



# STRATEGY 2025 DEBRIEF

August 30, 2025

## Strategy 2025: A Reflection and Looking Ahead

Strategy 2025 was developed during a period of significant transition for the Canadian equestrian community. Its purpose was to stabilize the organization, modernize foundational systems, and position Equestrian Canada for long-term sustainability and growth.

As we conclude Strategy 2025, we are committed to sharing not only what was achieved, but also what we learned along the way—and how those lessons directly informed the development of Strategy 2028.

### Overview

Over the course of Strategy 2025, EC implemented an ambitious plan focused on three core pillars:

1. Building a Strong Foundation
2. Investing in the Future
3. Serving the Community

Using Objectives & Key Results methodology (OKR) and digital tracking tools, EC transitioned to data-informed performance measurement. As of the final report (June 2025), 100% of strategic objectives were closed, with 81.6% of quarterly priorities completed in the final period.

### What We Achieved

Over the course of Strategy 2025, EC made meaningful progress across governance, sport development, equine welfare, and organizational sustainability. High level key outcomes included:

- Strengthened governance and risk management practices aligned with national sport standards
- Expanded education, certification, and development pathways for coaches, officials, and sport leaders
- Advancements in equine welfare leadership through national rules, policy, and advocacy
- Improved financial oversight, fundraising capacity, and operational transparency
- Progress toward modernized systems to support participants, partners, and staff

These achievements helped stabilize the organization and rebuild capacity following a period of sector-wide disruption.



## Areas of Partial Completion or Deferred Work

Not all initiatives progressed at the pace originally envisioned. In several areas, work was partially completed or intentionally re-sequenced into the next strategic cycle.

In particular:

- Large-scale system changes (such as competition restructuring) required more time, consultation, and sequencing than anticipated
- Some initiatives progressed through planning, piloting, or foundational stages but were not fully implemented within the Strategy 2025 timeframe
- Certain priorities were deferred to ensure they could be addressed with appropriate capacity, resources, and stakeholder alignment (for example, coach and curriculum prioritized, followed by competition pathway – sequentially, not simultaneously)

These decisions were made deliberately, with the long-term health of the organization and community in mind.

## Contributing Factors

Several factors influenced the pace and scope of delivery during Strategy 2025, including:

- The continued impact of post-pandemic recovery on capacity and resources
- The complexity of implementing national-level change across a diverse and federated sport system
- Evolving expectations related to governance, safe sport, equine welfare, and service delivery
- The importance of meaningful consultation and collaboration to ensure sustainable outcomes

These realities reinforced the need for clearer prioritization, sequencing, and focus in future planning.

## Strategy 2025 in Practice: Progress by Strategic Area

Below is a summary of key highlights:

### 1. Building a Strong Foundation

#### Modernizing Membership & Competition Structures

- New LearnTo Ride and LearnTo Care curriculum redesign soft-launched and piloted in late 2025. LearnTo Drive revisions coming in early 2026 with LearnTo Vault coming later in the year.
- Gold Medal Profiles for all Olympic/Paralympic disciplines finalized and integrated into High Performance programs.
- Competition review and licensing alignment delayed and deferred to Strategy 2028.

#### Governance and Risk Management

- Governance structure aligned with the Sport Governance Code (COC-funded).



- Risk management framework implemented and integrated into quarterly Board reporting.

#### Revenue Growth

- Hired a Business Development Officer.
- Raised \$773k in donations in FY25, falling short of the \$500k annual donation target but laying groundwork for a \$1M annual goal by 2030.
- Donation systems modernized (DonorPerfect, CanadaHelps) and campaign planning initiated.

#### Products & Services

- Product research was completed and eStore partnership with GADAR launched.
- Development of new non-competition products deferred to Strategy 2028 due to capacity constraints.

### 2. Investing in the Future

#### Operational Automation & Intelligence

- Post-COVID equine industry sector study published.
- Third party technology audit completed; 25% of processes automated (short of the 50% target).

#### Coach and Official Development

- 2,000 coaches licensed by June 2025.
- Coach Developer training institutionalized with virtual and in-person symposiums.
- Certified 10+ NCCP Competition Development coaches annually.
- Accredited 65 U50 officials, surpassing the 50-target goal.
- Launched digital application and evaluation tools for officials.

#### Learning & Retention

- Regular staff and volunteer satisfaction surveys showed 7/10+ ratings.
- Annual HR initiatives and development activities introduced; some deferred due to budget.

### 3. Serving the Community

#### Pathway Development & Participation

- New LearnTo Ride and LearnTo Care curriculum completed and piloted.
- National rankings launched in Hunter/Jumper, Dressage, and Eventing.
- National championships launched in Dressage and Para-Dressage.
- FEI competitions in Canada increased by 38% from 2024 to 2025.

#### High-Performance Success

- All four teams (Jumping, Dressage, Eventing, Para-Dressage) qualified for Paris 2024—first time in over two decades.
- Performance goals for Top 5/Top 4 finishes were not met, though individual and team results improved.
- Fundraising achieved short-term targets for Paris 2024 but fell short of building a long-term legacy fund.



## Customer Service & Engagement

- Refreshed website launched and updated with improved user navigation.
- 24-hour response metrics maintained on the front-line.
- Phone systems and customer service tools modernized.
- Customer satisfaction scores met or exceeded 4.0/5 for online and staff interactions.

## Safe Sport & Inclusion

- 100% compliance achieved with federal Safe Sport requirements.
- Diversity and equity initiatives funded through Sport Canada; long-term work continues into Strategy 2028.

## Key Lessons Learned

Strategy 2025 reinforced several important lessons that now underpin Strategy 2028:

- Sustainable change requires clear sequencing and realistic capacity planning
- Foundational governance, service standards, and system clarity must precede large-scale transformation
- National alignment is most effective when built through trust, consultation, and shared objectives
- Transparency, reflection, and learning are essential to long-term credibility and impact

## Shaping Strategy 2028

The insights gained through Strategy 2025 directly informed the design of Strategy 2028. The new strategy reflects a more focused set of priorities, clearer outcomes, and a deliberate balance between operational excellence and long-term system change.

Strategy 2025 laid the groundwork. Strategy 2028 builds on that foundation with clarity, confidence, and purpose.