



# CHIEF EXECUTIVE OFFICER ANNUAL REPORT 2021-2022

This report presents a review of operational aspects of Equestrian Canada (EC) for the 2021 – 2022 fiscal year, which takes place from April 1, 2021, to March 31, 2022.

## Welcome

Equestrian Canada respectfully acknowledges that EC is located on the unceded, Unsundered Territory of the Anishinaabe Algonquin Nation, whose presence and stewardship of the Kitchissippi and its tributaries, dates back to time immemorial and will continue in perpetuity. We honour their long history of welcoming many Nations to this territory and we acknowledge our shared responsibilities to ensure health and wellbeing for all creation for generations to come.

Further, we respect and affirm the inherent and Treaty Rights of all Indigenous Peoples in Canada. Our acknowledgement of the Algonquin Anishinaabe territory recognizes the oppressive history and current experience of colonization, and is a reflection of our commitment to decolonize, and to recognize and honour the pursuits of Indigenous Nations and Peoples' self-determination and sovereignty.

EC's vision is to foster the love of horses and sport for life in all Canadians #rideforlife. Our goal is to support a fun, safe and welcoming environment for the sport and for participation in equestrian activities to thrive, as well as the related industry that supports it. EC is here to serve our industry, our community and our horses. We are committed to doing what is best for the people and horses who trust us to make decisions that will improve their lives and their experience in sport.

Over the last decade, EC and our industry have continued to experience challenges that impact the health of our sport and the strength of our industry. As we emerge from a post pandemic economy, it is more important than ever to proactively improve our processes, deliver more meaningful value to our members, partners and licence holders, and develop new and innovative opportunities to attract and retain participants.

## Who we are

EC is Canada's comprehensive national governing body for equestrian sport and the national body for active equine breeders and the active equine industry. As a not-for-profit, membership-based organization, our diverse community and stakeholders are represented in our governance through three categories of Voting Members: National Equine Affiliate Associations, Provincial/Territorial Sport Organizations and Sport Disciplines.



EC achieves our mission and mandate that spans from grassroots to international stage through the development and management of programs, working in collaboration with our affiliate organizations, event organizers, owners, facility operators, coaches, and officials. Through regular governance and operational process reviews and the ongoing strategic planning process, EC has worked over the current fiscal year to assess, consult, and develop the framework of a new Vision 2030 and Strategic Plan 2025. This exciting vision and plan will be launched in the 2022/23 fiscal year and will be closely aligned with our operational workflows and planning tools to ensure the objectives and key results we set will be clear, measurable and will address the critical needs of the organization to serve and diversify.

EC is recognized by the Government of Canada, through Sport Canada and the Canadian Olympic and Paralympic Committees as the equestrian National Sport Organization who leads, supports, promotes, governs, and advocates for the equine and equestrian community in Canada. We sincerely thank our partners for their support.

## The Year In Review

In the 2021/22 fiscal year, we saw a much-anticipated **return to competition** across the country and a few cycles of surges of activity that took us back to 85% of pre-Covid-19 competition participation levels. As we experienced a significant loss of revenue due to the impact of Covid-19, this return to competition was greatly welcomed.

Despite this positive trend in the return to activity, we also experienced related challenges and saw new participation warning trends emerge. These challenging and complex conversations have been analyzed and prioritized to the forefront of our crisis and strategic planning discussions.

In January 2021, we successfully launched the **Coach status**; a project that we and our Provincial/Territorial Sport Organizations (PTSO) have been developing since 2018. This program is one of the most foundational programs we have launched in at least the last decade within equestrian sport; and it is a leading and innovative approach to setting minimum standards for safety, security and eventually, the full certification of coaches across the country. We achieved our target of 1000 coaches registered by Dec 31/2021, and our goal is set to reach 2000 coaches nationwide by July 1, 2022.

In early summer of 2021, we launched the **EC National Rankings** for hunter, jumper, equitation, and dressage. This is the first launch of this type over the past decades and shifts our role in the national ranking space where we had previously outsourced this program to other organizations. The EC National Rankings will provide nationwide benchmarks for athletes, owners, and horses, and we will also fully link our EC National Rankings to the qualification of our National Championships starting in 2022.

With the unfortunate late cancellation of the Royal Agricultural Winter Fair in June 2021, we were able to pivot and open bids to organizers across Canada. The **National Show Jumping and Equitation Championships** were successfully held at Rocky Mountain Show Jumping in Calgary, AB in October 2021, and we were very proud to support the organizer and industry, hearing many positive comments from participants in the region.

In 2021, we launched several pilots to gauge interest in a range of areas from Officials (fast track and the pilot program) to Equine Welfare. In the **National Noseband Pilot**, EC Stewards gathered over 550 data samples across the country to compile field stats on noseband tightness. This pilot has been recognized



internationally, with coverage in 8 international equine publications and high engagement on social media.

We successfully represented our country at the **Tokyo 2020 Olympic and Paralympic Games**, sending our athletes and support teams safely to Tokyo in one of the most organizationally complex Major Games in history. We are grateful to our athletes, owners, and team members for their commitment to high-performance pursuits and for their support in ensuring safe and healthy participation for both athletes and horses in the achievement of these goals.

We completed the **Canadian Equine Identification and Traceability Discovery**, a project that has been in development over the past 2 years, finally culminating to bring together market and industry data about the national herd. Though the project is now fully mapped to bring forward to the market, a delay in federal funding will shift the project to reapply to Agriculture and AgriFoods Canada in fiscal year 2022/23.

We have worked closely with the Board of Directors, the Strategic Plan Task Force and Strategic Initiatives Planning Committee to prepare the foundation of a new **Vision 2030 and Strategy 2025** that will be brought to the Board for approval in the early fiscal year of 2022/23.

We prioritized the initiation of **training** of our staff and volunteer operational teams, with volunteer committee onboarding training for Chairs and committee members taking place with all committees (14 operational committees and 5 high-performance advisory groups). Staff training was initiated, both in an organizational course format and with individual federally funded bursaries where staff have access 365 days a year to learn and develop skills through a recognized learning platform.

We embraced the modern workplace, making the decision in August of 2021 to move to a **permanently remote workplace**. This move will provide the opportunity for EC to be a more diverse and inclusive employer, inviting candidates from across the country to apply for EC staff positions as they are posted. We currently employ staff members in BC, AB, ON, QC and NS and look forward to continuing to expand our team footprint over time.

And lastly, we continue to **work together** to build a strong culture, fostering open communication, and collaborative cross team relationships so we improve our working environment, our organizational efficiency, and our ability to do what we do well and build trust with our community.

We still have a lot of work to do, but our team continues to demonstrate enthusiasm and determination to work stronger together and see our energies and efforts continue to shift how we operate as a team and how we serve our community.

I am grateful to have worked with the team, our volunteers, our partners, and the Board of Directors over the last year in service to our community and horses across Canada, and I look forward to continuing to grow together over the years to come.



# DEPARTMENT UPDATES

## CORPORATE OPERATIONS

### EC Corporate Head-Office Lease:

Conversations with Landlord (KRP Properties Inc.) and commercial office space “sub-letting” experts Zinati Realty continued on a regular basis throughout the fiscal year 2021/22 with respect to subletting EC’s remaining commercial lease term.

### Remote Office Policy and Financial Assistance Program:

Along with the finance team a complete review has been conducted and amounts confirmed for the financial payment amounts for the remote office financial assistance program. Staff have received their payments to assist with remote office set-up and annual home office supplies and internet expenses.

### Information Technology (IT):

#### Vacation Tracker TEAMS Application

The Teams ‘*Vacation Tracker*’ application – an integrated approval system for requesting, approving, tracking, and reporting all leave types (vacation, sick days, unpaid leave etc.) - was vetted for both efficiency and cost and was subsequently implemented across the organization effective April 1, 2021, to serve as a centralized leave/time- off management platform. Managers have the ability to track and approve leave types and pull reports. This very cost-effective platform is a beneficial resource for staff and management.

#### HR Management Software

A review of HR management software was conducted to secure a software program to manage and administer human resources and related processes throughout the employee lifecycle in an efficient and effective manner. All work related as well as personal details of an employee will be managed and stored within the secure, independent platform. Added benefits would include a centralized area for staffing requirements including recruiting, hiring, onboarding, compensation reviews, building team culture, training, performance management, career planning, succession planning, professional development. The expectation is that the new HR management platform will reduce workload and redundancies for staff involved in human resource responsibilities.

EC conducted reviews with Bamboo HR, Collage HR, Folks HR, Ceridian HR, and Humi HR. Two providers – Bamboo HR and Humi HR – were selected to proceed to the final phase of meetings and discussions and ultimately Humi HR was chosen as EC’s HR management software provider. A few factors of consideration were ease of use, customer support, and all organizational and employee data storage in Canadian-based cloud storage.

### Human Resources (HR):

#### Disconnecting from Work Policy

The Ministry of Ontario has set out a requirement that employers that employ 25 or more employees are required to have a written policy on disconnecting from work, in place for all employees and to provide



employees with a copy of the written policy. These requirements were added to the *Employment Standards Act*, 2000 (ESA) on December 2, 2021.

The term “disconnecting from work” is defined in the ESA to mean not engaging in work-related communications, including emails, telephone calls, video calls or sending or reviewing other messages, to be free from the performance of work.

Due to the nature of their work, Managers, Directors, and Executive Management may be required to deal with after-hours communication. Employees will understand when exceptions to the disconnecting from work policy may apply; for example, pre-approved overtime, on-call work, work related travel, emergencies, and urgencies.

### **Employee Recognition for Years of Service Program**

EC has engaged with Canadian-based, *Diamond Recognition*, to manage EC’s employee recognition program for employee years-of-service effective April 1, 2022. This initiative recognizes the value and contributions of our staff for their years of service with EC by allowing staff to select a gift of their choice. Recognition programs have been proven to be one of the most effective tools employers can use to build motivation, boost productivity, and retain employees. Furthermore, such programs help to build and develop improved long term performance attitude. Years-of-service are awarded at the 5-year mark of employment with EC and each 5-year mark has a pre-determined value of gift the employee will be able to select. This program is entirely managed from an employee web-based portal which reduces any management and administration resource time.

### **SPORT CANADA- Gender Equity \$500 Education Bursary – “Increase Women in Coaching, Officiating, and Leadership”**

In addition to Sport Canada’s \$500 Education Bursary, EC has allotted all employees to receive a \$500 education bursary toward training which will impact the organization and provide all employees greater opportunity for skill and confidence development. Employees identified 2-3 skills that they would like to develop or enhance and with their manager/director guidance, propose a training/education course that would help them build a skill(s) to increase their confidence in their roles. Managers/Directors were responsible to work with their team members to create and oversee the training criteria.

### **New Hires April 1, 2021, to March 31, 2022:**

Both existing and new roles within the organization were filled in fiscal year 2021-2022:

Sophie Balogh, Coordinator, Online Education  
Kelsey McDonnell, Coordinator, Jumping  
Maria Christina (MC) Lepore, Manager, Competition Services  
Corey Dempsey, Coordinator, Communications  
Helen Dillon, Independent Contractor (term)  
Hilary McDonald, ECampus Systems Administrator  
Jean Klosowicz, Manager, Equine Traceability Business Development  
Jennifer Santarossa, Intern (term)  
Janelle Bruce, Coordinator, Coaching  
Laurie Ehrman, Coordinator, REDI and Safe Sport  
Lindsay Nakonechny, Coordinator, Equine Animal Care Assessment Program  
Melanie McLearn, Director Marketing and Communications  
Sarah Eadie, Intern (term)



## Governance:

### Population of Category Voting Members

EC's three (3) categories ("Category") of Voting Membership, Category A, B, and C each designated nine (9) qualified delegates to be Voting Members, representing the membership of their respective Category. In 2021-2022, twenty-seven (27) Voting Members in total were confirmed for all three Categories. The Voting Members are entitled to one vote in the EC Board election.

### Nominating Committee

The Nominating Committee for the 2022 board election process was populated and conducted its purpose and mandate that EC has a rigorous nomination system for the appointment of new Directors, and that an election of Directors is held annually which includes interviewing nominees and thus presenting a slate of candidates to the Voting Members for the available positions of Directors in accordance with the Bylaws.

## FINANCE

### Sport License Sales:

Sport Licenses cash sales for fiscal year 2022 totaled \$2,151,843. For context, Sport License sales for fiscal year 2019 totaled \$2,290,619, fiscal year 2020 totaled \$2,148,128 and fiscal year 2021 totaled \$1,443,292.

### 2022/23 Budget and "3-Year" (2021-2026) Budget Forecast:

2021/22 EC Corporate Budget was approved at the May/9/2022 BOD meeting.

Due to the recent ongoing review/assessment of corporate strategic operational priorities, coupled with the uncertain impact of future COVID-19 related and economic impacts to the predictive nature of EC's operations, EC will now be performing a shorter three-year Budget Forecast (i.e.: 2022/23 to 2024/25) in alignment with the 2022-2025 Strategic Plan. This shorter "Rolling Budget Forecast" model will be more useful as a budget model tool to assist in the planning of future EC operational activities.

A 3-day strategic meeting took place on December 1-3, 2021, with members of the staff leadership team. Work was performed on reviewing/assessing the 2018-2022 Strategic Plan Report Card (for presentation to SIP), and to start to develop/plan the 2022-2025 Strategic Plan (for presentation to SIP). Once the 2022-2025 Strategic Plan is finalized, the Three-Year "Rolling" Corporate Budget Forecast can be finalized.

### Sport Canada 2022/23 Sport Support Funding:

Sport Canada 2021/22 and 2022/23 COVID "Recovery Fund" applications were completed and submitted to Sport Canada on Dec/07/2021.

Sport Canada notified EC on March/17/2022 that EC was approved for \$577,490 of "Recovery Funding" for fiscal 2021/22. Approximately 70% of this funding will support cost recovery, and 30% will support the initiation of projects that are within the approved eligible expense criteria noted by Sport Canada in the approval.



## SPORT OPERATIONS & DEVELOPMENT

2021-22 Fiscal Year:

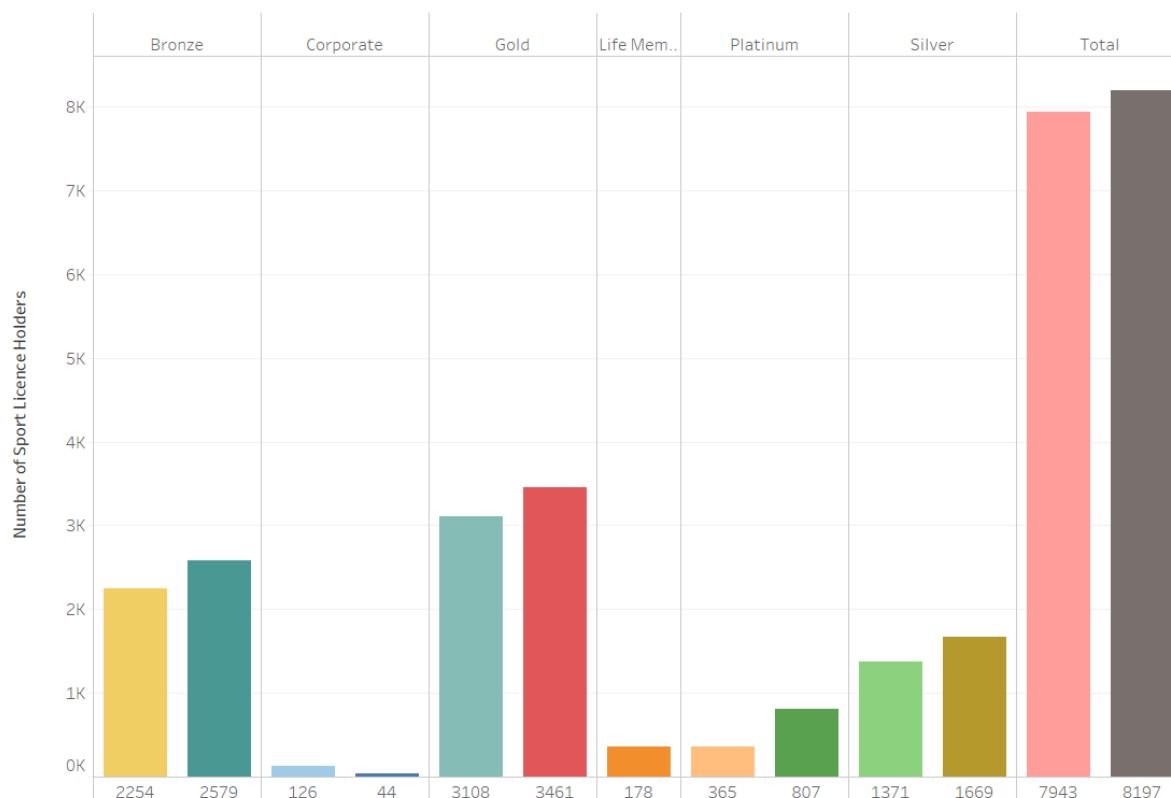
- Competitions:
  - 414 EC Competition applications received
  - 292 Competitions ran
  - 122 Competitions cancelled
  - 106 Competitions with equine medication control technicians present
- Officials:
  - 425 active EC Officials
  - 986 active EC Officials' cards
  - 128 active FEI Officials' cards
- EC Sport Licences:

<b>Fiscal Period 2021-22</b>	<b>Platinum</b>	<b>Gold</b>	<b>Silver</b>	<b>Bronze</b>	<b>Life Member</b>	<b>Corporate</b>	<b>Total</b>
<b>2021</b>  April 1st, 2021 to December 31st, 2021	365	3108	1669	2579	178*	44	7943
<b>2022</b>  January 1st, 2022 to March 31st, 2022	807	3461	1371	2254	178*	126	8197
<b>Total</b>  Fiscal year 2021-2022	<b>1172</b>	<b>6569</b>	<b>3040</b>	<b>4833</b>	<b>178*</b>  <b>Fixed #</b>	<b>190</b>	<b>16140</b>





## EC Sport Licence Holders 2021 - 2022



**Officials Temporary Status Pilot:** In the summer of 2021, EC launched a pilot program to respond to immediate needs due to officials' shortages and to aid in recruitment of new officials into the system. The pilot created opportunities for current EC officials to officiate in new functions as well as allow EC sport licence holders to act in certain officials' roles. This pilot endeavors to strengthen the system, ensure future opportunity for all participants, and we count on certified officials to mentor and guide up-and-coming applicants. In 2021, EC received 8 applications from 7 sport licence holders; 2 were existing officials, 5 had no officials credentials/R-1 status. One has progressed to attain R-2 steward status, and one has progressed to attain recorded Hunter judge's status. All applications were for Hunter/Jumper events.

**Officials FEI Equivalency:** The FEI has approved, effective June 28, 2021, equivalency of EC's Jumping Judges program. This means that EC Senior jumper judge status is equivalent to FEI Level 1 (this is not automatic for those obtaining S status, there are prerequisites). Senior Judges can be directly entered into an FEI Course for promotion to FEI L2. Equivalency removes a key barrier into the FEI pathway. We expect to see a cohort of new FEI Jumping Judges as a result which will, in turn, benefit our Canadian FEI competitions and the international system. An assessment is underway of other disciplines/functions. In the 2021-2022 fiscal year, one official obtained status through this opportunity.

**National Rankings:** EC has built a platform to calculate points and display rankings nationally. This will be a new perspective to our participants and provide value to sport license holders and horse owners. The first iteration of the rankings platform in 2021 was able to display rankings from EC rated classes from Gold Hunter/Jumper and Dressage competitions. In 2022 the focus shifted to providing rankings which





would be used for generating invitations to the Canadian Championships hosted by the Royal Agricultural Winter Fair (RAWF). The rankings display has been pared down to include solely Gold Hunter/Jumper results from divisions hosted by the RAWF. EC continues to work closely with the competitions and software providers to ensure the quality of the results submitted allows for timely, accurate rankings.

**Equine Medication Control:** The 2021 Equine Medication Control Testing season forged forward despite continued challenges attributed to COVID-19 as well as Equine Herpes Virus (EVH-1).

The program, through the work of EC's Equine Medication Control Coordinator, the Equine Medication Control Committee (EMCC), Selection Advisory Group, as well as the Equine Medication Control Technician's (EMCT's) across Canada managed to maintain similar testing statistics to prior years across all measured metrics.

- 709 horses selected for testing
- 509 Urine samples and 21 blood samples obtained (~75% of selected horses produced a sample)
- An EMCT was onsite for 162 days of competition
- 4 positive tests (2x Altrenogest in a gelding, 1x Levamisole, 1x Cyproheptadine)

The Selection Advisory Group met or exceeded all the targets and recommended the required 70% of Gold, 40% of Silver and 30% of Bronze competitions to be tested across Canada. Individual provinces may have varied slightly based on the actual number of competitions.

One challenge that was faced was the number of cancelled competitions. The pandemic has caused so many unknowns for Competition Organizers and Competitors alike – new or changed provincial health restrictions, prices of supplies and gas, etc. The uncertainties caused lower than desired entry numbers as well as entries coming in closer and closer to deadline days. Competition Organizers were cancelling in still unheard-of numbers and providing little notice to EC, sometimes with only a few days until the start date. This increase in cancellations and decrease in notice period made it much more difficult to reschedule a tester to attend an alternate competition as there may not have been another show that weekend or it was well outside their geographical area, or they were not available on an alternate date.

- 32% of the competitions selected were cancelled

A positive that continues from season to season is the Equine Medication Control Technician (EMCT) team. All 17 EMCTs returned to test for the 2021 season. Two EMCTs are not returning for the 2022 season for family reasons but have plans to return in the future. The Team also saw a BC technician return from a brief break, and three new technicians hired, specifically one to fill a gap in Nova Scotia. Thank you to EC Steward Sandra Conrad for working so hard to find and recommend this EMCT!

The EMCTs who work out successfully for the long run have come from personal recommendations. Quebec is in need of 1 or 2 more EMCTs for 2023.

The program is moving in a progressive forward direction with more focus on education. In 2021 an information pamphlet was redesigned and reworked to be more reader friendly. All EMCTs have been sent these pamphlets to give out on site. A few competitions have also been mailed several to have in hand in order to support the testing process. The pamphlet titled, My Horse was Selected for Testing, is available on the EC website.



The organizer guide, How to Prepare for Medication Control Testing, continues to be posted to the website and in the competition portal, and often sent directly to organizers when follow-up is required.

An online module, Understanding Equine Medication Control, is in a review stage. The next steps are to have Momentum Group (EC's eLearning software provider) make the changes, and then have the module reviewed by the EMCC and select group of EMCTs, EC Staff and EC sport licence holders.

## ECampus

The ECampus elearning platform (powered by Momentum Group) has continued to develop and expand over the last year. The EC Coach Status Program has continued to be the main function of the ECampus, however, with the staff addition of an Online Education Coordinator, content and learning opportunities have been added providing more value to EC's stakeholders. The focus will now be on improving the front-end user experience, fixing backend bugs to refine administrative activity, cleaning up current processes and integrating new EC services.

- The ECampus offers both internal and external learning opportunities including:
  - Internal: 18 courses in English and 11 courses in French (including 4 developed by EC)
  - External: 10 courses in English and 8 courses in French
- The ECampus Calendar of Events (Live Training) has continued to grow with the addition of PTSO partners adding provincial National Coaching Certification Program (NCCP), coaching webinars and Rookie Rider events. EC has also begun to add clinics for officials. Typically, 20 or more opportunities are available across the country.
- In total for the fiscal year, the following number of people completed:
  - 24,843 separate enrollments in eLearning by way of the ECampus, with 8,744 completing training
  - 1,229 registered for live training events through the ECampus

## eLearning

In the 2021-22 fiscal year, 4 eLearning courses developed by EC were offered through the ECampus in both French and English. Safe Sport related training continued to be offered at no cost to sport license holders. The EC developed eLearning courses for 2021 were:

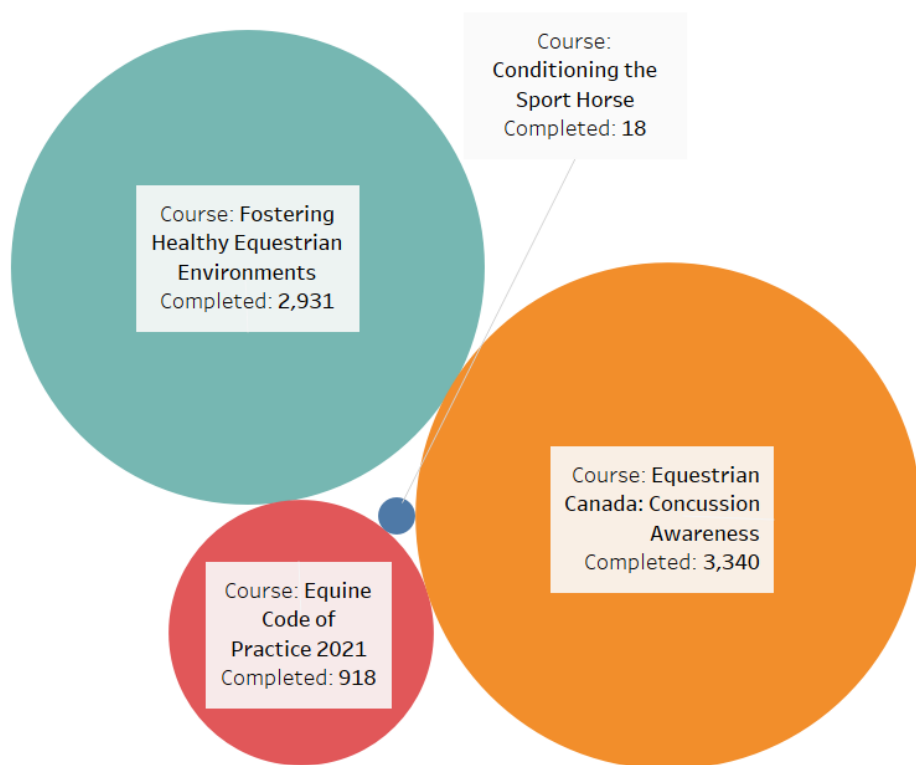
- Fostering Healthy Environments, addressing maltreatment in sport
- Concussion Awareness, addressing the four Rs of concussion management
- Conditioning the Sport Horse, developed in partnership with Dr. Hilary Clayton
- Equine Code of Practice, creating awareness around Canada's standard of care for equines

For the 2021-22 fiscal year course completion (enrollment) are as follows:

- Fostering Healthy Environments: English – 2931 (9924), French – 110 (205)
- Concussion Awareness: English – 3340 (9915), French – 110 (206)
- Conditioning the Sport Horse: English – 18 (29), French – 2 (4)
- Equine Code of Practice: English – 918 (2202), French – 59 (144)



## EC Developed eLearning Courses



## Online Education

A new communication channel has been started with the EC-PTSO Education and Coaching Leads with the launch of a Lunch and Learn series on February 17<sup>th</sup> 2022. The topics were as follows:

- Coach status and in competition enforcement
- March New Expectations on Coaches
- Walkthrough of the ECampus enhancements
- Findings from HP1 Pilot
- ECampus management access
- Let's Talk about Safe Sport

The series was a success with approximately 35 registered for each event. (Approximately 10 being EC staff). Furthermore, various tools and processes have been put in place and adopted by both staff and stakeholders alike:

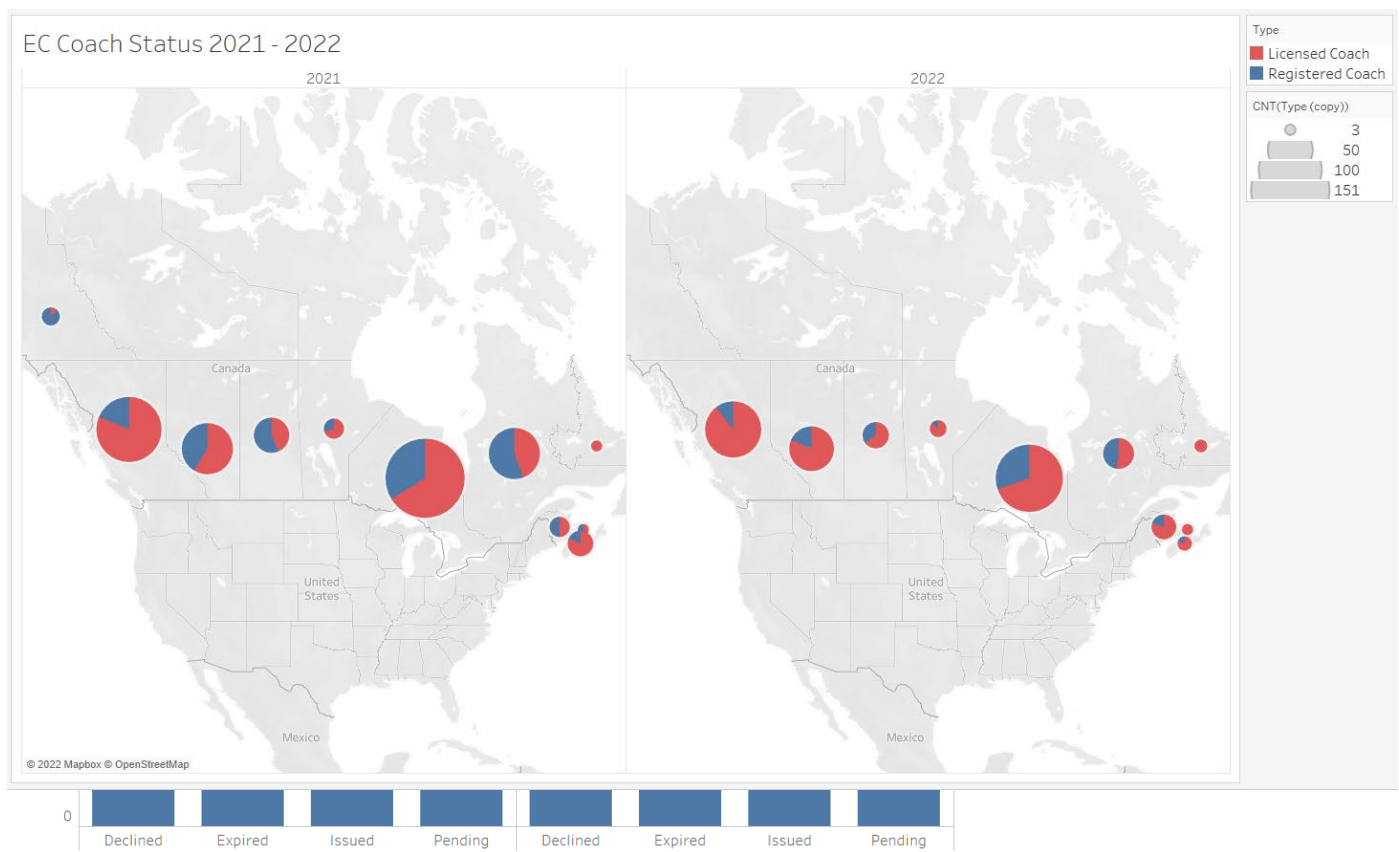
- **Mentimeter** is an interactive polling platform that creates engagement within the learning but also providing feedback to the Coach Developers. A total of 17 presentations were created for Coach Developers to use during their presentations. They are used frequently by our Coach Developers. We also have an account available for EC Staff and a total of 21 presentations were created in that account for the last fiscal year.



- **Zoom** is a cloud-based video conferencing service that we have made available for Coach Developers and other stakeholders. In the last fiscal year, a total of 25 presentations have been hosted on the account. With the development of new NCCP content for Online Delivery, we forecast that this number might double in the next fiscal year.
- **Loom** is a screen recording tool that lets users record audio, video, and then share with the public. Loom has been used in the organization since February 9, 2022 and is a powerful tool to help users learn processes and how to use new platforms. Loom has been used in conjunction with the ECampus. A total of 29 videos are now hosted on Loom to support various initiatives such as Safe Sport and Coach Education.

## Coach Status

2022 was the second year of EC's 5-year plan to see every coach licensed and certified by 2025. This was the first renewal year for 2021 Coach Status holders. Numerous extensions were offered to coaches, as kinks in the process were addressed and to provide accommodations to coaches who could not complete all requirements due to confusion and misunderstanding of the process as well to allow EC to adjust based on limited resources and very high volumes.



Coach Status engagement has been positive and continued to rise. 2022 is the first year that status will be mandatory for coaches at EC competitions. In this first year we have focused on awareness and education over discipline and enforcement. We will accept 'pending' Coach Status application within the competition setting to allow for a transition period as we continue to work through the challenges. Follow



ups that were completed with coaches not engaged in the program but reported to have been coaching at EC sanctioned events, these coaches have been open and receiving the support to register in the coach status program.

Further benefits have been added to the Coach Status program. We have successfully secured a partnership with St-John's Ambulance to offer preferred rates on first aid courses as well as supplies.

## **National Coach Certification Program (NCCP)**

### **Training and Certifications Completed 2021-2022**

- Newly Certified = 149
- Training opportunities delivered = 238

### **Program Development**

With the return of in-person training, blending learning opportunities are being explored where both online and classroom style learning experiences can complement each other in the delivery of content.

The following modules have been adapted for online delivery and are now being regularly offered through the ECampus.

- NCCP Long Term Equestrian Development
- NCCP Plan an Equestrian Practice
- NCCP Design a Basic Equestrian Sport Program
- NCCP Manage an Equestrian Sport Program

The following modules are currently being adapted for online delivery

- NCCP Analyse Equestrian Beginner Performance
- NCCP Performance Planning for High Performance Training

The following modules are currently being adapted for blended delivery

- NCCP Advanced Practice Planning
- NCCP Analyse Performance (advanced)

In addition, Conditioning the Sport Horse eLearning course, was approved by the Coaching Association of Canada and is now integrated into the NCCP pathway. Further eLearning modules are being developed for delivery of Lunging and Long-Term Equestrian Development theory content. A reliable and predictable national calendar, accessible to all coaches, while increasing access to training so that coaches can access training via multisport and to revise and migrate remaining modules to online delivery is still a primary objective, and great strides have been made and continue to be made to achieve this.

Lastly, the first relaunch pilot of the NCCP High-Performance 1 (Competition-Development) Certification program was successfully concluded with a thorough debrief conducted and published by Megan Foster of Mosaic Engagement. The key findings and recommendations from this first pilot will be integrated into a second pilot which will run in 2022. The objective of these pilots is to continue to provide enhanced support to coaches seeking certification and identifying areas for improvement in both



training materials and the certification pathway. In collaboration with Ontario Equestrian, in-person training will be delivered in alignment with their GRIT (Great Rider Intensive Training) program allowing the unique opportunity for candidates to further develop their skills and knowledge in a live scenario setting. The positive engagement in training continues to be received, which is incredibly encouraging.

### **Equity, Diversity & Inclusion:**

In January and February of 2021, EC held five successful feedback forums with community members to discuss REDI in Canada's equestrian sport landscape. These forums highlighted the need for EC to:

- Address racial inequities and create a space for Black, Indigenous or People of Colour (BIPOC) - led committee and employee resource groups to bridge REDI gaps in the workplace.
- Prepare coaches and officials to effectively handle situations that arise from ethical dilemmas or legal challenges concerning all areas of equestrian participation.
- Empower EC staff, volunteers, officials, coaches, representatives and participants to recognize and prevent abuse, harassment and discrimination.
- Create and recognize a diverse, equitable, and inclusive work environment to break down systemic discrimination and biases.
- Increase BIPOC representation in workforce, community participation and leadership.
- Develop capacity for coaches, officials and staff to create an inclusive sport environment.
- Enhance EC program and service modules, finances, physical environment and communication channels.

On May 13<sup>th</sup>, 2021, Equestrian Canada announced the partnership with The Inclusion Project (TIP) to support EC's strategy for racial equity, diversity and inclusion (REDI).

On November 29<sup>th</sup>, 2021, Laurie Ehrman joined Equestrian Canada in the newly created role of Coordinator, REDI & Safe Sport. In her role, she engages with TIP and various other EDI stakeholders to enhance training, continue policy updates, support community development, and develop programs to ensure diversity and racial equity in all areas of activity within EC. Laurie is also tasked with coordinating the implementation of policies and initiatives focused on increasing access to equestrian sport.

### **EC'S INCLUSION STATEMENT**

A diversity and inclusion statement demonstrates an organization's commitment to building an inclusive, varied workplace welcoming to people of all backgrounds. Equestrian Canada is committed to making the equestrian industry a safe and welcoming environment for all. Equestrian Canada believes this statement embodies how anyone in our sport should feel and, as a community, that we stand supportive of ALL people. Equestrian Canada is proud to present to you the Equestrian Canada's Inclusion Statement:





Within this community where those with equestrian heart  
Come together, you are welcomed, accepted, and acknowledged.

This is your passion no matter who you are or where you come from.

You are at home with all of us  
Regardless of your sex, sexual orientation, race, marital or family status, gender  
identity or expression, sex characteristics, creed, age, color, body size, disability,  
political or religious belief.

We will do everything in our power to provide the best care for our horses.

All that we ask is that you be respectful to each and every person and horse.  
Make some noise and cheer for anyone that is  
Part of the equestrian community!

Be Proud  
Be You  
Be Equestrian!

#ECTogether

## SAFE SPORT

W&W Dispute Resolution Services provides EC's community with independent facilitation of complaints, supporting EC's commitment to Canada's Safe Sport movement.

Over the last 9 months, Equestrian Canada's initiative has been to clarify the safe sport processes for individuals wishing to file a complaint with W&W Dispute Resolution Services (Brian Ward). Clarification has been brought to the website by adding a safe sport tab on the main page of EC's website and creating a FAQ with all the necessary information.

The volume of complaints has increased over time, as well as the seriousness of the allegations brought forward.

Equestrian Canada is working with the SDRCC to take part in the Office of the Sport Integrity Commissioner (OSIC), a mechanism that operates independently to receive complaints about alleged violations of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS). EC has participated in the preparatory working groups and has been sharing their experience as a National Sport Organization (as have all other NSOs) taking part in the collective efforts to achieve abuse-free sport in Canada.





## HIGH PERFORMANCE

2022 FEI World Championships

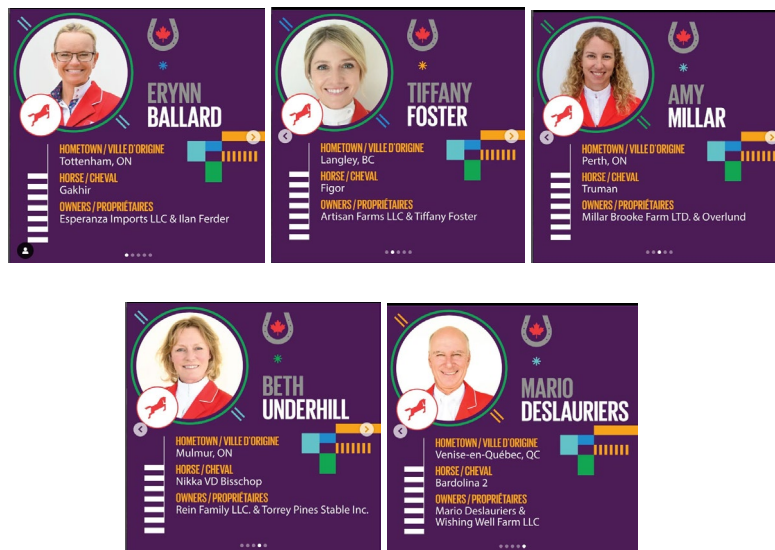
**ECCO World Championships, Herning DEN**

Dressage



- Ryan Torkkeli & Sternenwander, Groomed by Radmila Kolaric, Coached by Dieter Laugks
- Naima Moreira Laliberte & Statesman, Groomed by Alexia Mercier-Lafond, Coached by Ashley Holzer & Jordi Domingo Coll

Jumping



- Erynn Ballard & Gakhir, Groomed by Alyssa Ferguson
- Tiffany Foster & Figor, Groomed by Caroline Walchuk
- Amy Millar & Truman, Groomed by Daniel Ingratta
- Beth Underhill & Nikka VD Bisschop, Groomed by Clemence Resseguier

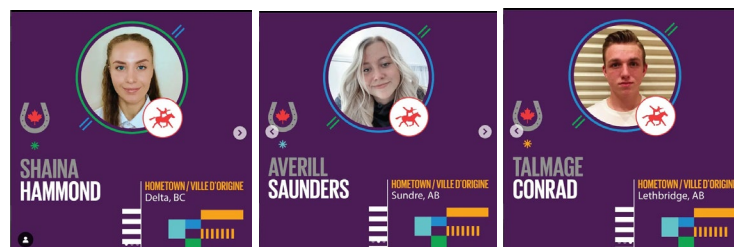


## Para-Dressage



- Jody Schloss & Lieutenant Lobin, Grade I, Coached & Groomed by Karis Van Essen
- Roberta (Bert) Sheffield & Fairuza, Grade III, Groomed by Richard Neale, Coached by Clive Milkens & Volker Eubel
- Winona (Noni) Hartvikson, Grade II, Groomed by Courtney Pallsen, Coached Wendy Christoff

## Vaulting



- Shaina Hammond & William II Z, Groomed Sophie Kuhn, Lunger Maik Hausmann, Owner Maik Hausmann, Coach Cambry Kaylor
- Averill Saunders & Rockemotion, Groomed & Lunged by Nina Vorberg, Owners Hans-Peter & Marlies Krukenberg, Kai & Nina Vorberg, Coached Daniel Janes
- Talmage Conrad & William II Z, Groomed by Sophie Kuhn, Lunger Maik Hausmann, Owner Maik Hausmann, Coach Gabe Aniello

## FEI World Championships Eventing, Pratoni, ITA

### Eventing





- Colleen Loach & Vermont, Owners Peter & Susan Barry
- Hawley Awad & Jollybo, Owned by Hawley Awad and Jollybo Syndicate LLC
- Holly Jacks & Candy King, Owned by Candy King Eventing LLP
- Karl Slezak & Fernhill Wishes, Owned by Karl Slezak & Kurt Hoppner
- Mike Winter & El Mundo, Owned by Michael & Emma Winter & Jonathan Nelson
- Reserve Dana Cooke & FE Mississippi
- Reserve Lisa Marie Fergusson & Honor Me

### World Championships Solo Driving – Le Pin-au-Haras



- Kelly Houtappels-Bruder & Flip, Owned by Frank Houtappels & Kelly Houtappels-Bruder

### 2020 Tokyo Olympics and Paralympics

Reporting on Equestrian Canada high performance during the 2021/22 fiscal year, EC provided support and rational for 5 HSP accreditations and all 5 were accepted by the COC and granted accreditation for the Tokyo 2020 Games.

- Results:
  - Dressage: Brittany Fraser-Beaulieu and All In became the second Canadian pair to ever advance to the Olympic Freestyle, scoring another Canadian Olympic Freestyle record of 76.404% for 18th place overall. Chris von Martels and Eclipse placed 39th while Lindsay Kellock and Sebastien came in 50th
  - Eventing: Colleen Loach and Qorry Blue d'Argouges had a 28th-place finish, narrowly missing the top 25 cut-off for advancing to the Eventing Jumping Individual Final.
  - Jumping: Mario Deslauriers and Bardolina 2 placed 22nd in the Jumping Individual Final.



- Para-Equestrian: After the conclusion of Team Test competition on Aug. 29, 2021, the Canadian Para-Equestrian Team earned a 10th-place finish at the Tokyo 2020 Paralympic Games.
- Selections:
  - Dressage
    - Brittany Fraser-Beaulieu / All In / Owners: Brittany Fraser-Beaulieu, Craig Fraser & Marc-Andre Beaulieu / Groom Katherine Hess
    - Lindsay Kellock / Sebastian / Owners: Enterprise Farm Equestrian LLC & Lindsay Kellock / Groom Meghan Donovan
    - Chris von Martels / Eclips / Owners: Barbara Soederhuizen & Chris von Martels / Groom Hannah Beaulieu
    - Travelling Reserve (Games) Naima Moreira Laliberte / Statesman / Owner: KLM Inc. / Groom Coraline Thibault
    - Travelling Reserve (Pre-Export Quarantine) Jill Irving / Arthur / Owner: Windhaven / Groom Alexia Mercier
  - Eventing
    - Colleen Loach / Qorry Blue d'Argouges / Owner: Peter Barry / Groom Brooke Massie
    - Jessica Ferguson (Phoenix) / Pavarotti / Owner: Jessica Phoenix / Groom Jamie Kellock
    - Non-travelling Reserves Karl Slezak / Fernhill Wishes / Owners: Kirk Hoppner & Karl Slezak
    - Non-travelling Reserve Hawley Awad / Jollybo / Owners: Hawley Awad & Jollybo Syndicate LLC
  - Jumping
    - Mario Deslauriers / Bardolina 2 / Owners: Mario Deslauriers & Wishing Well Farms LLC / Groom Megan Grabowski
    - Non-travelling reserve Amy Millar / Truman / Millar Brooke Farm LLC & Overlund
    - Tiffany Foster / Northern Lights / Owners: Artisan Farms LLC & Tiffany Foster
  - Para-Dressage
    - Lauren Barwick / Sandrino / Owner: Lee Garrod / Groom Lillie Durbin
    - Winona Hartvikson / Onyx / Owners: Winona Hartvikson and Jane Macdonald / Groom Courtney Palleson
    - Jody Schloss / Lieutenant Lobin / Owner: Jody Schloss / Groom Karis Vanessen
    - Roberta Sheffield / Fairuza / Owner: Roberta Sheffield / Groom Richard Neale

## High Performance Updates

### Own The Podium

Congratulations go out to the Para-Dressage/Dressage crew (Christine, Clive, Eric, Jamie-Ann, Celine) who did an excellent job on the OTP presentation. There are still a few months for the determination of the funding via OTP recommendation, but the plan is well thought out and complete.

Key Areas of focus 2016-2020 Quinquennial:



- Strengthened leadership > Restructured under Christine and addition of Clive Milkins
- Shift team culture > ongoing work to focus on performance and collaboration with engagement of athletes at the center of the process; centralized training camp programs; creation of mentorship opportunities with staff and athletes with games experience
- Professionalization of Performance, Science, Research, Innovation (PSRI) delivery > addition of new and targeted
- Establishment of National Team Program (NTP), Gold Medal Profile (GMP), Podium Results Track (PRT), Performance Benchmarks (PB) > establishment of, testing of and refinement and implementation of the GMP, consistent application of the NTP, investigation and validation of PRT and PB

Some key performance improvements from 2016-2020:

## QUINQUENNIAL - Highlights

### Team performance:

- Avg up 0.689% over 2020 & 2.48% over 2018 Worlds
- 26 scores over 70% in Tokyo compared to 8 in 2018 Worlds, and 2 in 2016 Paralympic Games



## Technical Advisors



Equestrian Canada saw the departure of Mark Laskin as the Technical Advisor and underwent a hiring process and welcomed on board Eric Lamaze. Equestrian Canada thanks Mark Laskin for his work and looks forward to Eric at the helm.

Clive Milkins continues his role with Para-Dressage and gets added to the Pursuit Program of Own The Podium, helping to advance and mentor high performance leaders in the Canadian

Sporting System.

Dayton Gorsline continues in his role of U25 & Development lead for Jumping leading the NAYC Team Traverse City, Michigan, USA.



## Jumping

- Eric Lamaze official retirement from competition announcement



- Congratulations to EC Jumping Award winners – Owner of the Year Tara Dow-Rein & Mark Rein, Sponsor of the Year – JC Anderson Legacy Fund, Volunteer of the Year Jeff Brandmaier, Official of the Year Sharon MacBay
- CSIO 5\* Coapexan Longines Nations Cup Silver – Tiffany Foster, Jacqueline Steffens, Beth Underhill, Chef d'Equipe Eric Lamaze
- CSIO 5\* Nations Cup, La Baule, FRA bronze medal Erynn Ballard, Amy Millar, Beth Underhill, Tiffany Foster, Yann Candele

## Dressage

- Launch of new Recognition & Achievement Program launched
- Athlete sessions for planning and feedback for the future direction – including all NTP riders and core program coaches
- Nations Cup CDIO U25 Wellington, Gold Camille Carrier Bergeron & Vanessa Creech-Terauds, Chef d'Equipe Denielle Gallagher-Legriffon
- Nations Cup CDIO 3\* Wellington, Bronze Beatrice Boucher, Pia Fortmuller, Megan Lane, Evi Strasser, Chef d'Equipe Christine Peters

## Para-Dressage

- CPEDI Wellington Grade I Jody Schloss won Individual Test, Team Test, Freestyle
- CPEDI Keysoe Grade III Roberta (Bert) Sheffield win Individual, Team Test, Freestyle
- Classifier development, two classifiers have achieved national level
- Working sessions in Florida with OTP High Performance Adviser Justin Olivier, integration of Kate Ballard Master Saddler

## Eventing

- Appointment of the EC High performance Advisory Group Eventing, Greg Paull & Emily Gilbert co-chairs, members – Matt Ryan (AUS), Rebeccah Howard (GBR), Andy Bowles (USA), Mike Winter (riders rep), Shandiss MacDonald (riders Rep), Bruce Mandeville (USA)
- Confirmation of the Selectors for World Championships including Andy Bowles, Bruce Mandeville, Rebecca Howard and Dr Anne Basket (Vet)
- Interim Athlete Advisor – supporting athlete training program review and competition plans with riders and coaches – Matt Ryan
- New partnership with a Mountain Physiotherapy in Ocala providing access to National Team Program athletes for Eventing
- AAP and WC criteria have been signed off by the HPAG, pending final review by legal and Sport Canada (AAP)

I (James Hood, Director, High Performance & FEI Relationships) would like to extend a thank you to the HP Department staff for their ongoing work and dedication to the programs and initiatives of EC Christine Peters, Karen Hendry-Ouellette, Fleur Tipton, Eric Bobyn, Jamie-Ann Goodfellow, Celine Hutchison-Majerus, and Kelsey McDonell.





## Active Equine Industry & Development

### Noseband Pilot Project

- At the conclusion of the competition measuring phase, the pilot saw 550 on the ground measurements submitted by volunteer pilot stewards across the country.
- Throughout the month of November, EC's goal was to educate the community, create awareness and start conversations about how nosebands are used. We encourage riders to share photos checking noseband tightness while tacking up this month and use the hashtag #nosebandnovember.
- 3 surveys have been circulated to pilot stewards, all stewards, and all sport license holders (SLH). Both the pilot stewards (95% uptake) and sport licence holder surveys (over 1500 responses) have had a significant uptake.
- The group of students from the University of Guelph completed the development of a whitepaper related to the project.
- The Active Equine Health & Welfare committee used the findings of the pilot project and the whitepaper to develop a 2022 Rule submission.
- EC has supplied funding from the Para-dressage and dressage operational budgets to support the research project with Dr. Clayton *Effect of Noseband Tightness on Pressure on the Horse's Face* that will explore the impacts of the following nosebands;
  - Plain cavesson (old fashioned) with no padding.
  - Nosebands of different widths
  - Standard crank noseband with padding on nose and under mandibles
  - Flash
  - Grackle
  - Drop – depending on horse's tolerance of pressure mat low on nose

### Animal Care Assessment Program

- This program provides a platform for horse facilities to be recognized for following the federal Equine Code of Practice.
- The first draft of facility manual is nearing completion, and the program online training course is built and waiting for the completion of translation.
- A few welfare upgrades have been made to the current Equine Code of Practice.
- There were focus groups with facility owners and veterinarians completed by a third-party group to understand the value for facilities and vets and considerations of the logistics of implementation.
- The inclusion of varying farm operation types across Canada resulted in a wider potential application of assessment.
- Assessor training development will be completed in the next phase of the project.
- A pilot will run in two provinces in the coming year.

### Biosecurity

- Revamped and added resources to the Biosecurity section of the Equestrian Canada website found [here](#).
- A working group was formed to address the concerns associated with the EHV-1 outbreaks in international competition to enhance biosecurity at Equestrian Canada competitions and





developed a biosecurity and disease response self-assessment form that was necessary requirement for all sanctioned competitions in 2022.

- A group of students through university of Calgary created a biosecurity training course framework for competition organizers that will be converted to a course in the e-campus.

## Equine ID and Traceability Project



- The Discovery Phase Report was completed and delivered by Equine Register.
- Many positive government and stakeholder engagements were completed and there was a strong indication of a readiness to continue.
- A comprehensive revenue and business plan was developed, and a third-party business viability assessment was completed by an external 3<sup>rd</sup> party financial analyst.
- A funding amendment was submitted to AAFC to procure funds to support the launch and implementation of the project and supportive IT infrastructures.
- Recommended initial implementation followed by staged levels of additional functionality.

## Canadian Federation of Agriculture

The Canadian Federation of Agriculture (CFA) is the trade association representing Canadian agriculture. It is fully engaged in Agricultural Workforce Issues, Carbon Credits, Agri-Food Sustainability, a Grocery Code of Conduct and Agriculture's Social License to Practice. Many of the issues are periphery to the Equine sector but will have relevance to some members. Association with the CFA may help to ensure awareness of equine owners to federal agriculture programs that they may be eligible for.

## National Farm Animal Care Council

The National Farm Animal Care Council (NFACC) has been focusing on a full review of their governance structure and code development process. This was initiated due to multiple process impasses



on both code development and animal care assessment programs. The main issue has been around the definition or metrics of achieving/blocking “consensus”. There has been more than one process halted due to achieving consensus between industry groups and animal welfare groups. Equestrian Canada has been clear we will not initiate any further NFACC process until the governance and consensus issues have been resolved.

### VDD Drug Access Working

The Equine sector is working with other livestock sectors and species veterinarians to address concerns about availability of licensed veterinary drugs. We have suggested and been supported by other sectors, that Health Canada has greater alignment with Australia in addressing Good Manufacturing Practices for Active Pharmaceutical Ingredients (GMP-API), which is resulting in loss of product to the Canadian market. In working with equine veterinarians, we have also developed a list of products whose availability is of concern.

### Canadian Livestock Training (CLT) Working Group

EC participated in the CLT working group on behalf of the equine sector. Work from this group has been focused on in-person training courses as well as updating the strategic plan. Much of their focus is on commercial livestock shipping so we focused on raising awareness that most equine transport is by horse owner or trainer and would fall outside of commercial training. We have suggested that if CLT would like horse owners and trainers to be certified in livestock shipping, that they create an equine focused course and, perhaps, link completion of the course with an opportunity for reduced vehicle insurance. They are taking this into consideration.

### VDD LIST B Work

Mike Pownall, Jean S and Kristy worked with Dr. Joyce Van Donkersgoed, and The Veterinary Drug Directorate Division of Health Canada to have 3 ivermectin based products added to List B, making the eligible for import into Canada again. The committee will work next year to have more relevant products added to List B.

## COMMUNICATIONS

The pandemic continued to be a significant challenge for the communications department at EC. After comprehensive coverage of the Tokyo 2020 Olympic and Paralympic Games, in addition to other Canadian Equestrian Team events, the team looked to new ways to grow the team and plan for the future.

In August of 2021, Manager of Communications, Caroline Soble left the organization and Corey Dempsey, Coordinator, Communications was added to the team in an important step towards returning productivity to pre-pandemic levels. Social media support continued to be provided by the digital marketing Agency, Form & Affect where increased engagement and reach.

Melanie McLearn, new Director of Marketing and Communications joined the organization in October 2021 and took some time to acclimatize and learn the ways of the organization. With her leadership, the Marcomms team began looking for ways to evolve content and improve the team’s ability to have well planned execution along with being able to be flexible enough to deliver urgent communications when needed.



The new view of the communications team is to provide a new voice for EC that is more authentic and engaging as well as informative. Some of the initiatives that were developed throughout the fall and into the beginning of 2022 included the design and launch of an online form for Communications requests for improved planning and support to teams across the organization. The administrative cleanup of network drives also provided improved efficiencies. Initial work on the e-store and team clothing began along with preliminary assessment of sponsorship targets and requirements with the view to create a new look for retail items that could bring benefit to the equestrian community.

The EC Insider continued to be published with a push to provide a broader and more inclusive approach to content with and added Horse of the Month feature and themed months that included Black History Month. Work on increasing event coverage was provided for international high-performance teams and all Olympic disciplines set out criteria for coverage with the team managers.

Stakeholder engagement continued with e-blasts that were of interest and informative. The growth of social media continued through the end of the year with posts across the four platforms of Facebook, Instagram, Twitter and LinkedIn. Development work was conducted for the Equine ID project, Coach Status, Sport Licence Renewals, and High Performance. Crisis communications support has now been able to come in-house with several issues being managed through the Marcomms team.

On the horse welfare side, the team planned and executed “Noseband November” across social channels culminating with a panel discussion with stewards. Approximate attendance at the webinar was 160 individuals. A video was produced to raise awareness about fit of the noseband and a trial of new content done in both English and French.

The team has received positive feedback about the creative work being done by the team, including this comment received from the ED of one of our PTSOs:

*“Just a note to say I really enjoyed the EC Insider that came out today. Great use of photos, especially the behind-the-scenes with the Renewals team. It was so nice to see information presented in a fun way instead of same old, same old.”*

The website assessment was completed late in the year and the decision was made to request funding for the procurement of a new web design firm. With approvals, this process has been put in place.

The team we have are hard-working and highly professional. Corey Dempsey, with his sport background and organizational skills brings a positive and fresh perspective. Annabelle Briand, the in-house Coordinator, Translation continued to significantly boost EC’s ability to provide timely and quality services to our French-speaking community. Her speed, accuracy and now focus on diversity for our community is a huge benefit for EC. Gerry Van Blokland, our team’s graphic designer has been provided further time to deliver high quality and engaging visual content for the team that is efficient and effective for EC.

Looking forward, the initial plans the new team has undertaken look to build for the future of EC where we “foster the love of horses and sport, for life.”



## Thank You

EC could not achieve our mandate without the dedication and contribution of our stakeholders. We recognize the time spent by many volunteers, staff, partners and individuals across the country who continue to work together to achieve our goals for sport & industry in Canada. We extend our sincere gratitude and appreciation for their continued dedication and teamwork.

I would also like to acknowledge the support of our business partners, sponsors, and funding partners. EC receives funding and support from different funding partners, which include Sport Canada, Own The Podium (OTP), Canadian Olympic Committee (COC), Canadian Olympic Foundation (COF), Canadian Paralympic Foundation (CPF), Coaching Association of Canada (CAC) and Agriculture and Agri-Food Canada (AAFC). Each play a vital role in support of equestrian sport and industry in Canada.

Respectfully submitted,

Meg Krueger,  
CEO & Secretary General

*August 16, 2022*