Committees

EC is a volunteer-centric organization. In order to carry out the strategic vision of the Board of Directors, the Chief Executive Officer (CEO) and staff work closely with volunteers who populate various sport, technical and industry operational committees and advisory groups.

Volunteer committees are vital to the success of our mission. Committees are governed by Terms of Reference (TOR) noted in this Operations Manual, and EC's policies and procedures that facilitate an equitable, safe and positive environment for equestrian sport in Canada.



# TERMS OF REFERENCE – COMMON TO ALL OPERATIONAL COMMITTEES & HIGH-PERFORMANCE ADVISORY GROUPS

## Authority

Each Operational Committee (Committee)/High Performance Advisory Group (HPAG) is created by EC with reporting responsibility and accountability to the CEO. The Committee/HPAG makes strategic and operational recommendations to the CEO for the approval save and except that the Committee may make decisions with respect to procedural matters.

## Composition – General

Members of the Committee/HPAG will be appointed by the CEO annually. In selecting Committee members, the CEO will seek recommendations from the Chair and Committee members and/or may seek expressions of interest from the relevant, qualified equestrian community.

Committee/HPAG composition: is: Minimum of five (5) members and a maximum of seven (7) including the Chair

In selecting Committee/HPAG members, consideration shall be given to competence and to diversity, including without limitation, gender, regional and linguistic balance.

The EC staff lead responsible for the management of the Committee/HPAG portfolio will attend all meetings of the Committee/HPAG and play a central role in collaboration with the Chair to direct the agenda and mandate of the Committee/HPAG.

The CEO, President or designate is entitled to be present at all meetings in an advisory capacity.

## Operations - General

### Cooperation

The Committee/HPAG will work in collaboration with other EC committees and management to assist implementation of EC's overall mandate.

### Meetings

- The Committee/HPAG shall meet at least quarterly.
- Meetings may be conducted in person, video conference or other electronic means. Meetings are recorded for training and minute taking purposes.
- Other staff members may attend meetings at the request of the Chair and/or EC staff lead to provide consultation to the Committee/HPAG.
- With the written approval of the CEO, the Committee/HPAG may, from time to time, request EC's counsel or other expert(s) to attend a meeting.



- Committee/HPAG members who have a direct or perceived conflict of interest on any scheduled agenda item are to declare their conflict and refrain from participation in the agenda item being discussed. Conflict of interest may also be declared prior to the start of discussion of an agenda item.
- The staff lead will work with the Chair to set the agenda.
- The staff lead will circulate the agenda one (1) week prior to the scheduled meeting.
- The EC staff lead or designate will write and circulate draft minutes from the meeting to Committee/HPAG members within two (2) weeks of the meeting.
- Committee/HPAG members will provide comments/additions/deletions on the draft minutes to the EC staff lead or designate within two (2) weeks of receiving the minutes or at the next committee meeting
- The EC staff lead or designate will update any changes and resend the minutes as the approved version to the Committee members and any other stakeholders as agreed to by the Committee/HPAG.
- We store all committee minutes in a shared Microsoft Teams folder for transparency and information sharing purposes.
- The Chair will prepare an annual report and updates on key recommendations and discussions of the Committee/HPAG by March 31 of each Committee year.
- The Committee/HPAG will provide input to the CEO on changes to the Committee terms of reference each year.

## Quorum

- When voting takes place within the Committee/HPAG, a simple majority of the members of the Committee/HPAG constitutes a quorum, provided at least the Chair is present. (Simple majority is half plus one, rounded up.)

## Term of Office - Committees

- Committee members will be appointed for a term of three (3) years.
- Committee members shall be eligible for re-appointment up to a maximum of three (3) terms.
- Terms may be consecutive or non-consecutive. One year of service will be from April 1 to March 31.
- Terms will be staggered to ensure appropriate transition, continuity and succession planning within the Committee.
- All persons interested in volunteering on a Committee, including those standing for a second or third term, will go through the formal EC application procedure, including the submission of a resume and letter of interest.
- Should a Committee member put their name forward for a second or third term, due to a real or perceived conflict of interest, they will not be part of the communication or discussions on the topics of voting or reviewing candidates.

## Term of Office - HPAG

- HPAG members will be appointed for a term of four (4) years.
- HPAG members shall be eligible for re-appointment up to a maximum of three (3) terms.



- Terms may be consecutive or non-consecutive. One year of service will be from April 1 to March 31.
- Terms will be staggered to ensure appropriate transition, continuity and succession planning within the HPAG.
- All persons interested in volunteering on an HPAG, including those standing for a second or third term, will go through the formal EC application procedure, including the submission of a resume and letter of interest.
- Should an HPAG member put their name forward for a second or third term, due to a real or perceived conflict of interest, they will not be part of the communication or discussions on the topics of voting or reviewing candidates.

## Eligibility

Members of the Committee/HPAG must hold an active EC Sport Licence (bronze, silver, gold or platinum) and may not have been previously removed from an EC committee for violation of EC Policies or Rules. In addition to following EC's rules, regulations, policies and procedures, Committee/HPAG members will complete, prior to the first committee meeting, a Non-disclosure Agreement (NDA), Screening Disclosure Form, Electronic Police Information Check (E-PIC), the EC Fostering Healthy Equestrian Environments and Office of the Sport Integrity Commissioner (OSIC) e-learning module. Committee/HPAG members must opt in (provide consent) to be governed under OSIC jurisdiction.

## Inability to Complete a Term of Office

If a member vacates their position during their term of office, the CEO on the recommendation of the Committee/HPAG will appoint a qualified individual to complete such term.

The Committee/HPAG and/or the CEO can remove a member from the Committee/HPAG in the following circumstances:

- A conflict of interest issue arises that cannot be resolved; and/or,
- A member is unable to fulfill their responsibilities; and/or
- A member has been found to be in violation of EC rules, regulations and/or policy; and/or
- A member uses the information gained through their association with the Committee/HPAG to cause public harm to the Committee, HPAG, EC staff, participants or the organization.

## Vacating Role

A Committee/HPAG member will be deemed to have resigned and their position on the Committee/HPAG vacated automatically if, without reasonable excuse, the member fails to attend three (3) meetings of the Committee/HPAG within the Committee/HPAG year.

## Board, Volunteer and Staff Roles

We would like to provide some background information about the different roles within EC, and how we work together to support EC's mandate.



## Board Fiduciary Responsibilities

- A person who is in a position of trust with another is called a fiduciary. Board members are fiduciaries because they have been entrusted with the organization's mission and resources. Fiduciaries are held to certain legal standards set out as fiduciary duties. They include the duties of care, loyalty and good faith.
- The Board sets the strategic direction of the organization and hires a CEO to implement the vision of the Board and effectively run the organization.

## CEO Responsibilities

- The CEO is responsible for the day-to-day operation and administration of EC in accordance with its regulations, policies, procedures and bylaws, and subject to the Board's authority.
- Specific responsibilities of the CEO include: leadership, human resources, constituency relations, continual improvement of member programs and services, stakeholder relations, financial management, Board relations and brand management.
- The CEO hires staff and selects volunteers to populate operational committees and advisory groups. Staff and volunteers work closely together to achieve objectives and outcomes the organization sets to achieve the Board's strategic vision.

## Staff Responsibilities

- Staff are hired by the CEO with specific job descriptions and duties related to their role and responsibilities. These roles and responsibilities are determined in order to achieve the Board's strategic intent for the organization.

## Volunteer Responsibilities

- Volunteers populate operational committees and advisory groups that support the organization's departments and responsibilities to achieve the Board's strategic intent for the organization. Volunteers donate their time to provide experience and specialized expertise to advise the CEOs on strategic and operational decisions.

## Volunteer Onboarding

The Committee/HPAG will receive an annual onboarding training session conducted by the CEO or designated EC staff member. The purpose of the annual onboarding training is to:

- Create a common understanding of roles/responsibilities and accountabilities.
- Answer questions volunteers may have.
- Provide an overview and links for EC resources and policies.

In addition to the annual volunteer onboarding training session, Committee/HPAG members may participate in additional free training as directed by EC, including but not limited to: racial equity, diversity and inclusion training, governance training, conflict of interest and making ethical decisions training, etc.





## Advisory & Working Groups

Temporary advisory and working groups may be struck to support the mandate of a Committee/HPAG. Temporary advisory and working groups will operate under an approved Terms of Reference including specified tasks and responsibilities, member eligibility and duration.

## Thank You

We greatly appreciate the time, expertise and passion our volunteers contribute to advancing our mandate for equestrian sport in Canada. Thank you for rolling up your sleeves and being a part of making our organization and our sport stronger and more meaningful to athletes, coaches, organizers, officials, owners, breeders and all Canadians who enjoy participating in equestrian activities. You are making a difference!



# EQUINE MEDICATION CONTROL COMMITTEE

## Purpose

The general purpose of the Equine Medication and Control Committee (the “Committee”) is to provide strategic guidance and counsel to management concerning the national equine medication control and anti-doping program at EC sanctioned competition as it relates to EC’s pursuit of industry best practice in clean sport, fair play and the welfare of competition equines.

## Disclaimer

In addition to below, Committee members will also follow the conditions noted in the TOR – Common to All section.

## Composition – Special

The Committee membership will include:

- One (1) National Steward; and,
- A minimum of 2/3 of the positions filled by veterinarians

## Operations - Special

### Cooperation

On a regular basis, subject matter experts shall be invited to consult, advise and provide additional expertise and knowledge to the Committee, including but not limited to:

1. Clinical pharmacologists
2. The Canadian Pari-Mutuel Agency
3. The Official Testing Laboratory
4. Equine Medication Control Technicians
5. EC Competition Mangers/Organizers
6. The FEI National Head Veterinarian

The Equine Medication Control Committee and Equine Health and Welfare Committee will collaborate when necessary and exchange quarterly reports.

## Duties and Responsibilities

The Committee shall, under the authority delegated to it by the CEO, be responsible for providing strategic guidance and counsel to management concerning equine medication control and anti-doping at EC sanctioned competition as it relates to EC’s pursuit of industry best practice in clean sport, fair play and the welfare of competition equines.



Specific responsibilities include:

1. Providing EC management with recommendations on annual program priorities and strategies relating to equine medication control and anti-doping in Canada;
2. Consulting with EC management in the preparation of the annual program budget for CEO approval;
3. Providing input and feedback to management concerning policies, programs, rules, regulations and services related its specific portfolio;
4. Supporting management in dealing with emerging issues within equine medication control and anti-doping globally, referencing the FEI's Equine Anti-Doping and Controlled Medication Programme (EADCMP); and,
5. Communicating with the equestrian Provincial/Territorial Sport Organizations (PTSOs), EC Committees, task forces, working groups, EC Sport Licence Holders and the Canadian equestrian sport community at large as required on key initiatives, developments, issues, challenges and achievements in the equine medication control program.



# ACTIVE EQUINE HEALTH AND WELFARE COMMITTEE

## Purpose

The general purpose of the Active Equine Health and Welfare Committee (the “Committee”) is to provide strategic guidance and counsel to management to assist the Active Equine Industry and Development Department in delivering its mandate of safeguarding and promoting equine welfare within the Canadian equestrian and active equine industry. In addition, the Committee’s strategic guidance and counsel will help to ensure EC sanctioned sport activities are carried out and regulated in a way that ensures maximum welfare for the active equine athlete.

## Disclaimer

In addition to below, Committee members will also follow the conditions noted in the TOR – Common to All section.

## Composition – Special

The Committee membership may include:

- 1 - Equine welfare/health researcher
- 2 – Veterinarians
- 1 – EC Competition Organizers
- 1 – EC Official
- 1-2 - Industry representatives

## Operations – Special

### Cooperation

The Committee will work in collaboration with other EC committees and management assist in implementation of the mandate:

- A member of the Active Equine Industry Development Operational Committee will either sit as an Active Equine Health and Welfare Committee member or attend Active Equine Health and Welfare meetings as a liaison.
- The Active Equine Health and Welfare Committee Veterinarian be the official liaison with the Active Equine Medications Control Chair and will provide a quarterly report the Active Equine Medications Control Committee.  
(The Active Equine Medication Control Committee is obligated to provide the same meeting courtesy and information as outlined in the two bullets above.)
- A member of the Active Equine Health and Welfare Committee will be appointed as the official liaison for the National Rules Committee and will be responsible for reporting and communicating with the National Rules Committee and participating in meetings when required.



## Duties and Responsibilities

The Committee shall, under the authority delegated to it by the CEO, be responsible for providing strategic guidance and counsel to management for safeguarding and promoting equine welfare within the Canadian equestrian and active equine industry.

Specific responsibilities include:

1. Supporting EC management in maintaining SafeSport systems for the Canadian active equine athlete;
2. Monitoring and making recommendations for policies to protect active equine health and welfare at all EC sanctioned competitions. Rule recommendations made by the Active Equine Health and Welfare Committee will reflect current animal welfare science, with consideration of compliance assessment and process operations, and will not require the formal approval from other operational committees or departments in order to be implemented;
3. Supporting EC management and departments in developing and maintaining the active equine athlete development competition pathway that ensures current EC programs and pathways reflect active equine welfare and development science;
4. Making recommendations to EC management on active equine welfare research priorities;
5. Supporting EC management on the development of policies, guidelines and education that promotes national herd biosecurity;
6. Monitoring the status of current issues and initiatives surrounding the health and welfare of the national herd;
7. Providing regular updates to EC management on current and impending issues related to active equine health and welfare and best practices;
8. Apprising EC Sport Licence Holders and Registered Participants of health issues that could potentially affect the Canadian active equine and active equine industry;
9. Providing recommended policy, guideline and position papers to EC management for their approval;
10. Providing recommended policy guidelines to the CEO for approval;
11. Developing required expert resources to support the Committee's work; and,
12. Other responsibilities as identified by EC management.

## Recommendations

The Committee recommends that one (1) member of the National Rules Committee be a veterinarian (with an animal welfare background) or animal welfare researcher. This will help facilitate evidence-based discussion among members when reviewing rules related to equine health and welfare.



# ACTIVE EQUINE INDUSTRY DEVELOPMENT COMMITTEE

## Purpose

The general purpose of the Active Equine Industry Development Committee (the “Committee”) is to provide strategic guidance and counsel to management for the development of and advocacy for the Canadian active equine industry as it relates to EC’s mandate and operational planning. At the start of each fiscal year the Committee will be informed about specific subjects and/or activities relating to the strategic plan for further assessment/action by the Committee.

**Active Equine Industry:** A business practice or pursuit that involves active equines. A high functioning industry should foster one’s ability to raise, train and rear equines in a manner that promotes accessibility, generates productivity, demands good animal welfare and allows financial gain.

## Disclaimer

In addition to below, Committee members will also follow the conditions noted in the TOR – Common to All section.

## Composition – Special

Recognized National Equine Affiliate Organizations (NEOs) will have the opportunity to submit their interests in participating in the EIDC through the Volunteer callout from January to February each year. If more than three (3) NEOs express interest, then a lottery will be conducted to select the three (3) members.

The Committee membership will include:

- Three (3) members representing Recognized National Equine Affiliate Organizations (NEOs) as of January 31 of the current year for a one (1) year term;
- Two (2) to four (4) members from other stakeholder groups appointed by the CEO for their expertise and knowledge for a three (3) year term; and,
- Other ad hoc members with specialized expertise may be appointed from time to time for a three (3) year term. Any ad hoc member replacing a NEO member will be for a one (1) year term.

## Operations – Special

### Cooperation

At the beginning of each fiscal year, one (1) Committee member should be appointed by the Chair to attend Active Equine Health and Welfare Committee meetings either as a liaison or member of the Active Equine Health and Welfare Committee. The two committees have commonalities and need to ensure that they are aware of issues and initiatives that affect the active equine industry.



## Duties and Responsibilities

The Committee shall, under the authority delegated to it by the CEO, be responsible for providing strategic guidance and counsel to management for the development of and advocacy for the Canadian active equine industry as it relates to EC's mandate.

Specific responsibilities include:

1. Advising management on the annual operational priorities, strategies and performance targets for the ongoing development of and advocacy for the Canadian active equine industry;
2. Monitoring, analyzing and responding to key issues that affect the active equine industry;
3. Representing EC and the active equine industry on Government of Canada committees and/or groups\*;
4. Providing input and feedback to management concerning policies, programs, rules, regulations and services related its development and advocacy functions;
5. Supporting management in dealing with emerging issues within the Canadian active equine industry;
6. Interfacing as a unit with the Canadian active equine industry in partnership with management on key developments, issues, challenges and achievements within the Canadian active equine industry;
7. Providing strategic counsel to management on matters concerning active equine industry programs and services;

## Term of Office – Special

Recognized National Equine Affiliate Organizations (NEOs) will be appointed annually by March 15 by the CEO. The Chair shall be selected each year by the Committee.

## Eligibility – Special

The remainder of the Committee may be selected from one or more of the following sectors: veterinarians, PTSOs, veterinarian universities, colleges and government. The CEO may appoint such members on the recommendation of Committee members or other persons involved in the industry.

Members of the Committee should come from a cross-section of the Canadian active equine community and be appointed for their active involvement and knowledge of the current industry sector.

*\* EC has representation on the following government committees/groups: Canadian Federation of Agriculture (CFA); National Farm Animal Care Council (NFACC); Animal Health Canada (AHC); Canadian Animal Health Coalition (CAHC) and Canadian Animal Health Surveillance System (CAHSS). The EC staff lead will determine if staff or EIDC member participation is required.*

*The intent would be for one (1) Committee member to be assigned to each committee/group, preferably one they are familiar with, and report back to the Committee, which would then share information with its membership.*



# DRESSAGE COMMITTEE

## Purpose

The general purpose of the Dressage Committee (the “Committee”) is to provide strategic guidance and counsel to management for the development of dressage in Canada and operational planning. At the start of each fiscal year the Committee will be informed about specific subjects and/or activities relating to the strategic plan for further assessment/action by the Committee.

## Disclaimer

In addition to below, Committee members will also follow the conditions noted in the TOR – Common to All section.

## Duties and Responsibilities

The Committee shall, under the authority delegated to it by the CEO, be responsible for providing strategic guidance and counsel to management for the development of dressage in Canada.

Specific responsibilities include:

1. Advising management on the annual operational priorities, strategies and performance targets for the ongoing development of dressage in Canada;
2. Reviewing and reporting on the achievement of its annual operational priorities and performance targets and identifying key areas for improvement;
3. Working in collaboration with the EC staff lead to prepare an annual budget against annual operational priorities aligned with EC’s strategic plan for CEO and Board approval;
4. Providing input and feedback to management concerning policies, programs, rules, regulations and services related to the development of dressage in Canada;
5. Supporting management in dealing with appeals related to dressage;
6. Interfacing as a unit with the Canadian dressage community in partnership with management on key developments, issues, challenges and achievements within dressage;
7. Providing strategic counsel to the Senior Manager, Dressage, Olympic/Paralympic Disciplines and the Director, High Performance on matters concerning dressage programs and services;
8. Nominating dressage representatives to various EC committees as required;
9. Liaising with the PTSOs in order to further the effectiveness of dressage programs and services; and,
10. Liaising with EC departments, especially High Performance, Sport Operations, Marketing & Communications and Active Equine Industry & Development, in order to further the effectiveness of dressage programs and services.
11. *Seeking and assisting the Business Development Officer in fundraising efforts to support Dressage/Para Dressage in its programming.*





# PARA-DRESSAGE COMMITTEE

## Purpose

The general purpose of the Para-Dressage Committee (the “Committee”) is to provide strategic guidance and counsel to management for the development of para-dressage in Canada and operational planning. At the start of each fiscal year the Committee will be informed about specific subjects and/or activities relating to the strategic plan for further assessment/action by the Committee.

## Disclaimer

In addition to below, Committee members will also follow the conditions noted in the TOR – Common to All section.

## Duties and Responsibilities

The Committee shall, under the authority delegated to it by the CEO, be responsible for providing strategic guidance and counsel to management for the development of para-dressage in Canada.

Specific responsibilities include:

1. Advising management on the annual operational priorities, strategies and performance targets for the ongoing development of para-dressage in Canada;
2. Reviewing and reporting on the achievement of its annual operational priorities and performance targets and identifying key areas for improvement;
3. Working in collaboration with the EC staff lead to prepare an annual budget against annual operational priorities aligned with EC’s strategic plan for CEO and Board approval;
4. Providing input and feedback to management concerning policies, programs, rules, regulations and services related to the development of para-dressage in Canada;
5. Supporting management in dealing with appeals related to para-dressage;
6. Interfacing as a unit with the Canadian para-dressage community in partnership with management on key developments, issues, challenges and achievements within para- dressage;
7. Providing strategic counsel to the Senior Manager, Dressage, Olympic/Paralympic Disciplines and the Director, High Performance on matters concerning para-dressage programs and services;
8. Nominating para-dressage representatives to various EC committees as required;
9. Liaising with EC departments, especially High Performance, Sport Operations, Marketing & Communications and Active Equine Industry & Development, in order to further the effectiveness of para-dressage programs and services.
10. Liaising with PTSOs in order to further the effectiveness of para-dressage programs and services; and,
11. Liaising with EC departments, especially High Performance, Sport Operations, Marketing & Communications and Active Equine Industry & Development, in order to further the effectiveness of para-dressage programs and services.
12. *Seeking and assisting the Business Development Officer in fundraising efforts to support Dressage/Para Dressage in its programming.*



# EVENTING COMMITTEE

## Purpose

The general purpose of the Eventing Committee (the “Committee”) is to provide strategic guidance and counsel to management for the development of eventing in Canada and operational planning. At the start of each fiscal year the Committee will be informed about specific subjects and/or activities relating to the strategic plan for further assessment/action by the Committee.

## Disclaimer

In addition to below, Committee members will also follow the conditions noted in the TOR – Common to All section.

## Duties and Responsibilities

The Committee shall, under the authority delegated to it by the CEO, be responsible for providing strategic guidance and counsel to management for the development of eventing in Canada.

Specific responsibilities include:

1. Advising management on the annual operational priorities, strategies, and performance targets for the ongoing development of eventing in Canada;
2. Reviewing and reporting on the achievement of its annual operational priorities and performance targets and identifying key areas for improvement;
3. Working in collaboration with the EC staff lead to prepare an annual budget against annual operational priorities aligned with EC’s strategic plan for CEO and Board approval;
4. Providing input and feedback to management concerning policies, programs, rules, regulations and services related to the development of eventing in Canada;
5. Supporting management in dealing with appeals related to eventing;
6. Interfacing as a unit with the Canadian eventing community in partnership with management on key developments, issues, challenges and achievements within eventing;
7. Providing strategic counsel to the Manager, Eventing and Director, High Performance on matters concerning eventing programs and services;
8. Nominating eventing representatives to various EC committees as required;
9. Liaising with EC departments, especially High Performance, Sport Operations, Marketing & Communications and Active Equine Industry & Development, in order to further the effectiveness of eventing programs and services.
10. Liaising with PTSOs and Provincial Horse Trials Associations (PHTAs) in order to further the effectiveness of national eventing programs and services.



# JUMPING COMMITTEE

## Purpose

The general purpose of the Jumping Committee (the “Committee”) is to provide strategic guidance and counsel to management for the development of the Canadian hunter, hunter/jumper equitation, and jumping disciplines from grassroots to international level and operational planning. At the start of each fiscal year the Committee will be informed about specific subjects and/or activities relating to the strategic plan for further assessment/action by the Committee.

## Disclaimer

In addition to below, Committee members will also follow the conditions noted in the TOR – Common to All section.

## Composition – Special

The High Performance Technical Advisor and the Youth Advisor will attend all Committee meetings in an ex-officio capacity. In the case where the High Performance Technical Advisor is not available to attend, a designate from the HPAG may attend in their absence. In the case where the Youth Advisor is not available to attend, a written report may be provided.

## Duties and Responsibilities

The Committee shall, under the authority delegated to it by the CEO, be responsible for providing strategic guidance and counsel to management for the development of hunter/jumper in Canada.

Specific responsibilities include:

1. Working in collaboration with the EC staff lead on annual operational priorities, strategies and performance targets for the ongoing development of hunter/jumper in Canada;
2. Working in collaboration with the EC staff lead to prepare an annual budget against annual operational priorities aligned with EC’s strategic plan for CEO and Board approval;
3. Reviewing and reporting to EC management on the achievement of its annual operational priorities and performance targets and identifying key areas for improvement;
4. Providing input and feedback to EC management concerning policies, programs, rules, regulations and services related to the development of hunter/jumper in Canada;
5. Providing recommendations to the CEO for their approval regarding recruitment of the Discipline Technical Advisor and Youth Advisor;
6. Interfacing as a unit with the Canadian hunter/jumper community in partnership with management on key developments, issues, challenges and achievements within hunter/jumper;
7. Providing strategic counsel to the Manager, Jumping and Director, High Performance on matters concerning jumping programs and services;
8. Providing strategic counsel to the EC staff lead on all hunter/jumper programs and services where appropriate;



9. Nominating hunter/jumper representatives to various EC committees as required;
10. Liaising with EC departments, especially High Performance, Sport Operations, Marketing & Communications and Active Equine Industry & Development, in order to further the effectiveness of hunter/jumper programs and services;
11. Liaising with PTSOs and Provincial Hunter /Jumper Associations (PHJAs) in order to further the effectiveness of hunter/jumper programs and services;



# VAULTING COMMITTEE

## Purpose

The general purpose of the Vaulting Committee (the “Committee”) is to provide strategic guidance and counsel to management concerning the development of vaulting in Canada and operational planning. At the start of each fiscal year the Committee will be informed about specific subjects and/or activities relating to the strategic plan for further assessment/action by the Committee.

## Disclaimer

In addition to below, Committee members will also follow the conditions noted in the TOR – Common to All section.

## Composition – Special

The Committee membership will include:

- One (1) member from each Provincial Vaulting Organization (PVO) nominated by the PVO and approved by the CEO.
- If there are less than six (6) Committee members from the PVOs, the remaining vacancies may be filled by the PVOs nominating additional members using a ratio of competitive members per province to determine the number of Committee members per province.

## Duties and Responsibilities

The Committee shall, under the authority delegated to it by the CEO, be responsible for providing strategic guidance and counsel to management concerning the development of vaulting in Canada:

Specific responsibilities include:

1. Advising management on the annual program priorities and strategies relating to vaulting in Canada;
2. Providing input and feedback to management concerning policies, programs, rules, regulations and services related to the development of vaulting in Canada;
3. Supporting management in dealing with emerging issues within vaulting in Canada and globally; and,
4. Communicating with PTSOs, other EC Committees, taskforces, working groups and the vaulting community at large as required on key initiatives, developments, issues, challenges and achievements in vaulting.
5. Liaising with EC departments, especially High Performance, Sport Operations, Marketing & Communications and Active Equine Industry & Development, in order to further the effectiveness of vaulting programs and services.



# ENDURANCE COMMITTEE

## Purpose

The general purpose of the Endurance Committee (the “Committee”) is to provide strategic guidance and counsel to management for the development of endurance in Canada and operational planning. At the start of each fiscal year the Committee will be informed about specific subjects and/or activities relating to the strategic plan for further assessment/action by the Committee.

## Disclaimer

In addition to below, Committee members will also follow the conditions noted in the TOR – Common to All section.

## Duties and Responsibilities

The Committee shall, under the authority delegated to it by the CEO, be responsible for providing strategic guidance and counsel to management for the development of endurance in Canada, including:

Specific responsibilities include:

1. Advising management on the annual operational priorities, strategies and performance targets for the ongoing development of endurance in Canada;
2. Reviewing and reporting on the achievement of its annual operational priorities and performance targets and identifying key areas for improvement;
3. Providing input and feedback to management concerning policies, programs, rules, regulations and services related to the development of endurance in Canada;
4. Supporting management in dealing with appeals related to endurance;
5. Interfacing as a unit with the endurance community in partnership with management on key developments, issues, challenges and achievements within endurance;
6. Providing strategic counsel to the EC management on matters concerning endurance programs and services;
7. Nominating endurance representatives to various EC committees as required;
8. Liaising with EC departments, especially High Performance, Sport Operations, Marketing & Communications and Active Equine Industry & Development, in order to further the effectiveness of endurance programs and services;
9. Liaising with Provincial/Territorial Distance Organizations (PDOs) – OCTRA, ERABC, ERA, Sask Long Riders, DRM, ACTRA, etc., in order to further the effectiveness of endurance programs and services.



# DRIVING COMMITTEE

## Purpose

The general purpose of the Driving Committee (the “Committee”) is to provide strategic guidance and counsel to management for the development of driving in Canada and operational planning. At the start of each fiscal year the Committee will be informed about specific subjects and/or activities relating to the strategic plan for further assessment/action by the Committee..

## Disclaimer

In addition to below, Committee members will also follow the conditions noted in the TOR – Common to All section.

## Duties and Responsibilities

The Committee shall, under the authority delegated to it by the CEO, be responsible for providing strategic guidance and counsel to management for the development of driving in Canada, including:

Specific responsibilities include:

1. Advising management on the annual operational priorities, strategies and performance targets for the ongoing development of driving in Canada;
2. Reviewing and reporting on the achievement of its annual operational priorities and performance targets and identifying key areas for improvement;
3. Providing input and feedback to management concerning policies, programs, rules, regulations and services related to the development of driving in Canada;
4. Supporting management in dealing with appeals related to driving;
5. Interfacing as a unit with the driving community in partnership with management on key developments, issues, challenges and achievements within driving;
6. Providing strategic counsel to the Director, High Performance on matters concerning driving high performance programs and services;
7. Nominating driving representatives to other EC committees as required;
8. Liaising with EC departments, especially High Performance, Sport Operations, Marketing & Communications and Active Equine Industry & Development, in order to further the effectiveness of driving programs and services; and developing selection criteria and a selection process for the Pemberton Education Fund.



# NATIONAL BREED SPORTS COMMITTEE

## Purpose

The general purpose of the National Breed Sport Committee (the “Committee”) is to provide strategic guidance and counsel to management for the development of breed sports in competition in Canada as it relates to EC’s mandate and operational planning. At the start of each fiscal year the Committee will be apprised of specific subjects and/or activities relating to the strategic plan for further assessment/action by the Committee.

## Disclaimer

In addition to below, Committee members will also follow the conditions noted in the TOR – Common to All section.

## Duties and Responsibilities

The Committee shall, under the authority delegated to it by the CEO, be responsible for providing strategic guidance and counsel to management for the development of breed sport in Canada, including:

Specific responsibilities include:

1. Advising management on the annual operational priorities, strategies and performance targets for the ongoing development of breed sport in Canada;
2. Reviewing and reporting on the achievement of its annual operational priorities and performance targets and identifying key areas for improvement;
3. Providing input and feedback to management concerning policies, programs, rules, regulations and services related to the development of breed sport in Canada;
4. Supporting management in dealing with appeals related to breed sport;
5. Interfacing as a unit with the Canadian breed sport community in partnership with management on key developments, issues, challenges and achievements within breed sport;
6. Liaising with EC departments, especially High Performance, Sport Operations, Marketing & Communications and Active Equine Industry & Development, in order to further the effectiveness of breed sport programs and services;





# NATIONAL RULES COMMITTEE

## Purpose

The general purpose of the National Rules Committee (the “Committee”) is to provide strategic guidance and counsel to management and to examine EC’s competition rules and regulations in concert with EC’s approved rule amendment processes and procedures.

## Disclaimer

In addition to below, Committee members will also follow the conditions noted in the TOR – Common to All section.

## Relationship With Discipline Committees and Breed Sport Committee

The EC equestrian sport discipline committees and Breed Sport Committee will be responsible for:

- Developing and approving sport technical rules that govern their respective competitions in accordance with EC’s rule amendment schedule;
- Submitting rule amendments to the EC Director, Sport Operations in accordance with EC’s rule amendment process and procedures; and,
- Incorporating FEI rule changes by discipline, where applicable.

Note: Rule changes or amendments become official for an equestrian sport discipline or breed sport when published by EC. (Published is defined as published online in the official, current version of the rules on the EC website.)

If there is a disagreement regarding proposed rules and regulation changes to sport technical rules between the Committee and EC equestrian sport discipline committees or Breed Sport Committee, the disagreement will be reviewed and decided upon by the EC Board of Directors.

The Committee and/or CEO will identify rules of national significance to be reviewed by the EC Board of Directors.

## Composition – Special

The Committee membership will include:

- One (1) member must be a Canadian FEI Steward .

## Duties and Responsibilities

The Committee shall, under the authority delegated to it by the CEO, be responsible for providing recommendations to EC management concerning the establishment of new or amended general rules and



regulations in accordance with EC's approved process and procedures governing the establishment or modification of EC's competition rules and regulations.



# NATIONAL OFFICIALS' COMMITTEE

## Purpose

The general purpose of the Officials Committee (the “Committee”) is to provide strategic guidance and counsel to EC management concerning officials programming at EC as it relates to EC’s pursuit of industry best practice in officiating, officials’ development, creating safe and welcoming environments, clean sport, fair play, and welfare of competition equines. At the start of each fiscal year the Committee will be informed about specific subjects and/or activities relating to the strategic plan for further assessment/action by the Committee.

## Disclaimer

In addition to below, Committee members will also follow the conditions noted in the TOR – Common to All section.

## Composition – Special

The Committee membership will include:

- Accredited EC Officials
- Accredited PTSO Officials
- Accredited FEI Officials
- Person(s) with expertise in adult education and/or curricula design

## Duties and Responsibilities

The Committee shall, under the authority delegated to it by the CEO, be responsible for providing strategic guidance and counsel to management concerning education and development of Officials.

Specific responsibilities include:

1. Advising on:
  - Officials’ recruitment, development, education and retention;
  - Officials’ developers and mentors;
  - Officials’ development pathways and alignment/integration with PTSO programs and FEI programs;
  - Officials’ education, curricula and learning;
  - Officials’ applications, special considerations.
2. Providing EC management with recommendations on annual program priorities and strategies relating to officials/officiating in Canada;
3. Providing input and feedback to management concerning policies, programs, rules, regulations and services related to its specific portfolio;
4. Supporting management in dealing with emerging issues within officials/officiating globally, referencing the FEI’s Officials Programmes; and,



5. Act as a champions within the equestrian sport community at large as required on key initiatives, developments, issues, challenges and achievements in the officials program.
6. Liaising with EC departments, especially High Performance, Sport Operations, Marketing & Communications and Active Equine Industry & Development, in order to further the effectiveness of officials' programs and services.



# AWARDS & RECOGNITION COMMITTEE

## Purpose

The general purpose of the Awards and Recognition Committee (the “Committee”) is to provide strategic guidance and counsel to management to assist in determining those individuals and organizations that have made special and significant contribution to equestrian sport in Canada and are deserving of recognition or honour.

## Disclaimer

In addition to below, Committee members will also follow the conditions noted in the TOR – Common to All section.

## Composition – Special

The Committee membership will include:

- Equestrian sport knowledge;
- Equestrian discipline diversity; and,
- Marketing and communications knowledge.

## Duties and Responsibilities

The Committee shall, under the authority delegated to it by the CEO, be responsible for providing strategic guidance and counsel to management for duties associated with EC’s annual awards and recognition processes and procedures.

Specific responsibilities include:

1. Reviewing existing awards and recognition granted by EC including the associated criteria, nomination and selection procedures, and drafting or revising for approval by the CEO;
2. Recommending award and recognition nominees annually in accordance with EC’s approved nomination and selection criteria and procedures to the CEO for review and approval;
3. Advising on strategic initiatives with regards to awards process accordingly from time to time; and,
4. Performing other duties as assigned by the CEO.



# HIGH PERFORMANCE ADVISORY GROUP - EVENTING

## Purpose

The purpose of the High Performance Advisory Group (HPAG) is to establish the HP strategies, standards, policies and selection/nomination criteria for the National Team programs and to develop high performance standards and policies for the discipline on behalf of Equestrian Canada.

## Disclaimer

In addition to below, HPAG members will also follow the conditions noted in the TOR – Common to All section.

## Composition – Special

The HPAG membership will consist of:

- Chair - with HP Equestrian knowledge and experience appointed by the CEO in consultation with the Discipline Manager
- Minimum of two (2) \* – with HP sport experience selected from a slate of a maximum of five (5) individuals as determined by the submissions of interest and the sport committee (appointment number will be determined on total committee size and a balance from the NTP number)
- Minimum of two (2) \* Representatives with high performance sport experience selected by the High Performance Squad (National or Development) slate of candidates from a maximum list of five (5) individuals (appointment number will be determined on total committee size and a balance from the HP expert number)
- Technical Advisor (should the discipline have one in place)
- EC Discipline Manager (ex officio)
- EC Director, High Performance (ex officio)

*\*The number technical experts on the HPAG is subject to CEO approval. The HPAG should be comprised of a minimum of five and a maximum of \*seven members (excluding EC staff)*

- The discipline can identify if needed the appointment of the Team Veterinarian or a Selector Veterinarian to support the operations of the HPAG or the selectors group.
- Integrated Support Team Personnel (i.e. Mental Performance Coach, Team Veterinarian, etc. Performance Analyst) may be asked to participate in meetings and provide feedback to the High Performance/Selection Committee as required.

The CEO is entitled to be present at all meetings in an advisory capacity

All members have one vote and there are no proxy votes.



## Authority

1. High Performance Advisory Group (HPAG) is created by EC with reporting responsibility and accountability to the CEO. HPAG shall make strategic and operational recommendations to the CEO for the approval save and except that the HPAG may make decisions with respect to procedural matters.
2. Oversight of the development of policies and procedures related to (insert discipline) high performance program.
3. Collectively act as a resource to the Manager, of the Discipline and Director, High Performance on other high performance program areas as requested.
4. May, from time to time request expert(s)/ consultants to attend a meeting of the Group or to provide consultations to the Group. Experts who incur financial costs must be approved for attendance.

## Duties and Responsibilities

The HPAG shall, under the authority delegated to it by the CEO, be responsible to provide input and feedback into the development of the high performance strategy, standards, policies (including criteria/nominations procedures), operations and programming at the direction of the Manager of the Discipline and under the accountability of the Director, High Performance.

Specific responsibilities include:

- Provide input and feedback into the discipline performance objectives, strategy and program;
- Provide input and approve National Team Program – Squads;
- Provide input into Major Games and Championships selection/nomination criteria ensuring they conform to FEI, IOC/IPC and COC/CPC standards as appropriate;
- Monitor the selection of athlete/horse combinations to represent Canada at senior Games and Championships;
- Oversee and provide input into the formation of a selection panel if required and approve the panel members;
- Provide input and approve Athlete Assistance Program ranking system;
- Provide input and approve criteria for Canadian athletes and horses to compete in FEI competitions;
- Provide input into the mechanism for securing technical leadership personnel as required;
- Provide input into the mechanism for ensuring feedback and opinions of Squad athletes in key high performance policies and programs;
- Provide strategic counsel to the Manager of the Discipline and Director, High Performance on matters concerning the high performance program and services;
- Reviewing athlete development through objective assessment tools in collaboration with the Performance Analyst
- Support the review of FEI and relevant sport rules related to high performance.



# HIGH PERFORMANCE ADVISORY GROUP - JUMPING

## Purpose

The purpose of the High Performance Advisory Group (HPAG) is to establish the HP strategies, standards, policies and selection/nomination criteria for the National Team programs and to develop high performance standards and policies for the discipline on behalf of Equestrian Canada.

## Disclaimer

In addition to below, HPAG members will also follow the conditions noted in the TOR – Common to All section.

## Composition – Special

The HPAG membership will consist of:

- Chair - with HP Equestrian knowledge and experience appointed by the CEO in consultation with the Discipline Manager
- Minimum of two (2) \* – with HP sport experience selected from a slate of a maximum of five (5) individuals as determined by the submissions of interest and the sport committee (appointment number will be determined on total committee size and a balance from the NTP number)
- Minimum of two (2) \* Representatives with high performance sport experience selected by the High Performance Squad (National or Development) slate of candidates from a maximum list of five (5) individuals (appointment number will be determined on total committee size and a balance from the HP expert number)
- Technical Advisor (should the discipline have one in place)
- EC Discipline Manager (ex officio)
- EC Director, High Performance (ex officio)

*\*The number technical experts on the HPAG is subject to CEO approval. The HPAG should be comprised of a minimum of five and a maximum of \*seven members (excluding EC staff)*

- The discipline can identify if needed the appointment of the Team Veterinarian or a Selector Veterinarian to support the operations of the HPAG or the selectors group.
- Integrated Support Team Personnel (i.e. Mental Performance Coach, Team Veterinarian, etc. Performance Analyst) may be asked to participate in meetings and provide feedback to the High Performance/Selection Committee as required.

The CEO is entitled to be present at all meetings in an advisory capacity

All members have one vote and there are no proxy votes.





## Authority

1. High Performance Advisory Group (HPAG) is created by EC with reporting responsibility and accountability to the CEO. HPAG shall make strategic and operational recommendations to the CEO for the approval save and except that the HPAG may make decisions with respect to procedural matters.
2. Oversight of the development of policies and procedures related to (insert discipline) high performance program.
3. Collectively act as a resource to the Manager, of the Discipline and Director, High Performance on other high performance program areas as requested.
4. May, from time to time request expert(s)/ consultants to attend a meeting of the Group or to provide consultations to the Group. Experts who incur financial costs must be approved for attendance.

## Duties and Responsibilities

The HPAG shall, under the authority delegated to it by the CEO, be responsible to provide input and feedback into the development of the high performance strategy, standards, policies (including criteria/nominations procedures), operations and programming at the direction of the Manager of the Discipline and under the accountability of the Director, High Performance.

Specific responsibilities include:

- Provide input and feedback into the discipline performance objectives, strategy and program;
- Provide input and approve National Team Program – Squads;
- Provide input into Major Games and Championships selection/nomination criteria ensuring they conform to FEI, IOC/IPC and COC/CPC standards as appropriate;
- Monitor the selection of athlete/horse combinations to represent Canada at senior Games and Championships;
- Oversee and provide input into the formation of a selection panel if required and approve the panel members;
- Provide input and approve Athlete Assistance Program ranking system;
- Provide input and approve criteria for Canadian athletes and horses to compete in FEI competitions;
- Provide input into the mechanism for securing technical leadership personnel as required;
- Provide input into the mechanism for ensuring feedback and opinions of Squad athletes in key high performance policies and programs;
- Provide strategic counsel to the Manager of the Discipline and Director, High Performance on matters concerning the high performance program and services;
- Reviewing athlete development through objective assessment tools in collaboration with the Performance Analyst
- Support the review of FEI and relevant sport rules related to high performance.



# HIGH PERFORMANCE ADVISORY GROUP - DRESSAGE

## Purpose

The purpose of the High Performance Advisory Group (HPAG) is to establish the HP strategies, standards, policies and selection/nomination criteria for the National Team programs and to develop high performance standards and policies for the discipline on behalf of Equestrian Canada.

## Disclaimer

In addition to below, HPAG members will also follow the conditions noted in the TOR – Common to All section.

## Composition – Special

The HPAG membership will consist of:

- Chair - with HP Equestrian knowledge and experience appointed by the CEO in consultation with the Discipline Manager
- Minimum of two (2) \* – with HP sport experience selected from a slate of a maximum of five (5) individuals as determined by the submissions of interest and the sport committee (appointment number will be determined on total committee size and a balance from the NTP number)
- Minimum of two (2) \* Representatives with high performance sport experience selected by the High Performance Squad (National or Development) slate of candidates from a maximum list of five (5) individuals (appointment number will be determined on total committee size and a balance from the HP expert number)
- Technical Advisor (should the discipline have one in place)
- EC Discipline Manager (ex officio)
- EC Director, High Performance (ex officio)

*\*The number technical experts on the HPAG is subject to CEO approval. The HPAG should be comprised of a minimum of five and a maximum of \*seven members (excluding EC staff)*

- The discipline can identify if needed the appointment of the Team Veterinarian or a Selector Veterinarian to support the operations of the HPAG or the selectors group.
- Integrated Support Team Personnel (i.e. Mental Performance Coach, Team Veterinarian, etc. Performance Analyst) may be asked to participate in meetings and provide feedback to the High Performance/Selection Committee as required.

The CEO is entitled to be present at all meetings in an advisory capacity

All members have one vote and there are no proxy votes.



## Authority

1. High Performance Advisory Group (HPAG) is created by EC with reporting responsibility and accountability to the CEO. HPAG shall make strategic and operational recommendations to the CEO for the approval save and except that the HPAG may make decisions with respect to procedural matters.
2. Oversight of the development of policies and procedures related to (insert discipline) high performance program.
3. Collectively act as a resource to the Manager, of the Discipline and Director, High Performance on other high performance program areas as requested.
4. May, from time to time request expert(s)/ consultants to attend a meeting of the Group or to provide consultations to the Group. Experts who incur financial costs must be approved for attendance.

## Duties and Responsibilities

The HPAG shall, under the authority delegated to it by the CEO, be responsible to provide input and feedback into the development of the high performance strategy, standards, policies (including criteria/nominations procedures), operations and programming at the direction of the Manager of the Discipline and under the accountability of the Director, High Performance.

Specific responsibilities include:

- Provide input and feedback into the discipline performance objectives, strategy and program;
- Provide input and approve National Team Program – Squads;
- Provide input into Major Games and Championships selection/nomination criteria ensuring they conform to FEI, IOC/IPC and COC/CPC standards as appropriate;
- Monitor the selection of athlete/horse combinations to represent Canada at senior Games and Championships;
- Oversee and provide input into the formation of a selection panel if required and approve the panel members;
- Provide input and approve Athlete Assistance Program ranking system;
- Provide input and approve criteria for Canadian athletes and horses to compete in FEI competitions;
- Provide input into the mechanism for securing technical leadership personnel as required;
- Provide input into the mechanism for ensuring feedback and opinions of Squad athletes in key high performance policies and programs;
- Provide strategic counsel to the Manager of the Discipline and Director, High Performance on matters concerning the high performance program and services;
- Reviewing athlete development through objective assessment tools in collaboration with the Performance Analyst
- Support the review of FEI and relevant sport rules related to high performance.



# HIGH PERFORMANCE ADVISORY GROUP - PARA DRESSAGE

## Purpose

The purpose of the High Performance Advisory Group (HPAG) is to establish the HP strategies, standards, policies and selection/nomination criteria for the National Team programs and to develop high performance standards and policies for the discipline on behalf of Equestrian Canada.

## Disclaimer

In addition to below, HPAG members will also follow the conditions noted in the TOR – Common to All section.

## Composition – Special

The HPAG membership will consist of:

- Chair - with HP Equestrian knowledge and experience appointed by the CEO in consultation with the Discipline Manager
- Minimum of two (2) \* – with HP sport experience selected from a slate of a maximum of five (5) individuals as determined by the submissions of interest and the sport committee (appointment number will be determined on total committee size and a balance from the NTP number)
- Minimum of two (2) \* Representatives with high performance sport experience selected by the High Performance Squad (National or Development) slate of candidates from a maximum list of five (5) individuals (appointment number will be determined on total committee size and a balance from the HP expert number)
- Technical Advisor (should the discipline have one in place)
- Head of Classification
- EC Discipline Manager (ex officio)
- EC Director, High Performance (ex officio)

*\*The number technical experts on the HPAG is subject to CEO approval. The HPAG should be comprised of a minimum of five and a maximum of \*seven members (excluding EC staff)*

- The discipline can identify if needed the appointment of the Team Veterinarian or a Selector Veterinarian to support the operations of the HPAG or the selectors group.
- Integrated Support Team Personnel (i.e. Mental Performance Coach, Team Veterinarian, etc. Performance Analyst) may be asked to participate in meetings and provide feedback to the High Performance/Selection Committee as required.

The CEO is entitled to be present at all meetings in an advisory capacity

All members have one vote and there are no proxy votes.



## Authority

1. High Performance Advisory Group (HPAG) is created by EC with reporting responsibility and accountability to the CEO. HPAG shall make strategic and operational recommendations to the CEO for the approval save and except that the HPAG may make decisions with respect to procedural matters.
2. Oversight of the development of policies and procedures related to (insert discipline) high performance program.
3. Collectively act as a resource to the Manager, of the Discipline and Director, High Performance on other high performance program areas as requested.
4. May, from time to time request expert(s)/ consultants to attend a meeting of the Group or to provide consultations to the Group. Experts who incur financial costs must be approved for attendance.

## Duties and Responsibilities

The HPAG shall, under the authority delegated to it by the CEO, be responsible to provide input and feedback into the development of the high performance strategy, standards, policies (including criteria/nominations procedures), operations and programming at the direction of the Manager of the Discipline and under the accountability of the Director, High Performance.

Specific responsibilities include:

- Provide input and feedback into the discipline performance objectives, strategy and program;
- Provide input and approve National Team Program – Squads;
- Provide input into Major Games and Championships selection/nomination criteria ensuring they conform to FEI, IOC/IPC and COC/CPC standards as appropriate;
- Monitor the selection of athlete/horse combinations to represent Canada at senior Games and Championships;
- Oversee and provide input into the formation of a selection panel if required and approve the panel members;
- Provide input and approve Athlete Assistance Program ranking system;
- Provide input and approve criteria for Canadian athletes and horses to compete in FEI competitions;
- Provide input into the mechanism for securing technical leadership personnel as required;
- Provide input into the mechanism for ensuring feedback and opinions of Squad athletes in key high performance policies and programs;
- Provide strategic counsel to the Manager of the Discipline and Director, High Performance on matters concerning the high performance program and services;
- Reviewing athlete development through objective assessment tools in collaboration with the Performance Analyst
- Support the review of FEI and relevant sport rules related to high performance.



# CLASSIFICATION ADVISORY GROUP (CAG) - PARA DRESSAGE

## Purpose

The Para-Dressage Classification Advisory Group (CAG) is an ad hoc group established to develop classification standards and policies at the direction of the Senior Manager, Para Dressage (or designate) and under the accountability of the Director, High-Performance.

## Disclaimer

In addition to below, CAG members will also follow the conditions noted in the TOR – Common to All section.

## Composition – Special

The CAG membership will consist of:

- Chair - certified equestrian classifier (ideally an Fédération Équestre Internationale (FEI) certified classifier) appointed by the CEO in consultation with the Discipline Manager
- Minimum of four (4) certified classifiers
- EC Discipline Manager (ex officio)
- EC Para Dressage Program Coordinator (ex officio)
- The discipline can identify, if needed, the appointment of the Discipline Technical Advisor or additional Doctor or Physiotherapist to support the operations of the CAG
- The discipline can identify, if needed, the appointment of Para-Dressage Committee members with specific skills (i.e. Coach, Judge) to provide feedback to the CAG from time to time.

## Authority

1. CAG is created by EC with reporting responsibility and accountability to the CEO. CAG shall make strategic and operational recommendations to the CEO for the approval save and except that the CAG may make decisions with respect to procedural matters.
2. Oversight of the development of policies and procedures related to para dressage high performance program.
3. Collectively act as a resource to the Manager, of the Discipline and Director, High Performance on other para dressage program areas as requested.
4. May, from time to time request expert(s)/ consultants to attend a meeting of the Group or to provide consultations to the Group. Experts who incur financial costs must be approved for attendance.

## Duties and Responsibilities

The CAG shall, under the authority delegated to it by the CEO, be responsible to provide input and feedback into the development of the para dressage classification strategy, standards, policies, operations



and programming at the direction of the Manager of the Discipline and under the accountability of the Director, High Performance.

## Specific Responsibilities

- The general purpose of the CAG is to provide input and feedback into the development of the Para-Dressage Classification strategy, policies and programming
- Classify eligible athletes as required in order for them to compete in Para-Dressage sport
- Develop, update and maintain a national classification program that is compliant to the standards of the FEI, as directed by the International Paralympic Committee (IPC) Classification Code.
- Appoint a representative to act on behalf of EC at international and FEI functions as required on matters related to classification
- Develop initiatives to attract, educate and promote new classifiers across Canada
- Collectively act as a resource to EC on other program areas that relate to classification, such as Para-Coaching and Official education programs
- Support management in dealing with appeals and disciplinary actions related to Classification
- Attend athlete development clinics and support programs, as required
- Provide strategic counsel to EC on matters concerning classification programs and services



**Canada**