

ANNUAL REPORT

2015 - 2016



VTRA

VICTORIA THERAPEUTIC
RIDING ASSOCIATION



- 5 From the President
- 7 From the ED
- 8 Program Highlights
- 9 Financial Highlights
- 10 Income Statement
- 12 Balance Sheet
- 14 Donor Roll

“A great pleasure in life is doing what people tell you cannot do.”

- Walter Bagehot



FROM THE PRESIDENT OF THE BOARD

As I sit and write this report, I realise how difficult it is to capture all of the accomplishments that have been achieved during the past year and that success is down to hard work and dedication of the staff, numerous volunteers and Board Members. Thank you for all of the hours that you dedicate to the Program. I want to also take this opportunity to thank Carol Hubberstey in her role as Past President for her guidance during my first year as President.

The past year has seen additions to the Board and Committees with expertise in Speech Pathology, grant writing, human resources, consultancy, governance and horses. We have continued to strengthen the Board and add to the Committees to ensure that Audrey Cooper as ED and her staff are supported with all of their operational needs.

Thank you to the members of the Board, staff and volunteers, who have been fantastic with their efforts with fundraising and their support for events in order to make them a success. Some of the events that have taken place during the last year have included the 'Victoria Professionals Charity Classic' (formerly the Victoria CA and Lawyer Golf Tournament), organized by Daman Pallan of CPCM. This is the third year that VTRA has been fortunate enough to be selected as the charity of choice and the total raised over these 3 years exceeds \$25,200 which is a fantastic amount. A special thank you to Dave and Sue Paterson for instigating this and arranging volunteers to man the holes!

The annual Ride-A-Thon was reborn and became the 3-Event-Day, which was held at the lovely facility at Elk Lake. It was a fun equine event with two different classes judged in great spirit by Melanie Houston and Laura Foxgord and finished off with a fun trail ride with riders dressed as angels! The exercise riders competed in teams and including tee-shirt sponsorship raised over \$7,000. Other notable events include the 50:50 at the Victoria Royals, which is always a fun event for volunteers, getting to watch a good level of hockey as

well as putting their selling skills to work.

Thank you to the staff for their ongoing fundraising ideas which have raised large amounts of money including Blow-out Tack Sales; in house Steeplechase and recycling of refundables. I am looking forward to 2016 with some great events planned.

I am pleased to report on other major achievements. During the year the Governance Committee, with very generous support and guidance from Berry Hykin of Woodward & Company, have been hard at work updating VTRA's Bylaws to get them ready for the AGM in 2017. This will allow VTRA to be compliant with the 2018 deadline.

Staff and Board took part in a 6 month mentoring exercise called '21st Century for Non-Profits'. It aims to help non-profits diversify revenue and programming and be more 'nimble' in changing times and a changing revenue generation environment.

Staff have worked meticulously on get riders assessed and filling riding spots in the program, so ensuring that the free spots are kept to an absolute minimum which is critical for the level of riders' fees we receive. This has been accomplished through planning and rearranging times of lessons to make the times more favourable to riders. Another successful staff initiative was the addition of the Stable Management program working with 8 students from Dunsmuir Middle School. This is a great new program that allows the participants to build useful knowledge about horse care and have contact with the horses without riding them.

I am pleased to report that after all of the hard work and dedication putting the Strategic Plan together and implementing it, we have successfully managed to realise most of the tasks that were documented. This Plan will continue to be a working document, used to steer the Board and staff allowing future goals to be achieved.

As an organization, I am so proud to have such talented instructors who have acted as mentors (Kyrie Bond and Liz Gagel) and developed three new instructors (Jessica Game, Cecilia Dingwell and Kate Masters), who have all worked tirelessly to complete their PATH Certification and now have taken on some of the instruction. All of the instructors should be so proud of how successful this process has been.

During the summer, Anne Waterhouse started the huge task of improving the paddocks for our beautiful horse therapist and has enlisted help to get there. The drainage has been improved and different fencing will be installed. Thank you for arranging this and I know with certainty when the paddocks are finished all of our horses will appreciate it!

There are many exciting future plans for 2017 and beyond. VTRA is currently working with Kim Scott on Outreach projects to try and help promote her as a rider, allowing her to share her goals as a hopeful for the Canadian Para-equestrian Team for the 2020 Olympics as well as spreading the word about VTRA. We are starting discussions around bring the RCMP musical ride back to the Island in 2018 as the previous visit was a huge success and raised a huge amount of money.

Appreciation also needs to be given to all of our special corporate and individual funders who have supported VTRA throughout its journey as it has evolved and changed locations. To name a few (and this list is no way exhaustive) Anne Waterhouse; United Way of Greater Victoria; Norgaard Foundation; CIBC Wood Gundy; McAdams Foundation; Gaming

Community Grants from the Province of British Columbia and Vanderkerkhove.

I want to finish on a horse related note and something I read recently.....a 2010 study revealed some very surprising results about horse intelligence, especially memory. Not only does our equine friend understand our words far better than we have previously anticipated, its memory is at least as good as that of an elephant. If a horse is treated kindly, it will remember the person as a friend for as long as it lives. The horse will instantly resume friendship when it sees them again, regardless of how long they have been apart. They also remember places very well—most horses become nervous when they're taken to a place where they've had a startling experience.

The good memory and relatively powerful intellect of horses is not always a good thing, though. If they get bored, they can accidentally figure out how to untie themselves from posts and open latches and grain bins. Once they learn these methods of mischief, they'll never, ever forget.

Thank you to all of our equine therapists. Without you, this amazing program would not exist and we would not witness those beautiful smiles, those first words, the contact with our riders and the reason why we volunteer our precious time to allow this program to provide a necessary service to our riders.

Annie Brothwell

FROM THE EXECUTIVE DIRECTOR

With such a complete and detailed report from the President of the Board, I would like to simply focus on a few thank yous. Further program information is available in the following pages, with the program and financial highlights.

Annie Brothwell took over as President of the Board from Carol Hubberstey in November 2015. I want to start by extending my thank yous to Carol for her presidency. Many achievements were recorded during her presidency.

Annie has taken on a difficult role as president and the staff and I would like to recognise the impact she had already had on our organisation. Annie is keen on taking an active role in the VTRA. Whether through her volunteering as a horse handler and an exercise rider or as a tireless fundraiser, she shows us time and again all that can be accomplished when you set your mind to it. Thank you Annie.

We all know that our herd of horses is at the heart of the success of our program. The second key ingredient without which no magic would ever happen are the volunteers. As with every riding year, many individuals have helped our riders towards their individual therapeutic goals. As an organisation we are very

grateful for these selfless individuals' dedication of time to our participants' well-being.

Even though every single person who has acted in any volunteer capacity over the last riding year would deserve to be individually named and thanked for their contribution, I would like to talk to you about one very special individual. Lynne Girrard came to us about 18 months ago. As a recently retired person she seemed genuinely excited to find some jobs to do around the barn and to be around horses. Since then, Lynne has taken over the cleaning up of the stalls 4 morning a week, as well as feeding our 12 horses their breakfast. Lynne and her husband Mo have bought hay nets and hoops to feed our horses in a more efficient way; and as a retired employee from Telus, Lynne submits her volunteer hours to her past employer who then sends us some money for her time. What a deal for us! And of course, Lynne is also a horse handler when someone else is away and an Assistant Instructor on Wednesday mornings.

As a further tribute to our volunteers, take a minute to read Volunteer Kathi Nelson's testimony.

Audrey Cooper

Why I love Thursdays - by Kathi Nelson

I have been a volunteer side-walker for VTRA for 8 years and it has definitely become a part of my life. No matter what the weather is doing on Thursday mornings, the sun shines when I get to the VTRA barn and see all the smiling faces. After spending all of my working life in the health care field, it is a pleasure for me to be involved with an organisation that is so people driven and adapted to the children. I have gained such a respect for the parents and families of "our kids" and I have learned so much from them. I think I have experienced pretty much everything that could happen while we are out in the ring, and it adds humour, humbleness and strength to my life. Finally this experience could not happen without the fantastic staff at VTRA and of course our beautiful dedicated horses. How lucky I am to have had this opportunity to become a "horse person" inside and out! Thank you to every one involved with this organisation.



Kathi and Pam help Simon in an Early Intervention class

"In riding a horse, we borrow freedom"

Helen Thomson

PROGRAM HIGHLIGHTS

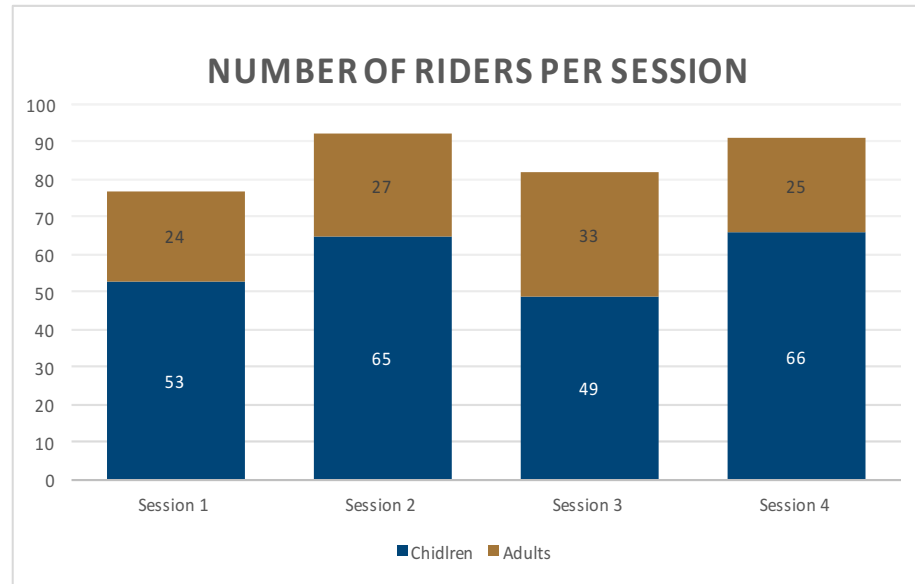
The VTRA continues to welcome more and more participants.

Our adaptive riding program, still the heart of our activities, has kept on growing over the last few years. In 2015-2016, **342 spots** were filled across the 4 sessions.

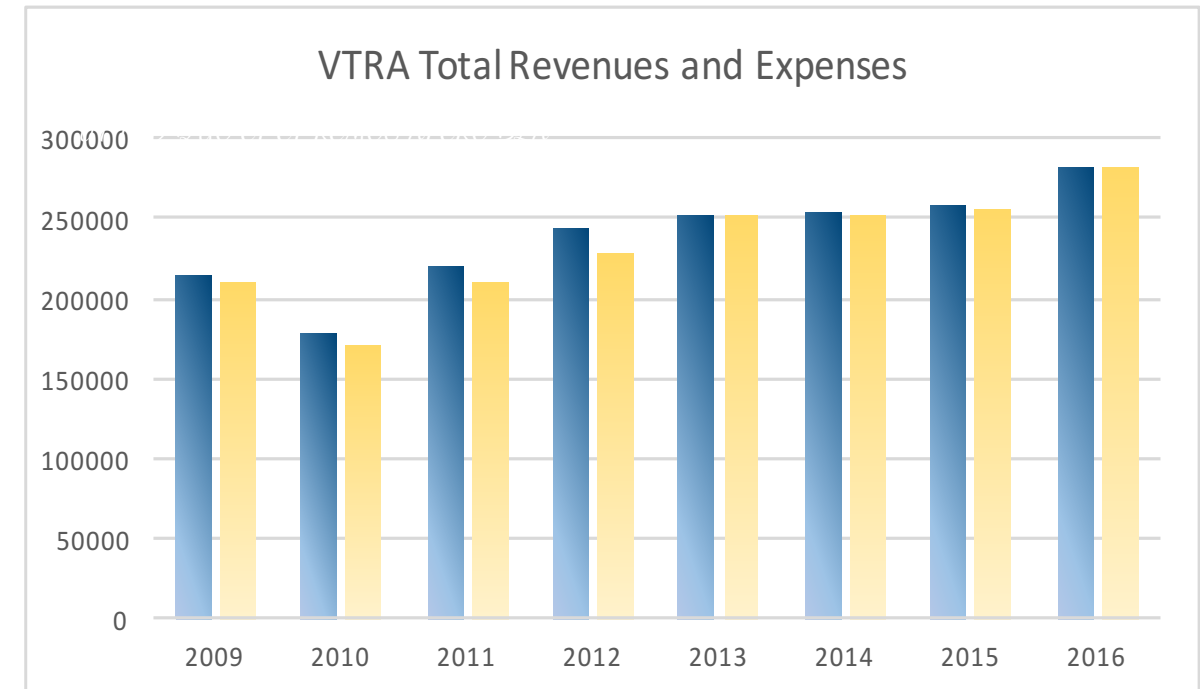
Our adaptive riding program remains most popular with children, who represents on average **68% of our riders**. Possible explanations for this include our weight policy, which for safety purposes imposes an absolute weight limit of 180 pounds, as well as difficulty for our adult riders to find funding.

Our **Early Intervention** Program which was created as a partnership between the Children's Health Foundation of Vancouver Island, is now in its third year. This program is very successful with its very young participants, and many of them then transition into our adaptive riding program.

In the fall of 2015, the VTRA and Dunsmuir Middle School launched a pilot program incorporating a **Stable Management** component to our traditional Adaptive Riding program. This pilot program was made possible at no cost to the students thanks to the funding we received from Telus Community grant and the Victoria Foundation.

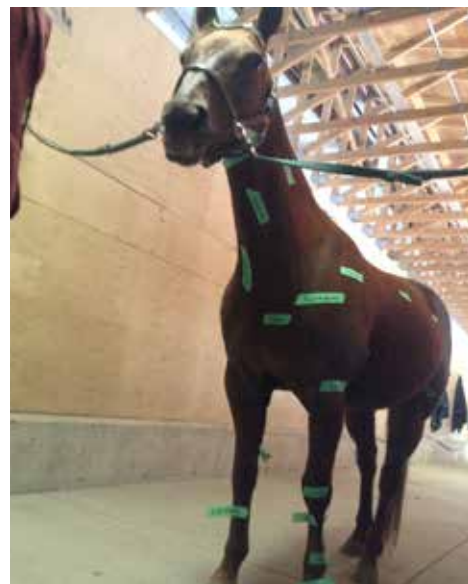


FINANCIAL HIGHLIGHTS

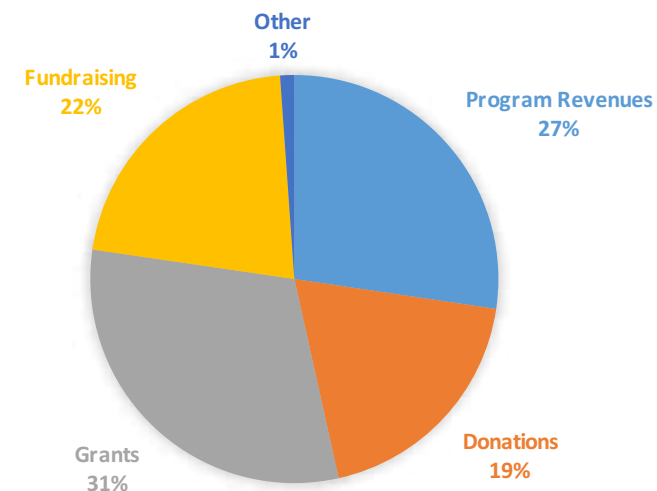


2016 Revenues were boosted by **our new endowment fund**. Thanks to Susan and David Paterson, we received \$34,400 in donations for this fund invested through the Victoria Foundation. We anticipate an annual rate of return of around 4%. These extra revenues are also reflected in the "Other" expense category as the donations were re-directed to the Victoria Foundation.

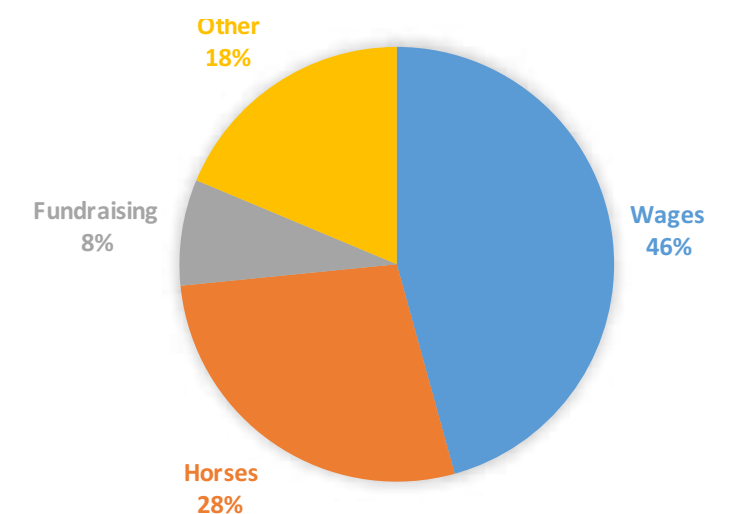
Program revenues have significantly increased, from \$62,600 in 2012 to \$77,200 in 2016, even though our fees have not increased. Reasons for this improvement include increase in number of program participants, program diversification with early intervention and exercise riders programs, and better systems for invoicing and fee payments.



REVENUES SOURCES 2016



EXPENSES 2016



INCOME STATEMENT - VTRA 2015 - 2016

	Actuals 2015-2016	Budget 2015-2016	Difference
Program Fees	\$74,165	\$73,255	\$910
Total Grants Revenues	\$84,528	\$87,500	-\$2,972
Service Clubs	\$2,460	\$3,800	-\$1,340
Donations			
Personal Donations - VTRA	\$14,170	\$22,000	-\$7,830
Personal Donations - Victoria Foundation	\$34,400	\$0	\$34,400
Corporate Donations	\$5,600	\$10,000	-\$4,400
Total Donations	\$54,170	\$32,000	\$22,170
Membership Revenues	\$3,079	\$3,000	\$79
Other Revenue	\$3,163	\$0	\$3,163
Fundraising			
Raffle	\$17,325	\$13,000	\$4,325
Third Party Fundraising	\$7,770	\$7,500	\$270
3-event-day	\$7,194	\$10,000	-\$2,806
Tack Store	\$5,340	\$8,000	-\$2,660
Royals 50/50	\$5,208	\$6,000	-\$792
Steeplechase	\$4,530	\$3,000	\$1,530
Arena Rental	\$2,490	\$2,000	\$490
Thrifty's Smile Card	\$2,429	\$0	\$2,429
Other fundraising	\$8,657	\$17,000	-\$8,343
Total Fundraising	\$60,943	\$66,500	-\$5,557
Total Revenues	\$282,508	\$266,055	\$16,453

	Actuals 2015-2016	Budget 2015-2016	Difference
Program Costs			
Program wages	\$116,182	\$124,411	-\$8,229
Volunteer Costs	\$1,917	\$2,000	-\$83
Horses Costs	\$78,310	\$85,000	-\$6,690
Other Program Costs	\$6,515	\$7,050	-\$535
Total Program Costs	\$202,924	\$218,461	-\$15,537
Administrative Costs			
Admin Payroll	\$12,766	\$19,890	-\$7,124
Finance Charges	\$1,407	\$2,100	-\$693
Admin and Office expenses	\$8,562	\$7,700	\$862
Total Administrative Costs	\$22,734	\$29,690	-\$6,956
Fundraising Costs			
Raffle	\$9,415	\$1,500	\$7,915
3-event-day	\$2,068	\$3,000	-\$932
Tack Store	\$2,966	\$0	\$2,966
Royals 50/50	\$3,120	\$3,000	\$120
Steeplechase	\$178	\$1,000	-\$822
Arena Rental	\$830	\$800	\$30
Other Fundraising	\$3,544	\$8,000	-\$4,456
Donor Recognition	\$160	\$800	-\$640
Total Fundraising	\$22,281	\$18,100	\$4,181
Endowment Fund	\$34,400	\$0	\$34,400
Total Costs	\$282,339	\$266,251	\$16,088
NET INCOME	\$168	-\$196	\$364

BALANCE SHEET - VTRA - 31 AUGUST 2016

Assets

Current Assets	
Credit Card to be deposited	\$100
Petty Cash	\$85
Coast Capital Chequing Account	\$32,526
Coast Capital Gaming Account	\$979
Coast Capital Shares	\$5
Coast Capital GICs	\$20,262
TD Chequing Account	\$5,424
Paypal Merchant Account	\$1,019
Gifts Cards	\$300
<i>Total Cash</i>	<i>\$60,701</i>
Edward Jones Investment	\$20,000
GST Receivable	\$912
<i>Total Receivables</i>	<i>\$20,912</i>
Total Current Assets	\$81,613
Inventory Assets	\$1,574
Total Assets	\$83,187

Liabilities

Vacation Payable	\$90
WCB	\$121
Restricted Grant Income	\$5,773
Deferred Revenue - Foundation	\$12,500
Pre-paid Fees	\$414
Total Deferred Revenues	\$18,687
Accrued Liabilities	\$1,800
Total Liabilities	\$20,698

Equity

Net Assets at the beginning of the year	\$62,321
Current Earnings	\$168
Total Equity	\$62,489
Equity and Liabilities	\$83,187

DONOR ROLL - VTRA - 1 SEP. 2015 TO 31 AUG. 2016

DONATIONS UP TO \$250

Heather Abbott	Barbara Donaldson	Carol Hubberstey
Patricia Allan	Downs Construction	Jane Hunter
Janet Andreae	John Edgington	Deb Hunter
Sandy Armitage	Patricia Egger	Debra Huyghe
Barbara Baillie	Karen Elliott	Indigo Equestrian
Luciana Battilana	Delia Filipescu	Karen Jackson
Simon Beedell	Lois Flawse	Cara Jay
Rosemary Best	Joan And Bill Foley	Gabrielle Jeliaskov
Jasper Blake	Dawn Folliott	Allan Job
Pippa Blake	Ellen Fuhr	Catriona Johnson
Oliver Blake	Nancy Game	Patricia Johnston
Michelle Bond	Aasha Gill	Otilia Roxana Jones
Bosleys Pet Food	Janice Gill	Christiane Joubert
John Bowron	Penny Goldrick	Keating Liquor Express
Jackie Bradshaw	Michelle Gosselin	John Kilcoyne
Helen Brown	Helen Gosselin	Erin Kroeker
Buckerfields	Wayne Gosselin	Catherine Lamb
Rick Caulfield	Brian Groos	David Lane
Rashna Charania	Pam Grypma	Greg Lane
Sue Colgate	Gurmail Manhas Law Corporation	Judi Larsen
Doug & Lorrain Conn	Sally Hallam	Penny LeDoux
Hailey Cooper	Sally Hamilton	David and Margie Lillingston
Barry Cosgrave	Harbour City Kitchens	Steve Lively
CPCM & Co.	Sarah Hatcher	Kristin Louw
Kim Crabtree	Heather Haukioja	Nola Low
David Craggs	Heart Pharmacy IDA	Laura Mackenzie
Mr or Mrs Daniels	Shelley Henderson	Leigh MacKnight
Rebecca Denlinger	Barbara Heppell	Chris Maigler

DONATIONS UP TO \$250

Loren Mallett	Richard Pratt	Doris Turner
Jacqueline Masson	Lynne Prescott	Pauline Tymchuk
Michael Masson	John Ray	Roanne Tyson
Rick Masters	Charles Moser	Unity Victoria
Jeremy McColl	Nicole Robbins	Laura Van de Laar
Sheena Mccullough	Farhad Rohani	Ida VanSchuckmann
Alicia Meconi	Rotary Club of Sidney by the Sea	David Vezeris
Angela Meconi	Lani Royce	Liz Vickery
David Miles	Lisa Ruta	Nissa Wallace
Leah Miller	Vivi Sang	Mark Wardman
Mind Body Spine	William And DianSchuss	Anne Waterhouse
Ken Morgan	Seafirst Insurance Brokers Ltd	Andrew Watts
NAI Commercial (Victoria) Inc	Mary Segul	Terry Wendorf
Katelynne Newman	Margaret Segul	Robert Winckenhower
Stuart Newman	Maryse Senecal	Ryan Windsor
Kathy Nickles	Margaret Sherwood	Anne Winter
Courtney Noble	Craig Sigalet	Wsanec School Board
Dale Oakes	Francesca Simpson	Deanna Wylie
Parker Johnston	Bruce Smith	Barbara Ann Wylie Haigh
Anne Parkhill	Softies Ice Cream	Carolyn Yakel
Nicola Pearson	Sooke Firefighters Association	Zanzibar Café
Doreen Peebles	Jess Spoto	
Claire Percival	Claire Steel	
Maki Pfeiffer	Amanda Steen	
Linda Phillips	Team Telus Cares	
Barbra Plytas	Debbie Tennant	
Jack Poulter	Diane Thornton	
Sara Pratt	Aaron Truesdell	

DONOR ROLL - VTRA - 1 SEP. 2015 TO 31 AUG. 2016

DONATIONS \$250 TO \$1,000

Greg	Abbott
Adrienne's Tea House	
Bruce	Atkinson
Sarah	Baumbusch
Annie	Brothwell
Audrey	Cooper
Jeffrey	Corntassel
Pat	Coverdale
Cecilia	Dingwell
Bruce and Delight	Dobby
Paul	Forget
Jessica	Game

Jodi	Goodrick
Belle	Harrison
Island Savings - Tuscany Branch	
Linda	Jarman
Manon	Joubert-Hogan
Sue and Dave	Paterson
Provincial Employees Community Services Fund	
Saanich Peninsula Community Foundation	
Sara Spencer Foundation	
WCG International Consultants	
West Shore Lions Club	
Zhan	Zhao

DONATIONS \$1,000 to \$5,000

Colin	Armour
Garth Homer Foundation	
Jane	Hollis
MacAdams Foundation	
Thrifty's Smile Card	
VIHA	

DONATIONS OVER \$5,000

Murray And Lynda Farmer
Richard and Joan Impett
Norgaard Foundation
Telus Corporation
TLC Funds for Kids
United Way of Greater Victoria
Vandekherkove Family Foundation
Victoria Bar Association
Victoria Foundation