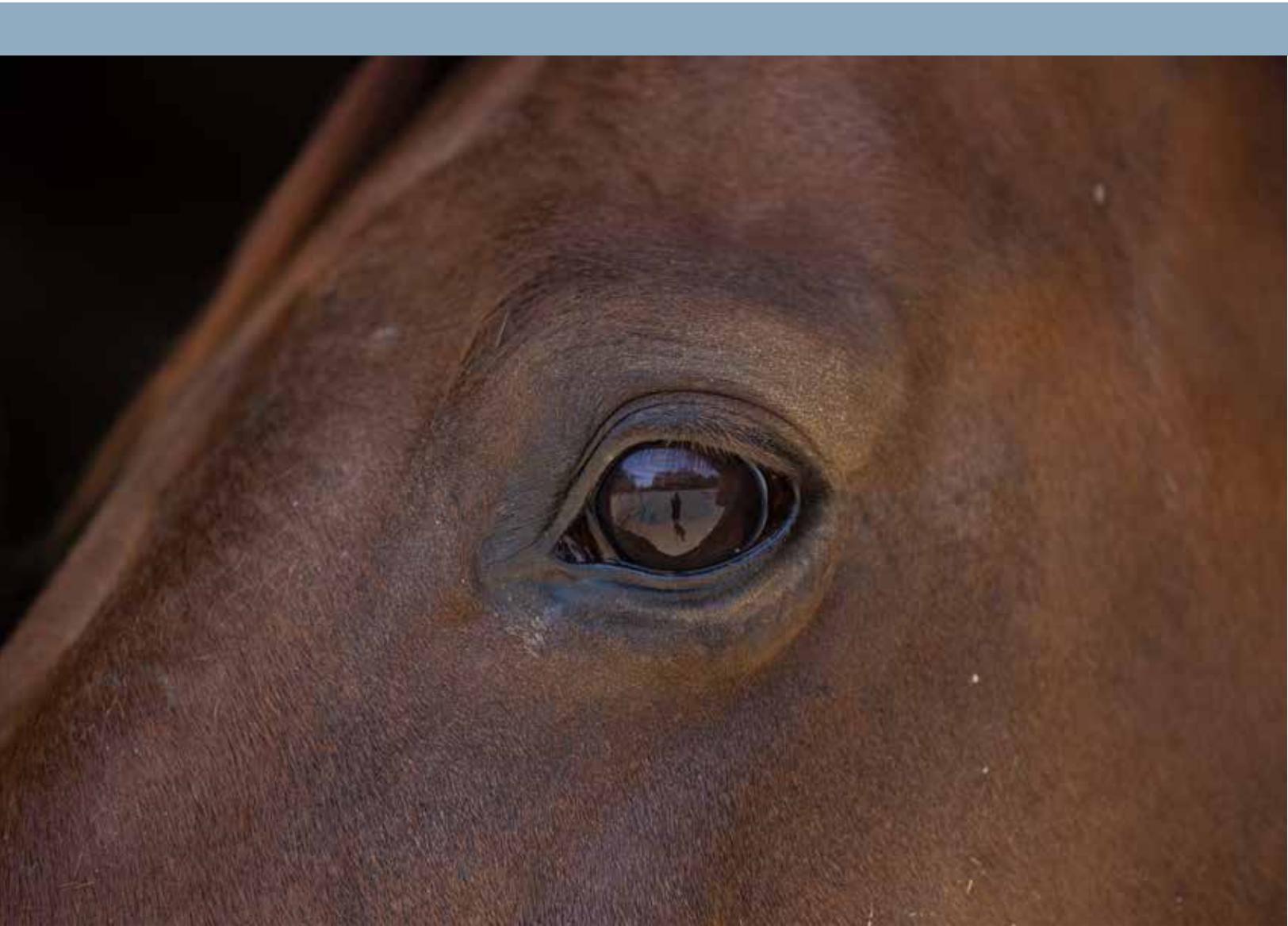


VICTORIA THERAPEUTIC RIDING ASSOCIATION



Annual Report
2016 -2017



“

**THERE IS SOMETHING ABOUT THE
GENTLE WISDOM IN A HORSE'S
EYE THAT CAN PUT EVEN THE MOST
TROUBLED SOUL AT PEACE.**

UNKNOWN

”

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PRESIDENT'S REPORT

BY ANNIE BROTHWELL

When I write this report, I always have to pinch myself as I am in such a privileged position to be able to represent VTRA as the President. This role is never taken lightly and I strive, with the help of all of the Board Members, to provide support to Audrey as the Executive Director and the rest of the Staff. Thank you to all of the Board Members for their on-going dedication and the time they donate to providing good governance to VTRA. Thank you to all of the Staff for making VTRA programs a success over the past year. There have been challenges, but our riders continue to benefit from positive experiences at VTRA.

VTRA continues to provide our core adaptive riding program, and new programming has been added to include the Stable Management and the Early Intervention Graduates program. The Staff continue to keep our horse therapists in good health. They are also working hard to find new horses to replace those that have retired. We are fortunate to have professional partnerships with our fantastic vet and farrier to provide the best care possible for our horses.

I can't imagine writing this report without thanking *Anne Waterhouse*, our 'Horse Mum' for all of her support. Anne supports VTRA not just financially, but in the time that she gives looking after our horse therapists.

In April, we had a very successful



Board, Committee and Staff retreat, where we spent time evaluating how we can improve our program. We also spent time discussing the direction for VTRA over the next 10 years. This allowed some fantastic discussions with regards to 'Blue Sky Thinking' and will be part of the strategic plan going forward.

In August, we were in a fortunate position to work with the *Victoria Military Music Festival* in bringing the *RCMP Musical Ride* to Victoria. The event was hosted at two locations: Topaz Park and Royal Roads. It was estimated that over 12,000 people had the pleasure of attending this free event, and it was as spectacular as you could imagine, especially because it involved horses!!! The help we received was amazing: we were represented by riders, their families and our volunteers. Not only did VTRA benefit by receiving \$7,500 in funds, but we got an amazing amount of exposure in the local communities.

We continue to have the most dedicated volunteers helping VTRA with every aspect of the program. Without

all of their support, the program simply could not run. I will be forever grateful for all of their hard work and dedication. We are also very fortunate to be supported by companies such as Telus, who donate to VTRA for the hours volunteered by their retired employees.

I also want to say a huge thank you to volunteers who have left VTRA, but helped build such a solid foundation for our program. We have learnt so much from you and the riders' have benefitted from your expertise. Reaching out to past volunteers, to see how we can have continued relationship, is something we would like to explore in the coming year.

As with any organization, VTRA has had a turnover of staff (Lindsay Claggett as Coordinator of Volunteers) and Board Members (Glenda Turner, Terry Wendorf and Melanie Houston) and we thank them for the time they have dedicated to the organization.

I am happy to report that, although we have had challenges throughout the past year, we came out even stronger. We learnt valuable lessons and worked on improving policies with the staff. In order to continue to increase revenues, we increased riders' fees and we continue to develop new opportunities for fundraising. Additionally, through successful grant applications, VTRA continues to be in a strong financial position with good governance.

COMMITTEES REPORTS

Update from the Governance Committee

The new Societies Act and associated regulations came into force in BC on 28 November 2016. Societies must comply with the new Act and have until 28 November 2018 to bring their constitution and bylaws into the provincial electronic filing system. Under the legal advice and assistance of Berry Hykin, Woodward and Company LLP, the Governance Committee has worked towards producing a revised Constitution and bylaws for VTRA that will be compliant with the Act. A special resolution to amend both the Constitution and current bylaws must be passed by the membership before VTRA can transition to the new system. This special resolution is being brought forward to the membership for a vote at the 18 November 2017 AGM.

The upcoming work of the Governance Committee will focus on completing the transition of VTRA by the 2018 deadline. In addition, the committee will continue in its efforts to review VTRA's policies, procedures and governance manuals and to revise these for compliance with the Act, the new Constitution and bylaws and to ensure they meet the operational needs of the organization. The Governance Committee wishes to acknowledge the exceptional *pro bono legal service that Berry Hykin and Woodward and Company LLP* have given to VTRA, including preparation of the various drafts and key bylaw amendments. Completion of the committee's tasks would not have been possible without this generous guidance and support.

Update from the Program Committee

The Committee continues to provide support to the staff through developing clearer policies that can be taken to the Board for a decision. For example, this year they updated the seizure policy and weight Policy. The aim of creating the policies is to make the operational decisions for the staff more objective. They have a difficult job sometimes not allowing riders' into the Program if they have contraindications for riding.

We have created a variety of visual supports that will be used in some of the lessons to improve communication with the riders. This will be an ongoing project, working in collaboration with instructors and volunteers.

We are also in a lovely position to be able to support riders in financial hardship through the use of our

Bursary. In return for the financial support we have been provided with testimonials to be used to apply for grants. Going forward, the committee is working on some new projects, including putting together a new rider bursary application. Liz Gagel and Liz Brown are reviewing other policies, and helping draft new ones where required, to ensure that we exceed both CanTRA and PATH guidelines for Therapeutic Riding Centre Operations.

We have the most amazing facility, especially now that the paddocks surface and fencing has been redone. The staff did a fantastic job ensuring that all of the horses were being rotated through the turn out areas when the paddocks were not available in the fall of 2016.

“The essential joy of being with horses is that it brings us in contact with the rare elements of grace, beauty, spirit and freedom.”

~ Sharon Ralls Lemon

COMMITTEES REPORTS

Update from the HR Committee

The HR Committee (was the Personnel Committee at the time) was busy this past year. With input from the E.D., we reviewed and revised all job descriptions. As well, with the E.D., we reviewed all positions to ensure that the team was configured in the best way to help VTRA achieve its' goals and to deliver the program. As a result of the review, a decision was made to bring back the Head Instructor role/position and to upgrade the Program Coordinator position to that of Program Manager. The employee contracts were also reviewed, both by the Committee and by Berry Hykin, who has been volunteering her expertise in the ongoing review of the constitution and bylaws. Finally, the Committee recognized that the name of the committee was not in keeping with the current approach

to human resources, and also didn't convey all that the committee does. Hence we recommended to the Board that the name be changed to Human Resources Committee. In light of this, plans for the upcoming year include a review of the Terms of Reference for the Committee. As well, as a result of the work that Berry has done on behalf of the Board, we will be looking at existing HR policies, procedures and Employee Manual to make sure they are in keeping with current legislation and practice. As chairperson, I have benefited enormously from the dedication and resources that the committee members have brought to the table. As a result, we were able to tap into existing contacts in the HR industry for some valuable help and guidance.



Update from the Finance Committee

VTRA Endowment Fund at Victoria Foundation has a balance of \$57,603 and VTRA received a Grant of \$678 in the fall from this fund. There has been no additional contributions to the fund since last year and we continue to encourage persons to donate to the fund as one of the ways to support the VTRA.

Finance Committee will be updating the finance policy over the next few months as part of our policy and procedure updating activity.

The Finance Committee together with the Executive Director work toward improved budgeting processes to meet the reporting needs of the funders and the Board.

ED'S REPORT

BY AUDREY COOPER

What a year this has been! Challenging, absolutely, but it has also allowed us to put down the foundations for our future.

Our facility, already the envy of many therapeutic riding programs, has become more impressive over the last few years. Some improvements include new footing in the indoor arena, top of the line stall mats for the comfort of our horses, new paddocks, with extra sand fill for sleeping in the sun, and new automatic waters, courtesy of the **Central Saanich Lions** and **Lynn and Mo Girard**. Lynn and Mo also spent the summer cleaning and organising the whole barn. We can not thank them enough!

The horses were impressively patient waiting for their paddocks to be completed last fall. Sadly, we had to retire Smudges, who is enjoying her well-deserved retirement in the company of her daughter Bella. Chaussette has found a new home with Liesl Fulton, and I have had the privilege of buying Tasha. Tasha is now boarded at Mountain View Farm in the Blenkinsop Valley, and she and I are working well together. As a result of the retirements, VTRA is starting this new year with a smaller than ideal herd of 9 instead of 12. Our instructors are busy looking out in the community for suitable candidates to join our herd!

Thanks to the hard work of the committees, we are now ready to file our new documentation with the BC government a year ahead of the deadline. What an achievement! My personal thanks go to Berry Hykin, as well as **Sara Pash and Isobel Doyle** for their outstanding work. It is with great pleasure that we welcome Liz Gagel back from maternity leave as our Head Instructor. Liz has been

with the VTRA for many years, in many different capacities. She has also gained a lot of experience working as the property manager for **Anne Waterhouse**. Thank you Liz for your enthusiasm and hard work!

After 4 years as Program Coordinator, Liz Brown has been promoted Program Manager, in recognition of her dedication to the programs and the impact she has had in her role. Congratulations to both!

Fundraising revenue was down last year. Our main annual fundraiser, the raffle, did not perform as well as expected. I expect that a certain "selling fatigue" has settled over our dedicated board members and volunteers. I hope to dedicate this coming year to the establishment of a long-term strategic fundraising plan that will allow the VTRA to diversify its fundraising sources.

Our community partners have once again shown their support of our programs through money granted to VTRA. Our most loyal funders include the **United Way of Greater Victoria**, the **Allen and Loreen Vandekerkhove Family Foundation**, and the **McAdams Foundation**. The **Victoria Foundation** has also been a major contributor over the last few years, and we are very happy to count them as core supporters. I would also like to send a special thank you to **Murray and Linda Farmer** for their support.

The highlight of the year was, as always, the Annual Horse Show. It was an honour to welcome para-equestrian Olympic athlete **Ashley Gowanlock** as our judge, as well as **Elizabeth May**, Member of Parliament for Saanich Gulf Islands and **Richard Atwell**, Mayor for Saanich.

"Therapeutic Riding Association is not just about the horses that we love but the positive atmosphere created by the staff, helpers and other riders. There is a genuine feeling of joy and happiness in the air in the office, the barn and the stables. One can arrive feeling drab on a dull day and leave on such a high - thanks to you all."

- Pippa



PROGRAM INFORMATION

Survey Results



OUR VOLUNTEERS:

According to our latest volunteer survey, our volunteers join the VTRA for 2 main and equally picked answers: **to help in the community and to work with horses** (71% of respondents for each).

Over 80% of respondents indicated a very high level of satisfaction with the training provided.

We also asked what sort of recognition volunteers would like to see the VTRA provide, and many respondents felt satisfied with an annual lunch and regular feedback from the staff.

OUR RIDERS (AND THEIR FAMILIES)

Highlights from our riders survey indicate that **word of mouth** is the main source of awareness of our program, well ahead of any other means.

86% of participants hope for **physical** therapeutic benefits when joining our program; 58% have **social and/or behavioural** goals. Communication goals and educational goals follow. 75% of respondents are very satisfied with the overall quality of instructions.

When asked about **benefits** experienced from the VTRA programs, the top 3 answers are: increase in confidence (91%), improvement in balance (83%), and improvement in core strength (77%).



Other Program Numbers

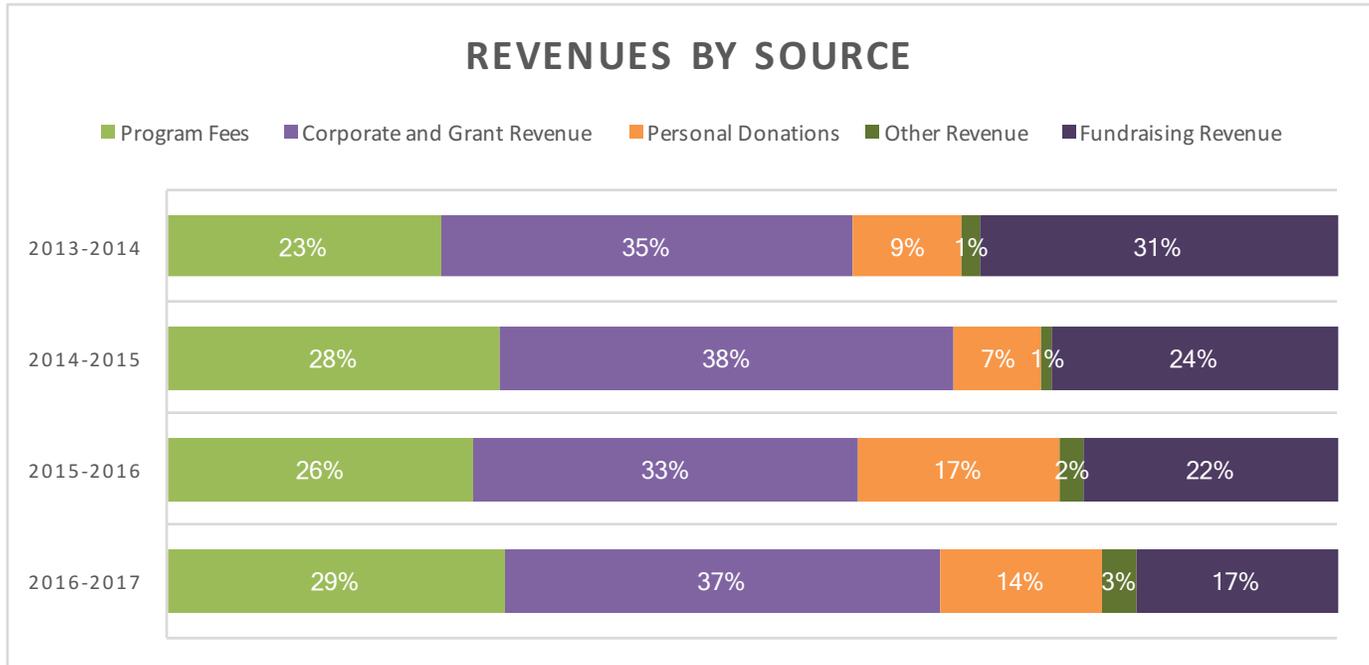
77% of VTRA participants are **18 years old or under**. One of the reasons for this high result might be the difficulty for adults to access funding for programs such as ours.

367 is the number of **total participation** over the course of the year (some people participated in more than one program), up 5.5% year on year.

45% of VTRA participants present with a developmental / cognitive disability, which includes diagnosis such as autism spectrum disorder and others. Other medical diagnosis, such as chromosomal disorders, are present in **36%** of riders. **10%** of participants come with a physical disability, and **9%** a mental health issue.



FINANCIAL INFORMATION

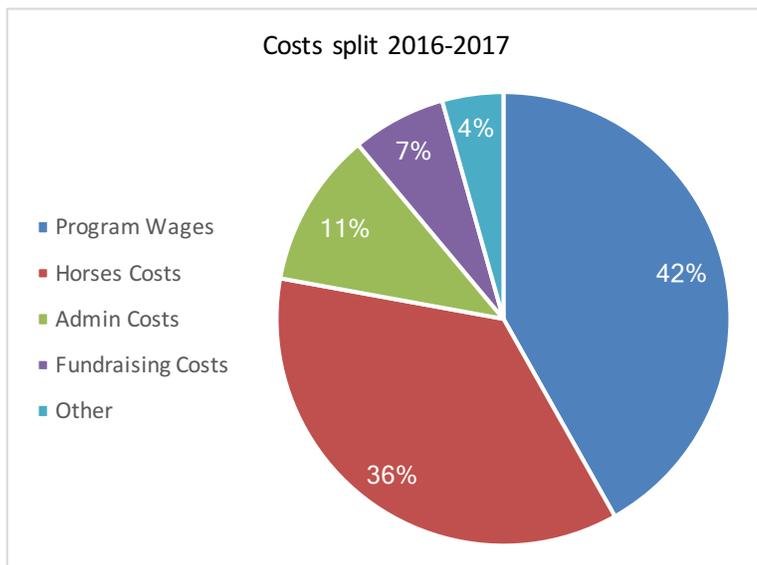


REVENUES BY SOURCE:

The overall size of the annual budget has not changed significantly over the last 4 years. Total revenues amount to around \$260,000 annually.

The split of sources of revenues however has seen important changes. Riders fees have risen 27% between 2013-2014 and 2016-2017. This is due to an increase in programming (Early Intervention and Stable Management), an increase in available riding spots, and better invoicing systems. There was no fee increase during that time.

In the same period of time, fundraising revenues (excluding personal donations) decreased by -42% in actual dollar figures.



COSTS SPLIT:

Program costs represent 78% of the overall organization's spending. This is comparable to past values.

In 2016-2017, program wages costs were lower than in previous years. The program wages costs were 1% lower in 2016-2017 compared with the previous year, and 12% less than the 2013-2014 figure.

Horses costs have been stable over the years, as our optimal number of 12 horses in our herd has been maintained until June 2017.

FINANCIAL STATEMENTS

Comparative Balance Sheet

| | As at 31 August 2017 | As at 31 August 2016 |
|---|-------------------------|-------------------------|
| ASSETS | | |
| CURRENT ASSETS | | |
| Cash | \$38,888 | \$40,439 |
| Term Deposits | 20,262 | 20,262 |
| Inventory | 1,368 | 1,574 |
| Accounts Receivable | 2,504 | 912 |
| TOTAL CURRENT ASSETS | 63,022 | 63,187 |
| LONG TERM ASSETS | | |
| Edward Jones Investments | 31,650 | 20,000 |
| TOTAL ASSETS | 94,672 | 83,187 |
| LIABILITIES | | |
| CURRENT LIABILITIES | | |
| Accrued Liabilities | 3,367 | 2,010 |
| Deferred Revenue - Foundations ¹ | 5,000 | 12,500 |
| Designated Revenue ² | 6,924 | 5,773 |
| Pre-paid fees | 1,365 | 414 |
| TOTAL CURRENT LIABILITIES | 16,656 | 20,697 |
| EQUITY | | |
| Net Assets Beginning of Year | 62,810 | 62,321 |
| Current Earnings | 15,206 | 168 |
| TOTAL EQUITY | 78,016 | 62,489 |
| LIABILITIES AND EQUITY | \$94,672 | \$83,187 |

Comparative Income Statement

| | YE 2017 | YE 2016 |
|--|-----------------|----------------|
| REVENUES | | |
| Program Fees | \$74,986 | \$74,165 |
| Grants Revenue | 88,750 | 84,528 |
| Service Clubs | 2,040 | 2,460 |
| Personal Donations ³ | 35,744 | 48,570 |
| Corporate Donations | 6,485 | 5,600 |
| Membership Revenues | 3,730 | 3,079 |
| Other Revenue | 3,915 | 3,163 |
| Fundraising Revenue | 44,906 | 60,943 |
| TOTAL REVENUES | 260,556 | 282,508 |
| EXPENSES | | |
| PROGRAM COSTS | | |
| Program Wages | 102,629 | 116,182 |
| Horse Costs | 88,407 | 78,310 |
| Other Program Costs | 10,700 | 8,432 |
| TOTAL PROGRAM COSTS | 201,736 | 202,924 |
| ADMINISTRATIVE COSTS | | |
| Administrative Payroll | 14,325 | 12,766 |
| Other Administrative Costs | 12,841 | 9,969 |
| TOTAL ADMINISTRATIVE COSTS | 27,166 | 22,735 |
| FUNDRAISING COSTS | 16,447 | 22,281 |
| DISTRIBUTION OF DESIGNATED FUNDS ³ | 0 | 34,000 |
| TOTAL EXPENSES | 245,349 | 282,340 |
| CURRENT EARNINGS ⁴ | \$15,207 | \$168 |

Notes to the financial statements.

Note 1: Deferred Revenue

Deferred Revenue is represented by monies that have been received in the fiscal year but after the end of 2017-2018 classes (September to June) and will be applied to the subsequent years operating expenses.

Note 2: Designated Revenue

Designated Revenue is amounts received that payors have requested funds be used for a specific purpose that is anticipated to be incurred in future. The current year's designated revenue relates to funds for rider subsidies and purchase of a watering system.

Note 3: Personal Donation and Distribution to Qualified Donee

During 2016 fiscal year, \$34,400 was received from individuals as personal donations that were designated to be transferred to the Victoria Foundation to be added to an Endowment Fund held for the benefit of the Victoria Therapeutic Riding Association.

Note 4: Current Earnings

A challenge in maintaining optimum staff levels for the year and a generous donation of shares resulted in VTRA realizing current earnings in excess of budget for the year.

Note 5: Financial Statement Presentation

Prior year financial statements have been reclassified to conform with current financial statement presentation.



DONOR ROLL 2016-2017

\$5,000 AND OVER

United Way of Greater Victoria
Province of BC - Direct Access
Gaming
Victoria Foundation

Vandekerkhove Family Foundation
The Stewart and Jean Thompson
Children's Foundation
The McAdams Foundation

C-Fax Santas Anonymous Society
Murray and Linda Farmer

\$1,000 TO \$4,999

Children's Health Foundation of
Vancouver Island
Charlton Smith Foundation

Colin Armour
BC Carriage Driving Society
Jeffrey Corntassel

RBC Foundation
Suzanne Wray Anderson

\$500 TO \$999

Knights of Columbus
West Shore Lions Club
Pam Grypma
Heart Pharmacy

Barry Katzin
West Shore Lions Club
Paul and Katherine Whitworth
Cheryl Young

Adrienne's Tea Garden
Capital City Classic - Cadorna
Butchart Gardens
Bruce and Dobby Delight

DONOR ROLL 2016-2017

UP TO \$499

| | | | |
|--------------------------|----------------------------|-------------------------------|---------------------|
| Pat Coverdale | Neil Tanner | Rahel Umpherson | Sheila Potter |
| Category 12 Brewing Inc. | Kristy de Bree | April Visser | Richard Pratt |
| Matthew McNeill | Habour City Kitchens | Mark Wardman | Lysa Read |
| Lynn Girard | Liz Gagel | Kate Masters | Dianne Sumner |
| Penny Ledoux | Oliver Blake | Ashley Namur | Michelle Thompson |
| Jane Hollis | Pippa Blake | Roanne Tyson | Teresa Thompson |
| Carol Hubberstey | Leigh Bradfield | Courtney de Geest | Diana Von Ratenberg |
| Janet Andreae | Patricia Clark | Van City Community Foundation | Dan Webb |
| Audrey Cooper | Calvin Climie | John Ray | Terry Wendorf |
| Tracy Mitchell | Terry and Myrna Daniels | Angela Meconi | Steve Noble |
| Tillicum Liquor Express | Kraig and Cecilia Dingwell | Margaret Sherwood | Kim Crabtree |
| Laura Van de Laar | Loretta and Glen Fraser | Mattieux Boudreau | Barbara Bovell |
| Dawn Foliott | Melanie Houston | Alexandra Bovell | Karen Elliott |
| Alan and Helen Job | Jane Hunter | Aileen Dixon | Katie Hannah |
| Susan Miller | Elizabeth Izett | Kevin Early | Sara Pratt |
| Sandy Henault | Rory Lynch | Ellen Fuhr | Susan Thompson |
| Marilyn Hackerman | Brenda Macevicius | Eleonora Gutteridge | Catherine Ware |
| Luciana Battilana | Janet Masters | John Johnson | Leslie Climie |
| Buckerfields | Rick Masters | Chris Junck | Paul Brothwell |
| Dianne Burgess | David Miles | Patricia Lewis | Rick Lloyd |
| Stella French | Charles Moser | David and Margie Lillingston | Sigrid Lott |
| Garry Oak Hospital | Eveline Noble | Barb Nash | Gloria Myers |
| Judi Larsen | Bruce Simth | Courtney Noble | Doreen Peebles |
| Margaret Segul | Richard Stephenson | | Nicole Robbins |

DONOR ROLL 2016-2017

UP TO \$499 CONTINUED

Bruce Williams

Preet Cheema

Delia Filipescu

Katlyn Lowery

Alicia Meconi

Rob Muir

Jane Poole

Corrie Radke

Dana Wessel

Brent Williams

Margaret Brothwell

Richard Herbert

Kelsey Kotzian

Lani Royce

Barb Sabathil

Nigel and Liz Brown

Kerry and Carolyn Keilty





VTRA

**VICTORIA THERAPEUTIC
RIDING ASSOCIATION**

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