

CADORA INC.

# **POLICIES & PROCEDURES MANUAL**

CANADIAN DRESSAGE OWNERS' & RIDERS' ASSOCIATION



REVISED 2012

**CADORA INC.**  
CANADIAN DRESSAGE OWNERS' & RIDERS' ASSOCIATION

**I N T R O D U C T I O N**

**PURPOSE:**

This manual has been written to:

1. serve as a reference for information for members.
2. assist in continuity and consistency in the administration of the association known as CADORA Inc.
3. be an orientation tool for new directors, group executives, members or affiliates.
4. clarify responsibilities both within the Board of Directors and between committees and other related organizations.
5. serve as a record of specific administrative decisions.

**REVISIONS:**

Policies and procedures included in this manual will be based upon reports returned to the CADORA Executive.

Policies drawn up will be reviewed and revised as deemed necessary by the CADORA Inc. Board of Directors.

Changes will be made as they are initiated. Copies of new and revised material will be distributed by the Honorary Secretary of CADORA Inc.

**RESPONSIBILITY OF PHYSICAL UPKEEP OF MANUAL:**

Each branch of CADORA will be responsible for the upkeep of its copy of the manual. This responsibility includes removal of outdated pages and insertion of new or revised pages immediately upon receipt when in loose leaf binder form or full replacement when in book form.

**MASTER MANUAL:**

The master manual will be located with either the President or the Honorary Secretary of CADORA Inc. who is responsible for its physical upkeep as described above.

**ISSUING AUTHORITY:**

CADORA Inc. Executive Board of Directors.

NB: Please forward any comments, additions, changes and/or corrections to the current Honorary Secretary of CADORA, or any member of the current board.

**MANUAL HISTORY**

First Created	1989
Updated/Revised	1991
“	1992
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“	2012

**EDITORS**

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<b>SECTION:</b> General Information	<b>INDEX NO:</b> 1-A
<b>SUBJECT:</b> Definition of Dressage	<b>ISSUE DATE:</b> 1992

## Dressage

*Dressage is a French word which literally translated means TRAINING.  
Dressage benefits any form of horsemanship.*

### Object and General Principles

1. The object of dressage is the harmonious development of the physique and ability of the horse. As a result it makes the horse calm, supple, loose and flexible, but also confident, attentive and keen, thus achieving perfect understanding with his rider.
2. These qualities are revealed by:
  - a) the freedom and regularity of the paces;
  - b) the harmony, lightness and ease of the movements;
  - c) the lightness of the forehand and the engagement of the hind quarters, originating in a lively impulsion;
  - d) the acceptance of the bridle, with submissiveness throughout and without any tension or resistance.
3. The horse thus gives the impression of doing of his own accord what is required of him. Confident and attentive he submits generously to the control of his rider, remaining absolutely straight in any movement on a straight line and bending accordingly when moving on curved lines.
4. His walk is regular, free and unconstrained. His trot is free, supple, regular, sustained and active. His canter is united, light and cadenced. His quarters are never inactive or sluggish. They respond to the slightest indication of the rider and thereby give life and spirit to all the rest of his body.
5. By virtue of a lively impulsion and the suppleness of his joints, free from the paralyzing effects of resistance, the horse obeys willingly and without hesitation and responds to the various aids calmly and with precision, displaying a natural and harmonious balance both physically and mentally.
6. In all his work, even at the halt, the horse must be "on the bit". A horse is said to be "on the bit" when the neck is more or less raised and arched according to the stage of training and the extension or collection of the pace, and he accepts the bridle with a light and soft contact and submissiveness throughout. The head should remain in a steady position, as a rule slightly in front of the vertical, with a supple poll as the highest point of the neck, and no resistance should be offered to the rider.

<b>SECTION:</b> General Information	<b>INDEX NO:</b> 1-B
<b>SUBJECT:</b> History of CADORA	<b>ISSUE DATE:</b>

## HISTORY OF CADORA

CADORA was developed in the latter part of the 1960's out of a perception by a few individuals with a strong interest in classical dressage that there was a need for a national body. Their view was that a national body was necessary in order for dressage to develop in its formative years in a manner that was consistent with the principles of dressage as formulated by the international governing body of equestrian Olympic disciplines, the F.E.I. It was felt that in order to ensure that dressage developed consistently across the nation, it was necessary to create a uniform system of training for riders, trainers, instructors and judges. With this objective in mind, CADORA was incorporated on April 1, 1969 as a national non-profit organization dedicated to the development of dressage in Canada.

While the initial activity of the association was focused in the Toronto area of Ontario, affiliated groups have since developed across the nation in all provinces. During the first ten years of its activity, CADORA focused on developing dressage by providing interested individuals with material and a focus to set up individual groups across the nation. Each group is an autonomous unit with its own organization structure with individual members holding CADORA membership. Currently there are forty +/- individual groups, some having five or six members, others having a number of hundreds. In some provinces, individual groups have formed provincial dressage associations in order to develop a provincial program and to be compatible with provincial sport administration.

At the national level, CADORA is an affiliated member of Equine Canada (formerly the Canadian Equestrian Federation,) which is the national sport governing body for all equestrian sports in Canada. As a member of the EC, CADORA programs have in the past been designed to foster the logical development of dressage by providing encouragement through rider qualification programs, clinic guidelines and organization of a national championship. As Sport Canada and EC implement broader qualification programs, CADORA's programs change to reflect new needs but always with the focus of improving dressage in Canada.

<b>SECTION:</b> General Information	<b>INDEX NO:</b> 1-C
<b>SUBJECT:</b> Cadora's Purpose and Objectives	<b>ISSUE DATE:</b>

## **CADORA'S PURPOSE AND OBJECTIVES**

The objectives of CADORA as set forth in the charter are:

- (a) to foster and encourage interest and participation in dressage riding and the ownership of dressage horses;
- (b) to encourage shows, matches, demonstrations and competitions involving dressage riding;
- (c) to collect monies and raise funds by way of donations, dues and otherwise and to hold, invest, expend or deal with the same in furtherance of the objectives of the Corporation;
- (d) to promote the art of horsemanship and bursaries for such purposes.

These objectives are sufficiently general to allow CADORA to undertake whatever dressage related activities its members wish, provided that they are not for the profit of the members.

CADORA is managed by a Board of Directors elected by the members in each province. Those provinces having more than one hundred members may elect one additional director for every one hundred CADORA members in the province beyond the initial one hundred to a maximum of five. Each province has the responsibility of carrying out elections of directors prior to the Annual General Meeting which is held before December 1 of each year.

An executive is chosen from members of the Board of Directors. The Executive consists of:

- (a) President
  - (b) four Vice-Presidents, of which one will be appointed 1st Vice-President
    - Pacific (British Columbia, Yukon and NW Territories).
    - Western (Alberta, Saskatchewan and Manitoba)
    - Eastern (Quebec and Ontario).
    - Atlantic (Nova Scotia, New Brunswick, Prince Edward Island, Newfoundland)
  - (c) Honorary Secretary
  - (d) Treasurer
- } can be one person

All members of the executive are elected by and from the Board of Directors at the first meeting after the Annual General Meeting. The president and vice-presidents must have served at least one term on the board prior to their taking office.

The Annual General Meeting of CADORA is currently held in a different province each year. All members of CADORA receive notice of the meeting and are entitled to attend. Voting members unable to attend can nominate a proxy to vote on their behalf. Proxy forms are included with the notice to members of the Annual General Meeting.



<b>SECTION:</b> General Information	<b>INDEX NO:</b> 1-D
<b>SUBJECT:</b> Mission Statement	<b>ISSUE DATE:</b>

A guide for CADORA Inc.'s Board of Directors and Local/Provincial Executives to achieve a positive and forward-thinking association:

1. COMPOSITION

- Our Association is made up of experienced and energetic people, both on the board and in the field (provincial officers, area reps., volunteers, and members)
- Anyone volunteering for office should keep this in mind and work for the furtherment of our sport on a nationwide basis.

2. ATTITUDE

- Dressage is facing difficult times, so all must focus more positively on future achievements, avoid energy/time-consuming conflicts and work co-operatively as a nationwide unit.
- No matter how difficult the circumstances, the Board of Directors must hold a forward-thinking attitude.

3. COMMITMENT

- When an individual seeks election to the Board, he/she has taken on the responsibility to further the goals of the Association as a whole.
- He/she must be committed to this goal and encourage members to
  1. Join CADORA, even if they are not showing,
  2. Give of their expertise and a little time to local/provincial/national committees
- Specify and define objectives and the time frames for achieving them.
- Determine individual skills, talents and resources requiring further development.
- Define priorities in order of importance.
- Evaluate current status and progress in each of these priorities.
- Determine the specific actions and disciplines to be performed to achieve our priorities and to identify and develop skills and resources.
- Assess how well those who run for office measure up to members' expectations.
- List priorities for improvement in reaching the membership and satisfying their needs.
- Define clearly the role and responsibility of each Director as it relates to his/her geographical area of representation.
- Define the key issues influencing membership morale and motivation.
- Keep an open mind, inspire others by example, inspire the positive.
- Provide/propose feasible solutions!

<b>SECTION:</b> General Information	<b>INDEX NO:</b> 1-D
<b>SUBJECT:</b> Mission Statement	<b>ISSUE DATE:</b>

#### 4. PROFESSIONALISM

Professionalism is an attitude that is a way of life in the best performing businesses.

It refers to the conduct of work activities such as attention to detail, involvement and concern for improved performance. It goes hand-in-hand with pride, self-esteem and involvement and is a team function that operates best when people and support groups work together.

Personnel, volunteer or otherwise, should be viewed as individuals who:

- Meet commitments with quality work
- Set high standards
- Are organized
- Are physically and mentally ready to do the job
- Consider themselves part of a professional team that meet objectives
- Are respected by their peers for their abilities
- Take full responsibility for their work commitments
- Exhibit professional conduct
- Have respect for team-mates
- Work together to correct problems
- Are self-critical, looking for ways to improve performance
- Want to grow, develop technically, learn additional tasks and realize their full potential
- Are committed to achieving success through teamwork and constantly improving performance

Professionals expect to be ranked among the best because of excellent performance and dedication to higher goals.

<b>SECTION:</b> General Information	<b>INDEX NO:</b> 1-D
<b>SUBJECT:</b> Mission Statement	<b>ISSUE DATE:</b>

5. QUALITY PRINCIPLES

The principles that CADORA Inc. uses to manage and perform work to achieve the required quality are:

- Define goals, objectives and policies and ensure they are understood
- Specify roles and responsibilities and ensure they are understood and accepted
- Specify and communicate results to be achieved, and identify and allocate resources to achieve them
- Hold individuals accountable for the work they volunteer to do
- Clearly define expected results and ensure they are fully understood and accepted
- Measure performance against expected results
- Judge individual performance according to results achieved
- Ensure people are competent at the work for which they volunteer
- Ensure the right people have the right information at the right time
- Seek and use relevant experience
- Verify that work volunteered for is actually carried out
- Identify and rectify deficiencies and their causes
- Periodically review effectiveness of managerial practices and work processes

6. COMMUNICATION

Effective, open communication is essential for efficient performance of any team. Communication must be an integral part of all procedures.

- Speak distinctly and concisely, write clearly:  
Human error and misconceptions can be greatly reduced by ensuring that verbal and written communication is properly presented and understood.
- Keep communication free from ambiguity:  
Listen attentively, be specific, do not rely on memory, ensure comprehension and understanding are correct, communicate job progress and/or competition.

Remember the 'STAR' concept:

- STOP : Have you focused attention to detail?
- THINK : Have you really understood?
- ACT : Have you done what you said you would?
- REVIEW: Are you sure of, and have you verified, the facts?  
Have you communicated clearly?  
Have you ensured that you were understood?

(4, 5 & 6 taken from Ontario Hydro Handbook)

**“We are what we think”**

<b>SECTION:</b> General Information	<b>INDEX NO:</b> 1-E
<b>SUBJECT:</b> Presidents	<b>ISSUE DATE:</b>



**CADORA INC. LIFE MEMBERS**

Christilot Boylen  
Peggy Jacobsen\*  
Don Martz

**CADORA INC. PRESIDENTS**

1969 - 1974	Christilot Boylen	Ontario
1974	Gillian Wilson*	Ontario
1975 - 1978	Ronald T. McKee	Ontario
1979 - 1982	Peggy Jacobsen*	Quebec
1983 - 1985	Cara Whitham	Ontario
1986 - 1988	E. Sonia (Toni) Thompson	Ontario
1989 - 1990	Audrey Fox	British Columbia
1991	Carol Belloc	Saskatchewan
1992 - 1997	Don Barnes	Ontario
1998	Gail Jones	Alberta
1999	Larry Brinker	British Columbia
2000 -	Don Barnes	Ontario

\* *Deceased*

<b>SECTION:</b> General Information	<b>INDEX NO:</b> 1-F
<b>SUBJECT:</b> Letters Patent	<b>ISSUE DATE:</b> 1992

# Letters Patent

Incorporating

DATED 1st April, 1969.

RECORDED 9th July, 1969.

**CADORA INC.**

Canada

*By the Minister of Consumer and Corporate Affairs.*

*To all to whom these presents shall come, or whom the same may in anywise concern,*

*Greeting:*

*Whereas, in and by Part II of the Canada Corporations Act, it is, amongst other things, in effect enacted that the Minister of Consumer and Corporate Affairs may by letters patent under his seal of office grant a charter to any number of persons not being fewer than three (3) who, having complied with the requirements of the said Act, apply therefor, constituting such persons and others who thereafter become members of the corporation thereby created a body corporate and politic without share capital for the purpose of carrying on, without pecuniary gain to its members, objects, to which the legislative authority of the Parliament of Canada extends, of a national, patriotic, religious, philanthropic, charitable, scientific, artistic, social, professional or sporting character, or the like, upon the applicants therefor establishing to the satisfaction of the Minister of Consumer and Corporate Affairs due compliance with the several conditions and terms in and by the said Act set forth and thereby made conditions precedent to the granting of such charter;*

*And whereas EDWIN TORRENS NOBBS, ROSS OWEN WOODS, DAVID BRUCE MacDOUGALL, KATHLEEN BILLAN and JEAN PAGE have made application for a charter under the said Act, constituting them and such others as may become members in the corporation thereby created a body corporate and politic under the name of CADORA INC. for the objects hereinafter mentioned, and have satisfactorily established the sufficiency of all proceedings required by the said Act to be taken, and the truth and sufficiency of all facts required to be established previous to the granting of such letters patent;*

## **General Information – Letters Patent** *continued*

*Now Know Ye that the Minister of Consumer and Corporate Affairs, under the authority of the said Act, does, by these letters patent, constitute that said EDWIN TORRENS NOBBS, ROSS OWEN WOODS, DAVID BRUCE MacDOUGALL, KATHLEEN BILLAN and JEAN PAGE and all others who may become members in the Corporation a body corporate and politic without share capital under the name of CADORA INC. with all the rights and powers conferred by the said Act, and for the following objects, namely:—*

- (a) to foster and encourage interest and participation in dressage riding and the ownership of dressage horses;*
- (b) to encourage shows, matches, demonstrations and competitions involving dressage riding;*
- (c) to collect moneys and raise funds by way of donations, dues and otherwise and to hold, invest expend or deal with the same in furtherance of the objects of the Corporation.*

*The operations of the Corporation may be carried on throughout Canada and elsewhere.*

*The head office of the Corporation will be situate at the Village of Sharon, in the Province of Ontario.*

*The said EDWIN TORRENS NOBBS, ROSS OWEN WOODS, DAVID BRUCE MacDOUGALL, KATHLEEN BILLAN and JEAN PAGE are to be the first directors of the Corporation.*

*And, in accordance with the provisions of section 63 of the said Act, it is hereby ordained and declared that, when authorized by by-law, duly passed by the directors and sanctioned by at least two-thirds (2/3) of the votes cast at a special general meeting of the members duly called for considering the by-law, the directors of the Corporation may from time to time:*

- (a) borrow money upon the credit of the Corporation;*
- (b) limit or increase the amount to be borrowed;*
- (c) issue debentures or other securities of the Corporation;*
- (d) pledge or sell such debentures or other securities for such sums and at such prices as may be deemed expedient; and*
- (e) secure any such debentures, or other securities, or any other present or future borrowing or liability of the Corporation, by mortgage, hypothec, charge or pledge of all or any currently owned or subsequently acquired real and personal, movable and immovable, property of the Corporation, and the undertaking and rights of the Corporation.*

**General Information — Letters Patent** *continued*

*Any such by-law may provide for the delegation of such powers by the directors to such officers or directors of the Corporation to such extent and in such manner as may be set out in such by-law.*

*Nothing in this section limits or restricts the borrowing of money by the Corporation on bills of exchange or promissory notes made, drawn, accepted or endorsed by or on behalf of the Corporation.*

*And it is further ordained and declared that the business of the Corporation shall be carried on without pecuniary gain to its members and that any profits or other accretions to the Corporation shall be used in promoting its objects.*

*Given under the seal of office of the Minister of Consumer and Corporate Affairs at Ottawa this first day of April, one thousand nine hundred and sixty-nine.*

*for the Minister of Consumer  
and Corporate Affairs.*

<b>SECTION:</b> General Information	<b>INDEX NO:</b> 1-G
<b>SUBJECT:</b> Current CADORA By-Law	<b>ISSUE DATE:</b> 1992

## B Y - L A W # 1

The following shall be By-Law #1 of CADORA Inc. (Canadian Dressage Owners and Riders Association Inc.)

1. **CORPORATE SEAL**

The seal of the Corporation shall be in such form as shall be prescribed by the Directors of the Corporation and shall have the words "CADORA INC." endorsed thereon.

2. **CONDITIONS OF MEMBERSHIP**

The Board of Directors may, upon application, admit any person who has an interest in dressage riding, in any one of the following categories of membership:

2.2 **SENIOR MEMBERS:** are those persons who have reached their eighteenth birthday before the first day of January.

2.2A **SENIOR VOTING MEMBERS:** are those whose dues have been paid by April 1st of each and every current year to the National Membership office. Only senior members in good standing qualify in determining the number of directors to be elected under section 9.1A

2.3 **JUNIOR MEMBERS:** those persons who have not reached their eighteenth birthday before the first day of January, provided that such person shall automatically become a Senior Member on his/her eighteenth birthday. Such members shall be non-voting.

2.4 **HONORARY MEMBERS:** such persons who, at the discretion of the Board of Directors, have made substantial contribution to the Association. Such members shall be non-voting.

3. The **ANNUAL DUES** for membership shall be established from time to time by resolution of the Board of Directors. The Board of Directors shall also prescribe a final date for payment of dues in each calendar year after which any member who has not paid annual dues shall forfeit membership in the Corporation.

4. Any member may withdraw from the Corporation by delivery to the Corporation at its Head Office a written resignation and lodging a copy of the same with the Honorary Secretary of the Corporation.

5. Any member may be required to resign by a vote of three-quarters of the members at an annual or special meeting of the members.

6. The Head Office of the Corporation shall be situated at the auditors' offices:

BDO Dunwoody, 1054 Monaghan Road, P.O. Box 1026, Peterborough, Ontario, K9J 7A5

7. The Corporation may establish such other offices and agencies elsewhere within Canada as the Board of Directors may deem expedient by resolution.



## **BY-LAW #1** *continued*

### **BOARD OF DIRECTORS**

8. The property and business of the Corporation shall be governed by a board of not more than thirty-four, of whom a majority shall constitute a quorum.
- 9.1A The Board of Directors of the Corporation shall be composed of one representative for each 100 (one hundred) current senior members from each province up to a maximum of five per province. Provinces with fewer than 100 (one hundred) members shall be entitled to one Director. The membership in each province shall be established by the Honorary Secretary as of April 1 of each year based on payment of dues to CADORA Inc. For this purpose, Alberta shall be deemed to include the Northwest Territories. British Columbia shall be deemed to include the Yukon.
- 9.1B The provincial Directors from each province shall be nominated and elected from and by the CADORA members in good standing of that province, according to the procedure outlined in Sections 9.2 A, B & C.

### **ELECTION OF DIRECTORS**

- 9.2A In each province a Returning Officer who is a senior member in good standing, and who does not intend to run for any office himself or herself, shall be appointed by the President by May 1st of each year to receive the nominations for Directors for that province. Nominations for provincial Directors will be accepted from the membership of that province providing that the nominee is a senior member in good standing and that the nomination is supported by three senior members also in good standing, who themselves do not intend to run for any office. The national President shall cause to be forwarded nomination forms by ordinary mail to all eligible senior members by July 2 of each and every year.

All nominations must be returned to the Returning Officer by August 1st of each year.

The Returning Officer shall send out on or before September 1 of each year by ordinary mail to senior members based on payment of dues to CADORA National prior to April 1, ballots listing all valid nominations therein. The ballot shall indicate the number of Directors that may be elected by that province based upon the number of members in that province. The voting members shall return their completed ballots to the Returning Officer by October 1. A minimum of three scrutineers, each a senior member in good standing within the province, will be responsible for counting the ballots. The Returning Officer will send the results of the election to the Honorary Secretary and will also be responsible for notifying the elected officers in his/her province. The Returning Officer shall not disclose to any person any information with respect to the vote cast by any member.

- 9.2B In the event that the Provincial Director(s) would be acclaimed, the Returning Officer shall so notify the Honorary Secretary and no voting procedure shall take place.
- 9.2C In the event that a provincial membership, after the return of the nomination forms, fails to nominate the number of provincial Directors eligible to be nominated, then the seat(s) shall remain vacant for that year.
- 9.2D The Honorary Secretary shall cause the nomination form (Form #4), to be published in *CADORA Ink* on or about June 1 each year.
- 9.2E The ballot (Form #2), and accompanying proxy (Form #3), shall be published in *CADORA Ink* on or about June 1 each year.

## **BY-LAW #1** *continued*

- 9.2F The President shall cause to be published in a nationally distributed dressage publication within 60 days of the election, the results thereof.
- 9.3 Directors shall be eligible for re-election each year.
- 9.4 The Board of Directors may appoint a Technical Advisor whose proven expertise and knowledge will be of benefit to the Corporation for a special period of time, and for a special task. The Technical Advisor shall be entitled to attend, but not vote at, all meetings of the Board of Directors.
- 9.5 The position of Director of Meetings shall be filled by a Director elected by the Board, from the Board.
- 9.6 All meetings of the Board and Executives are open to the membership for auditing purposes. Comments and/or suggestions may be submitted in writing to the chair for consideration on the agenda of the next meeting.
- 9.7 The office of Directors shall be vacated:
- 1) *If a Director shall resign his/her office by delivering a written resignation to the President, Honorary Secretary of the Corporation, or other Director;*
  - 2) *If at a special general meeting of members or at a special meeting of Directors called for that purpose, a resolution is passed by three-quarters of those present at the meeting that the Director be removed from office;*
  - 3) *If the Director dies or becomes legally incapable of holding office as a Director;*
- 9.8 If a vacancy among the provincial Directors elected pursuant to Section 9.2A shall occur for any reason, the Board of Directors may by resolution fill the vacancy for the balance of the year with a senior member who is in good standing and from the province in which the vacancy has occurred.

## **DIRECTIVES FOR DIRECTORS**

- 11.1 The President shall call meetings of the Board of Directors at any time and place to be determined by the Directors, provided that twenty-one days notice of such meeting shall be sent in writing to each Director by the Director of Meetings. No formal notice shall be necessary for a meeting of Directors convened immediately following an annual meeting of the Corporation nor of any other meeting, if all Directors are present at the meeting or waive notice thereof in writing.
- 11.2 A resolution in writing signed by all of the Directors entitled to vote thereon shall be as valid as if it had been passed at a meeting of Directors.
- 11.3 A meeting of Directors by telephone or other communication facility as permit all persons participating in such a meeting by such means to hear each other, is acceptable where all the directors consent either generally or in respect of a particular meeting.
12. Directors, as such, shall not receive any stated remuneration for their services, but by resolution of the Board, expenses of their attendance may be allowed for their attendance at each regular or special meeting of the Board. Such fixed sum may be paid to the Directors as the members may by resolution determine, provided that nothing herein contained shall be construed to preclude any Director from serving the Corporation as an officer or in any other capacity and receiving compensation therefor.

## **BY-LAW #1** *continued*

- 13.A A Director shall hold office until the next annual meeting of members following his/her election or appointment.
- 13.B A Director who wishes to retire prior to the next annual meeting shall remain in office until the dissolution or adjournment of the meeting at which his/her successor is elected.
14. The Directors may exercise all such powers of the Corporation as are not by the Canada Corporation Act or by these by-laws, required to be exercised by the members at general meetings.
- However, no member of the Board of Directors shall act unilaterally without acquiring prior approval of the President, Executive and/or the whole Board.
15. The Directors shall have the power to make expenditures for the purpose of furthering the objects of the Corporation. The Directors shall have the power to enter into a trust arrangement with a trust fund in which the capital and interest may be made available for the benefit of persons having made notable contributions to Canadian Dressage in accordance with such terms and conditions as the Board of Directors may prescribe.
16. The Board of Directors shall take such steps as they deem necessary to enable the officers of the Corporation to raise funds and receive donations and benefits for the purpose of furthering the objects of the Corporation.

## **OFFICERS**

- 17.1A The officers of the Corporation shall be President, four Vice-Presidents (namely one from Eastern Canada [being Quebec and Ontario], one from Western Canada [being Alberta, NWT, Manitoba and Saskatchewan] one from Pacific Canada [British Columbia, Yukon] and one from Atlantic Canada [being NFLD, PEI, NS, and NB], Honorary Secretary, Treasurer and such other officers as the Board of Directors may by by-law determine. The offices of Honorary Secretary and Treasurer may be held by the same person.
- 17.1B The Director of Meetings is appointed by the Board of Directors.
- 17.2 All officers must be Directors.
- 17.3 The Office of President or Vice-President(s) of the Corporation shall be held on a year-to-year basis until such time as a successor is elected in their stead or they voluntarily retire.
- 17.4 In order to hold the office of President or Vice-President, the officer must have served on the Board of Directors for a minimum of one year's time, said year immediately preceding the year of acclamation/election to office.
18. At the first meeting of the Board of Directors following each Annual General Meeting of members, the President and Vice-Presidents shall be elected by the Board of Directors and the other officers of the Corporation shall be appointed by the Board.
19. The Board may appoint or delegate by resolution to an officer or officers of the Corporation, the right to engage such agents and engage such employees as it shall deem necessary from time to time and such persons shall have such authority, shall perform such duties, as shall be prescribed by the Board at the time of such appointment or engagement.

## **BY-LAW #1** *continued*

20. The remuneration of all officers, agents and employees shall be fixed by the Board of Directors by resolution. Such resolution shall have force and effect only until the next Annual or Special General Meeting of members, when it shall be confirmed by resolution of the members, and in the absence of such confirmation by the members, then the remuneration to such officers, agents or employees shall cease to be payable from the date of such meeting of members.
- 21.1 The officers of the Corporation shall hold office for one year and until their successors are elected or appointed in their stead.
- 21.2 The Board of Directors may remove from office any officer appointed by them provided a notice of at least ten days is given in writing to the officer concerned prior to a meeting called for the purpose of removing such officer. Similarly, the President may be removed by Special General Meeting of members, provided that similar notice is given to such person prior to such meeting. No notice is required for conduct unbecoming an officer as determined by the Board of Directors.

## **PROTECTION OF DIRECTORS**

- 21.3 The directors and other officers for the time being of the Association shall be indemnified and secured harmless out of the assets of the Association against all actions, charges, losses, damages and expenses which they or any of them or any of their heirs, executors or administrators may incur or sustain by reason of any act done, concurred in or omitted in or about the execution of their duty except such as are occasioned through their own wilful neglect or default.

## **DUTIES OF OFFICERS**

- 22.A The President shall be the chief executive officer of the Corporation. He/she shall preside at all meetings of the Corporation and of the Board of Directors whenever possible. He/she shall have the general and active management of the business of the Corporation. He/she shall see that all orders and resolutions of the Board are carried into effect and he/she or the Senior Vice-President with the Honorary Secretary or other officer appointed by the Board for the purpose, shall sign all by-laws and other documents requiring the signature of the officers of the Corporation. The President shall be Ex-Officio member of all committees. The chairman of each committee shall be elected by the Board of Directors.
- 22.B The Vice-Presidents (4) shall liaise between President and Regions with prior consultation and /or the agreement of the Board and ensure nomination procedures are carried out by deadlines for directors.
23. It is the responsibility of the President to designate one of the Vice-Presidents as Senior Vice-President, who shall, in the absence or disability of the President, perform the duties and exercise the power of the President, shall perform such other duties as shall from time to time be imposed upon him/her by the Board.
24. The Treasurer shall have the custody of the Corporation's funds and securities and shall keep full and accurate accounts of receipts and disbursements in books belonging to the Corporation and shall deposit all monies and other valuable effects in the name and to the credit of the Corporation, and in such depositories as may be designated by the Board of Directors from time to time. He/she shall disburse the funds of the Corporation as may be ordered by the Board, taking proper vouchers for such disbursements, and shall render to the

**BY-LAW #1** *continued*

President and Directors at the regular meeting of the Board, or whenever they may require it, an account of all his/her transactions as Treasurer, and of the financial position of the Corporation. He/she shall also perform such other duties as may from time to time be determined by the Board. He/she shall, if required by the Board of Directors, give the Corporation a bond in a sum, and with one or more sureties satisfactory to the Board for the faithful performance of the duties of his/her office, and for the restoration to the Corporation in case of his/her death, resignation, retirement or removal from office, of all books, papers, vouchers, money and other property of whatever kind in his/her possession or under his/her control belonging to the Corporation.

- 25.A The Honorary Secretary, or his/her delegate, shall attend all sessions of the Board and all meetings of the members. He/she shall be custodian of the seal of the Corporation, which he/she shall deliver only when authorized by a resolution of the Board to do so and to such person(s) as may be named in the resolution. He/she shall also be custodian of the Official Records of the Corporation.
- 25.B The Director of Meetings shall act as clerk and record all votes and minutes of all proceedings in the books to be kept for that purpose. He/she shall give or cause to be given notice of all meetings of the members and of the Board of Directors, and shall perform such other duties as may be prescribed by the Board of Directors or President, under whose supervision he/she shall be.
- 26. The annual meetings of the Corporation shall be held each year at such time and place as the Directors may designate. Thirty days' prior written notice shall be given to each member of any annual meeting, by ordinary mail. A majority of Directors plus 20 members in person or by proxy shall constitute a quorum.
- 27. A Special General Meeting of the members shall be called when requested in writing by a simple majority of the Directors in office. Thirty days' prior notice by ordinary mail shall be given to each member of any Special General Meeting of members. Twenty-five members present in person and 5% of the membership represented by proxies shall constitute a quorum.
- 28. Any member of the Corporation shall be entitled to give notice of an item for inclusion in the agenda of annual meetings, providing a notice in writing is received by the Director of Meetings by ordinary mail fourteen days prior to the meeting.
- 29. At each meeting of the members, each voting member shall have one vote on each issue, question or resolution.
- 30. At the Annual or Special General meetings, each voting member shall have one vote.
- 31. Proxy votes will be permitted at Annual or Special General Meetings of the Corporation, using the authorized form which shall be provided with the notice of meeting. A proxy must be a senior voting member in good standing to be valid. Proxies must be handed in to the Director of Meetings sixty minutes before the scheduled start of the meeting or sent by mail to be received by the Honorary Secretary as provided in the proxy form no later than October 1, but shall be revoked if the affected member is present. If the initial proxy appointee cannot be present, the member must personally sign for a replacement appointee to replace the original proxy.

**AMENDMENTS OF BY-LAWS**

- 32. This By-Law may be repealed or amended at any General or Special Meeting of the Corporation by a vote of not less than two-thirds of the members present, or represented at the meeting, provided that the amendments have been submitted to the Director of Meetings of the Corporation soon enough to permit him/her to give thirty days' notice in writing of the proposed amendments to all members of the Corporation and provided that the repeal or amendment of such By-Law shall not be enforced or acted upon until the approval of the Minister of Consumer and Corporate Affairs has been obtained. Amendments to amendments may be approved and acted upon at the same meeting without previous notice.
- 33. At meetings of all members of the Corporation, every question shall be determined by a majority vote, unless otherwise specifically provided for by the Canada Corporation Act, or by these by-laws.
- 34. The financial year of the Corporation shall be the calendar year.

**AUDITORS**

- 35. The members shall, at each annual meeting, appoint an auditor to audit the accounts of the Corporation, to hold office until the next annual meeting, provided that the Directors may fill any casual vacancy in the office of the auditor. The remuneration of the auditor shall be fixed by the Board of Directors.

This is a certified copy of Bylaw #1 of CADORA Inc., approved by the Directors and confirmed by over a two-thirds majority of the members present and represented by proxies at the Annual General Meeting at:

Ottawa, November 2, 1996.

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President

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Honorary Secretary

<b>SECTION:</b> General Information	<b>INDEX NO:</b> 1-H
<b>SUBJECT:</b> Record of Elections/Referendum	<b>ISSUE DATE:</b>

1. Record of Provincial Elections:

National Directors in all acclaimed except:

1988: BC	1996: BC
1992: Alberta	1997: BC / ON
1995: BC	

2. Record of Membership Referenda followed by AGM vote (By Law #1)

- 1988 Name change from Canadian Amateur Dressage Owners and Riders Association. Drop the word "Amateur" and maintain CANadian. Registered name CADORA Inc. remains.
- 1989 President and Vice-Presidents must have served at least one term on the Board prior to taking office
- 1994 Remove election at AGM's of 4 additional directors from the floor.
- 1996 Remove 6 year term for President / Vice-Presidents to ensure all members of the Board serve under the same conditions (see Bylaw #17. 3).
- 2004 Amend Item 26 of By-law #1.

3. Record of policy decisions by CADORA Inc. board(s) of directors.

- 1990 ALL CADORA meetings open to all members of CADORA
- 1994 Policy on Voting Procedures for incoming/outgoing directors of CADORA Inc.
  - 1) Outgoing directors have a vote at any/all meetings held prior to the AGM.
  - 2) Incoming directors may vote with the commencement of their term of office at meetings held following the AGM and at all CNDC meetings. (revised 1996)
- 1995 Policy on Election Costs:
  - Each Province is responsible for any costs incurred for elections held within their province (revised 1996)
- 1996
  - Reasonable costs of Provincial Elections of Directors to be paid by CADORA Inc.
  - The proposal for centralized collection of Membership Fees was voted down in favour of maintaining collection of Fees at local group level.
  - Late Member renewal charge (\$10.00) instituted, new members exempted.
  - Revised 1994 policy on Voting Procedures for incoming/outgoing directors
    - 1) Outgoing directors may vote at the Pre-AGM meetings in person or by proxy to their regional Vice-President.
    - 2) Incoming directors may vote at the CNDC meeting(s) and any meetings subsequent to the AGM.
  - Only incoming directors may receive funding to travel to AGM's.

<b>SECTION:</b> Administration and Organization	<b>INDEX NO:</b> 2-A-1
<b>SUBJECT:</b> Elections, Election Criteria & Deadlines	<b>ISSUE DATE:</b>

## **CADORA INC.**

It is the responsibility of any person intending to run for office to acquaint themselves thoroughly and well in advance with the history, procedures, and deadline dates associated with CADORA Inc.

Those intending to take office on The CADORA Inc. Board of Directors should keep in mind that once elected, they owe allegiance to the company known as CADORA Inc. and will no longer represent just the interests of their own province or local group.

Concerns are addressed on a national basis, and decisions reached must benefit the majority from coast to coast which frequently results in compromises being necessary, based upon due consideration of all of the problems in all of the regions but always for the overall future good of the sport.

Should anyone have questions or notice procedural omissions, contact a standing member of the CADORA Inc. Board for clarification and/or guidance, well prior to the outlined deadlines.

## **ELECTION PROCEDURES**

CADORA Inc's by-laws provide for yearly elections, undertaken by each of the provinces.

When an election is required, it should be conducted in full conformity with any and all conditions laid down in the by-laws. All nominees must be aware of, and agreeable to, being nominated.

Votes by ballot provide freedom of choice and avoid the possibility of personality conflict. Ballots are prepared as soon as the nominations close, and contain only such information as is necessary to identify each nominee, with space for marking of an X opposite each name. Biographies may be included at the discretion of each nominee.

### **Voters:**

Ballots are distributed by mail to those senior members of the province in question who have joined CADORA Inc. by April 1 of the voting year.

Arrangements must be made for the returned marked ballots to be received unopened by the returning officer and retained wholly in their control until passed to the scrutineers.

### **Scrutineers:**

A few (3) fair and impartial persons who do not intend to run for any office, are appointed (in each province) as scrutineers of the ballots. Their responsibility is to open the sealed ballots, decide the acceptability of the ballots cast, reject those improperly marked, tally the votes, and deliver a signed report of the results of the balloting to the returning officer who will forward it to the Honorary Secretary or such other official as may be designated to receive it.

### **Results by plurality:**

Those receiving the largest number of votes, by whatever margin, win.



<b>SECTION:</b> Administration and Organization	<b>INDEX NO:</b> 2-A-1
<b>SUBJECT:</b> Election Criteria & Deadlines	<b>ISSUE DATE:</b>

## ELECTION CRITERIA & DEADLINES

Directors of CADORA Inc. are elected from the provinces by senior voting members in good standing, of that province, who have joined CADORA Inc. prior to April 1st.

### NOMINATION PROCEDURE FOR DIRECTORS:

Before being elected, each director must be nominated by a senior voting member in good standing supported by three senior members in good standing, none of whom intends to run for any office.

It is the responsibility of the person being nominated to:

- 1) Oversee that the nomination form is correctly completed (see page 31)
- 2) Ensure that those signing are all current members in good standing.
- 3) Ensure that deadline dates are adhered to (see below)
- 4) Forward the completed nomination form to the returning officer by the deadline dates (see Returning Officer duties page 43).
- 5) Submit a short biography with Nomination Form (voluntary).

Each province is entitled to one director per one hundred members in that province to a maximum of five directors. Results of these elections are announced prior to the Annual General Meeting.

Key dates in the election process are as follows:

- May 1 - A Returning Officer is appointed in each province to receive nominations.
  - Name and address of each officer, locations, dates, election process or deadlines, a blank nomination form are published in June Issue of CADORA INK.
- August 1 - Nominations for directors for each province must be received by the returning officer.
  - When there are insufficient nominations to call an election, the nominated director(s) shall be acclaimed.
  - Nominations are printed in the September issue of *CADORA INK* and those acclaimed informed immediately.
- August 15 - If an election is called for in any province, the returning officer mails out election ballots to all senior voting members in their provinces, using labels provided by CADORA Inc.
- October 1 - Returning officers in each province must have received completed election ballots. Ballots must remain sealed until opened in the presence of the returning officer by the scrutineers.
  - Returning officers notify the Honorary Secretary of the results of the election AND ALL THOSE ELECTED. Results are announced at the A.G.M. and printed in the December issue of *CADORA Ink*.

<b>SECTION:</b> Administration and Organization	<b>INDEX NO:</b> 2-A-4
<b>SUBJECT:</b> Elections Procedures	<b>ISSUE DATE:</b>

**YEARLY ELECTIONS:**

It was recommended some years ago by our then legal advisor, Alan Mintz, that elections be held on a yearly basis to ensure that:

- 1) Persons desiring to run for office may have the opportunity of being elected on a yearly basis.
- 2) Those who do not wish to extend service beyond one year may retire without official action.
- 3) Election procedures and records are kept simple.

As a matter of record, since CADORA's inception in 1969, under this system of yearly elections, all candidates for office have been elected/returned by acclamation, except for the occasions cited on page 23.

All candidates who wished to run for office have been able to avail themselves of the opportunity.

Point 2 above has been taken advantage of on numerous occasions over the same time frame.

For further information on practices and procedures at public assemblies, meetings and conventions refer to:

1. Roberts Rules of Order  
by General Henry M. Robert  
Published by: Coles Publishing Co.
2. Bourinot's Rules of Order  
Geoffrey H. Stanford  
McClelland & Stewart

<b>SECTION:</b> Administration and Organizations	<b>INDEX NO:</b> 2-A-2
<b>SUBJECT:</b> Annual General Meeting	<b>ISSUE DATE:</b>

Hosting of an ANNUAL GENERAL MEETING - Organizational Guidelines:

1. Book suitable hotel/motel and arrange for “conference” rates for approximately 20 to 30 rooms for visiting directors and out of town members/executives.
2. Book Conference rooms as follows (with no more than coffee, tea, juice and muffins):
  - a) Friday (board room)
    - 6:30pm - 8:30pm Pre AGM
    - 8:30pm to 10:30pm Policies & Procedures Meeting (if required)
    - 15 people (approx.)
    - Light refreshments
  - b) Saturday
    - 8:30am - 12:00 noon TBA
    - Light refreshments
  - c) Saturday (theatre)
    - 1:30 pm ANNUAL GENERAL MEETING:
    - 50+ people
    - Light refreshments (as required)
  - d) Sunday (board room)
    - 8.30am- 12:00noon Incoming Board of Directors’ Meeting
    - 1:00pm - 3:00pm Meeting continued (if required)
    - Continental breakfast

All meeting expenses will be assumed by CADORA INC. Whenever a hospitality suite is provided, it will automatically be occupied by the President of CADORA Inc. If there is any \$\$ charge for said suite, the cost will also be assumed by CADORA Inc.

All other expenses must be paid for on an individual basis, including any beverages (ie: cash bar), meals, phone etc.

ALL conference rooms should be “Board Room” type, with spectator seating arranged around the edge - EXCEPT for the Saturday afternoon AGM, which should be “theatre” type, with enough seating provided to accommodate the number of members visiting and anticipated from the area.

3. Arrange some social activity/get together for Saturday evening, so that Directors/out of town members and local members may become acquainted. NB: Each participant to assume own cost.
4. Arrange for a contact person to indicate modes of transport to/from Airports, bus depot etc. for visiting directors, executives, and members from out of town.
5. Ensure that all invoicing/billing from the hotel/motel is directed to the current national Treasurer for settlement.
6. Forward all pertinent information regarding the hotel/motel for publication in June issue of CADORA INK (Deadline June 1) ie.: Hotel name and address, phone number, room rates single, double etc.

<b>SECTION:</b> Administration and Organizations	<b>INDEX NO:</b> 2-A-2
<b>SUBJECT:</b> Annual General Meeting	<b>ISSUE DATE:</b>

7. Meeting attendees from out of town/province will be arriving from noon onwards on the preceding Thursday. Most visitors would welcome “seeing the area”. Depending on individual travel schedules, visitors would be “free” Thursday afternoon and possibly Sunday afternoon.
8. Any province/group who wishes to host an AGM should contact the President, Honorary Secretary and/or Director of Meetings.
9. Other than local activities arranged by a CADORA group, all meeting expenses pertaining to the CADORA Inc. AGM will be assumed by CADORA Inc.

**VOTING PROCEDURES for AGM’s (voice, show of hands, standing vote, ballot and mailed ballot):**

1. By show of hands: Those for and against are asked in turn to raise their right hand. The hands are counted, result announced and motion declared carried or defeated.
2.
  - a) By ballot: Voting by ballot should provide absolute freedom of choice and secrecy and avoid the possibility of personality conflict. Ballots must be prepared in advance (see sample in PPM, page 33) and must contain information as is necessary to identify each nominee and nominator.
  - b) Provincial elections by mailed ballot: Provincial elections should be conducted in full conformity with any and all conditions laid down by CADORA Inc. and in accordance with known Rules of Order (Roberts/Bourinot).

When an election within a province is required (more than the allowable number of reps is nominated), ballots are mailed by the province’s returning officer to each and every voting member of the province concerned (upon request a list of and labels for eligible voting members is provided by the current Membership Secretary of CADORA Inc.). It is recommended that a brief profile and description of the platform of each nominee be included with the mailed ballots.

**ANNUAL GENERAL MEETING**

- A. Local AGM hosts should arrange for a phone committee to remind/inform all members of local groups to attend the meeting held on their “home ground”, and to ensure that they fully understand their meeting “rights” and procedures.

<b>SECTION:</b> Administration and Organizations	<b>INDEX NO:</b> 2-A-2
<b>SUBJECT:</b> Annual General Meeting	<b>ISSUE DATE:</b>

B. Proxy/Election/Scrutineer Procedures:

Whenever voting is required:

1. National list of eligible voting members is provided by Honorary Secretary of CADORA Inc. Members not listed cannot vote and do not receive a ballot.
  - a) Every member present is checked against this list.
  - b) Each eligible voting member is given a ballot.
2. PROXIES:
  - a) Each proxy is checked for proper completion
  - b) Each proxy is checked against the list for eligibility.
  - c) The # of eligible proxies is written on the member's ballot before handing it to him/her.

SCRUTINEERS:

Counting votes, any form or election

- a) Three (3) scrutineers, who are members in good standing, and do not intend to run for any office themselves, are appointed.
- b) They receive the sealed ballots from the returning officer.
- c) All three must be persons impartial to subjects under vote. They must decide the acceptability of the ballots, reject those improperly marked, tally the votes and deliver a signed/sealed report of the result to the returning officer who informs the President of the results.

CADORA INC. RECOMMENDATION:

It is recommended that all motions be submitted in writing and the final version be approved by the mover prior to being put to a final vote.

<b>SECTION:</b> Administration and Organizations	<b>INDEX NO:</b> 2-A-2
<b>SUBJECT:</b> Annual General Meeting	<b>ISSUE DATE:</b>

All members should feel free to contact any National Director for any reason. If someone has a concern and would like it added to the agenda at the Annual General Meeting, send it to the director of your choice. If you will not be attending in person and are a senior voting member, submit your proxy.

**SAMPLE**

### CADORA INC. ANNUAL GENERAL MEETING

Hotel Name, Address, City, Province  
 Saturday, Date, Year – 1:30 p.m.

#### AGENDA

1. Call to Order  
 Report of Attendance (Quorum)
2. Notice of Meeting  
 (duly constituted as Notice properly circulated)
3. Approval of Minutes:
  - Minutes from 20??
  - Business arising from 20?? Minutes
4. President’s Report
5. Vice President’s Reports:
 

Pacific – Name	Western – Name	Eastern – Name	Atlantic – Name
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6. Treasurer’s Report:
  - Financial status/Budgets
  - Appointment of Auditors
7. Honorary Secretary’s Report
  - Policies & Procedures
  - Vote on any By-Law revisions
8. Committee Reports
  - CADORA INK
  - Awards
  - Omnibus
  - Education:
    - a. Junior/Young Rider Report
    - b. CADORA Coaching Sponsorship Report(s)
  - Other Reports
9. Open Forum:
  - Questions from the floor
  - Discussion of members issues and concerns
10. New/other business
11. Next Meeting
12. Adjournment

**SAMPLE**

Please complete the form below, detach, and send to the Returning Officer for your province. Include a resumé about your nominee.  
*Prière de remplir le formulaire ci-dessous, le détacher et le faire parvenir au directeur de scrutin de votre province. Inclure un résumé pour votre nomination.*



**CADORA INC.**

**Nomination Form - *Formulaire de Nomination*  
 for Directors *pour Directeurs***

Please print — *lettres moulés*

I, the undersigned, do nominate  
*Je soussigné(e) présente la nomination de:*

Name (*nom*) .....

Address (*adresse*) .....

Telephone (*numéro de téléphone*) .....

Senior Member of (*membre senior du Groupe CADORA*) .....

CADORA group to represent the Province of (*pour représenter la province de*)  
 ....., as a Director of the 20\_\_ CADORA Inc., Board of  
 Directors (*à titre du directeur au Conseil d'administration de L'Associé CADORA INC. pour l'année*  
 20\_\_.)

Signed (*signé*) .....

Name (*nom*) .....

Address (*adresse*) .....

Tel. .... Group (*affilié au group*) .....

We, the undersigned, support this nomination  
*(Nous soussignés appuyons cette nomination)*

Name (*nom*) ..... Tel. ....

Address (*adresse*) .....

Group (*affilié au group*) ..... Signed (*signé*) .....

Name (*nom*) ..... Tel. ....

Address (*adresse*) .....

Group (*affilié au group*) ..... Signed (*signé*) .....

Name (*nom*) ..... Tel. ....

Address (*adresse*) .....

Group (*affilié au group*) ..... Signed (*signé*) .....

THIS FORM MUST BE FULLY COMPLETED FOR THE NOMINATION TO BE VALID.  
 CETTE NOMINATION NE SERA VALIDE QUE SI LE FORMULAIRE EST REMPLI EN ENTIER.

**TO RETURNING OFFICERS:** Forward the original and the resumé to the Honorary Secretary of CADORA Inc by the third week of August.



**CADORA INC.**

CANADIAN DRESSAGE OWNERS AND RIDERS ASSOCIATION

**P R O X Y**

The undersigned member of the Canadian Dressage Owners and Riders Association (CADORA Inc.) hereby appoints \_\_\_\_\_, who is also a recognized member of CADORA Inc. as proxy of the undersigned member, or failing that person, \_\_\_\_\_ to attend, act, and vote for or on behalf of the Undersigned Member at the \_\_\_\_\_ Meeting of the Members of CADORA Inc. to be held on \_\_\_\_\_ at \_\_\_\_\_  
(specify date and time) (specify location, including street address)

or at any adjournment thereof with the same powers if the Undersigned Member were present at the Meeting.

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 20 \_\_\_\_.

\_\_\_\_\_  
(Witness) (Signature of Member)

\_\_\_\_\_  
(Printed Name of Witness) (Printed Name of Member)

This proxy is null and void, unless properly completed and signed.

Proxies to be mailed to the Honorary Secretary of CADORA Inc. at \_\_\_\_\_  
(specify name and address)

or are to be in the hands of the Meetings' Director no later than sixty minutes before the scheduled start of the meeting. (See By-Law Sec. 31)





<b>SECTION:</b> Administration and Organization	<b>INDEX NO:</b> 2-A-4
<b>SUBJECT:</b> Yearly Elections/AGM Locations	<b>ISSUE DATE:</b>

### LOCATIONS OF ANNUAL GENERAL MEETINGS

1969 - 1987	Toronto, ON	2005	Kingston, ON
1988	Victoria, BC	2006	Calgary, AB
1989	Saskatoon, SK	2007	Hamilton, ON
1990	Quebec City, QC	2008	Vernon, BC
1991	Fredericton, NB	2009	Hamilton, ON
1992	Winnipeg, MB	2010	Arnprior, ON
1993	Calgary, AB	2011	Victoria, BC
1994	Truro, NS	2012	Vankleek Hill, ON
1995	Toronto, ON	2013	Kamloops, BC
1996	Ottawa, ON	2014	Kamloops, BC
1997	Vancouver , BC	2015	Vankleek Hill, ON
1998	Edmonton, AB	2016	Victoria, BC
1999	Montreal, QC	2017	Montreal, QC
2000	Calgary, AB		
2001	Hamilton, ON		
2002	Victoria, BC		
2003	London, ON		
2004	Victoria, BC		

<b>SECTION:</b> Administration	<b>INDEX NO:</b> 2-B-4
<b>SUBJECT:</b> General	<b>ISSUE DATE:</b>

## **DUTIES AND OBLIGATIONS OF THE BOARD OF DIRECTORS**

When supervising the management of the business and affairs of the corporation, the director is under a duty to:

- (1) act honestly and in good faith with a view to the best interest of the corporation;
- (2) exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
- (3) avoid conflicts of interest;
- (4) give up any profit or benefit personally received due to his/her position as director to the corporation;
- (5) account for money received in exchange for not exercising the corporation's legal rights;
- (6) account for profits received from taking advantage of a business opportunity had or sought by the corporation;
- (7) attend directors' meetings

## **CASH RESERVES FOR FINANCIAL SECURITY**

It is not uncommon for not-for-profit associations to build towards financial reserves totalling six months' to one year's operating expenditures. This philosophy allows the organization time to adjust to funding changes as necessary. These financial reserves are usually invested quite conservatively as the funds have a purpose of security and are invested accordingly. In some cases amounts held in reserve were required to be held in accounts that were government insured to \$60,000. (BDO Dunwoody)

<b>SECTION:</b> Administration and Organization	<b>INDEX NO:</b> 2-B-1
<b>SUBJECT:</b> General	<b>ISSUE DATE:</b>

## DISPUTES

- a) Between members of the Board of Directors:  
Where disputes, disagreements, differences of opinion arise amongst members of the CADORA Inc. Board of Directors, all members of the Board shall be informed by the President of said disputes, disagreements, differences of opinion, and these will be kept within the board until satisfactorily resolved in the opinion of a majority of the Board.  
Furthermore, nothing will be printed in publications, except by majority vote of the whole board.
- b) Between CADORA Inc. Board and other CADORA executives, committees etc.  
All members of the Board shall be kept informed by the President of a communal resolution sought. Should no resolve be reached, official legal advice should be sought.
- c) Between CADORA Inc. and outside factions:  
Official legal advice should be sought.

## CONFLICT OF INTEREST GUIDELINES

Officers of the Association shall not conduct Association business with any other business in which they have an actual or perceived financial interest that may influence or appear to influence the conduct of their official duties unless such actual and perceived financial interest is fully disclosed to the membership and is approved by a majority of the executive.

1. A person shall act in what he or she believes to be the best interest of CADORA and its members and perform official duties in such a manner that the confidence of the membership and public, and trust in the integrity, objectivity and impartiality of CADORA is conserved and enhanced.
2. A person shall arrange private affairs and behave in such a manner that will prevent real, potential or perceived conflicts of interest from arising.
3. A person is considered to be in conflict if that person or his/her family (as defined in Article A239 of Section A of the CEF General Regulations 1993) is directly involved in an issue under discussion, or is associated with it in a substantive way, or stands to benefit from a decision. A person includes any person, corporation or entity associated with him or her (as defined under the Income Tax Act).
4. A person shall not knowingly take advantage of, or benefit from information obtained in the course of official duties and responsibilities, which is not generally available to the membership or public.
5. A person shall not accept transfers of economic benefit other than customary hospitality, incidental gifts or other benefits of nominal value.
6. Any conflict shall be disclosed to the appropriate level at the earliest stage possible: Board members to the President and other Board members; committee members to the committee chair; chairs of committees to the President; President to the Board. Where appropriate or when requested by any member, conflicts will be recorded in writing. Resolution of the conflict of interest will be discussed with the Chair, President, Executive Director and/or Board responsible for making the final decision.
7. In the event of disagreement, either party may request a secret vote by the Board or committee in question, with a majority vote to rule on whether there is a conflict and its resolution.
8. In every case, resolution will require the person in conflict to withdraw entirely, withdraw from the room during discussion, or refrain from taking part in the discussion. The person in conflict must abstain from voting on the issue in question.
9. The underlying principle to resolution is that conflict between private and CADORA interests shall be resolved in the favour of CADORA.

<b>SECTION:</b> Position Description	<b>INDEX NO:</b> 2-D-1
<b>SUBJECT:</b> Executive	<b>ISSUE DATE:</b>

**President: Section 22 By-Law No. 1**

22. *The President shall be the chief executive officer of the Corporation. He/she shall preside at all meetings of the Corporation and of the Board of Directors whenever possible. He/she shall have the general and active management of the business of the Corporation. He/she shall see that all orders and resolutions of the Board are carried into effect and he/she or the Senior Vice-President with the Honorary Secretary or other officer appointed by the Board for the purpose, shall sign all by-laws and other documents requiring the signature of the officers of the Corporation. The President shall be Ex-Officio member of all committees.*

- The President is responsible for ensuring that the Corporation's affairs are in order and that all members of the Executive are fulfilling their roles to expedite Corporation business. Regular contact with other directors will be maintained.

Further, the President shall:

1. call Executive and Directors' meetings as needed
2. chair all meetings including the A.G.M.
3. ensure that all meetings are run in accordance with by-laws
4. when required, appoint a representative to sit on all sub-committees
5. approve/disapprove all expenditures in accordance with guidelines established by the Board
6. act as a conduit of information
7. plan, guide and implement the wishes of the membership via its elected directors
8. ensure that Executive members who retire from the Executive or who are asked to vacate their positions are replaced
9. submit budgets for every activity undertaken in advance, for review by the Executive
10. be responsible through his or her Treasurer for applications for national funding
11. under no circumstances make unilateral decisions without consultation with the Executive and/or Board.
12. be responsible for final acceptance of resignations

<b>SECTION:</b> Position Description	<b>INDEX NO:</b> 2-D-2
<b>SUBJECT:</b> Executive	<b>ISSUE DATE:</b>

**Senior (First) Vice President:** Section 23 By-Law No. 1

23. *It is the responsibility of the President to designate one of the Vice-Presidents as Senior Vice-President, who shall, in the absence or disability of the President, perform the duties and exercise the power of the President, shall perform such other duties as shall from time to time be imposed upon him/her by the Board.*

**Vice Presidents:**

- Atlantic Vice-President: New Brunswick, Prince Edward Island, Nova Scotia, Newfoundland/Labrador
- Eastern Vice-President: Quebec & Ontario
- Western Vice-President: Alberta, Manitoba, Saskatchewan, Northwest Territories
- Pacific Vice-President: British Columbia, Yukon

**The Vice-Presidents shall:**

1. liaise between the President and regions with prior consultation and/or the agreement of the Board.
2. ensure nomination procedures are carried out by deadlines for election of directors.

<b>SECTION:</b> Position Description	<b>INDEX NO:</b> 2-D-3
<b>SUBJECT:</b> Executive	<b>ISSUE DATE:</b>

***The Honorary Secretary:*** Section 25.A By-Law No. 1

*25.A The Honorary Secretary, or his/her delegate, shall attend all sessions of the Board and all meetings of the members. He/she shall be custodian of the seal of the Corporation, which he/she shall deliver only when authorized by a resolution of the Board to do so and to such person(s) as may be named in the resolution. He/she shall also be custodian of the Official Records of the Corporation.*

Official Records of the Corporation: Minutes, Financial Statements, Records of Voting Sessions, Corporation proceedings, Policies & Procedures.

Further, the Honorary Secretary shall:

1. co-ordinate the review, development and updating of CADORA Policies and Procedures Manual with assistance of other Directors.
2. gather information related to the above.
3. disseminate information relevant to policies and procedures for the purpose of feedback.
4. distribute new and revised *CADORA Policies and Procedures Manual* to Cadora groups and directors.
5. contact liaison person for members wishing to initiate policy changes or query policy meaning or intent.

<b>SECTION:</b> Position Description	<b>INDEX NO:</b> 2-D-4
<b>SUBJECT:</b> Executive	<b>ISSUE DATE:</b>

**Treasurer:** Section 24 By-law #1

24. *The Treasurer shall have the custody of the corporation funds and securities and shall keep full and accurate accounts of receipts and disbursements in books belonging to the Corporation and shall deposit all moneys and other valuable effects in the name and to the credit of the Corporation, and in such depositories as may be designated by the Board of Directors from time to time. He/she shall disburse the funds of the Corporation as may be ordered by the Board, taking proper vouchers for such disbursements, and shall render to the President and Directors at the regular meeting of the Board, or whenever they may require it, an account of all his/her transactions as Treasurer, and of the financial position of the Corporation. He/she shall also perform such other duties as may from time to time be determined by the Board. He/she shall, if required by the Board of Directors, give the Corporation a bond in a sum, and with one or more sureties satisfactory to the Board for the faithful performance of the duties of his/her office, and for the restoration to the Corporation in case of his/her death, resignation, retirement or removal from office, of all books, papers, vouchers, money and other property of whatever kind in his/her possession or under his/her control belonging to the Corporation.*

Further, the Treasurer shall:

1. have a good understanding of basic accounting procedures and a sound knowledge of computers and the support software available on the market specific to accounting requirements.
2. have custody of the Amateur Sport Tax Number accorded by Revenue Canada to the Corporation, issues cheques and tax receipts to sponsored show/event organizers.
3. ensure that financial statements and income tax returns are duly completed and issued within appropriate time frames, both for the membership and Revenue Canada.
4. prepares financial reports for AGM's and as required at other times.
5. ensure payment for publications.
6. prepare and provide budgets for the Corporation and other institutions.
7. prepare travel & administration expenses.
8. administer the Designated Development Fund
9. receive memberships from local groups, enter them into the records (computer), ensure that all membership records are maintained up-to-date at all times, provide supplies and statistics to the Board of Directors and the membership upon request, and issue labels for CADORA publications, and as required.



<b>SECTION:</b> Position Description	<b>INDEX NO:</b> 2-E-1
<b>SUBJECT:</b> Board Members	<b>ISSUE DATE:</b>

**Director of Meetings:** Section 25.B By-Law No. 1

*25.B The Director of Meetings shall act as clerk and record all votes and minutes of all proceedings in the books to be kept for that purpose. He/she shall give or cause to be given notice of all meetings of the members and of the Board of Directors, and shall perform such other duties as may be prescribed by the President and/or Board of Directors, under whose supervision he/she shall be.*

The Director of Meetings shall be a member of the Board appointed by the Board of Directors. He/she will co-ordinate and execute Annual General Meeting procedures upon the request of the President:

Further, the Director of Meetings shall:

1. contact provincial groups for the name of the returning officer for each region. This must be completed by May 1st so that names of returning officers can be published in the June issue of *CADORA Ink*.
2. when requested, acquire from the national Treasurer/membership office a list of eligible voting members by region and forward to the appropriate returning officer.
3. ensure the following is published in June issue of *CADORA Ink*:
  - a) notice of Annual General Meeting listing date, place and time
  - b) list of returning officers with addresses and telephone numbers
  - c) nomination form for members to nominate members to the Board of Directors. Indicate where completed forms are to be returned.
  - d) include excerpt from the By-Law which details election procedures.
  - e) key dates by which various elections forms are to be completed and returned to the returning officers i.e.:
    - nomination forms due by Aug. 1
    - election ballots due by Oct. 1st
    - proxies due by Oct. 1 if mailed.
or alternately, must be in the hands of the Honorary Secretary or Director of Meetings one hour prior to the start of the Annual General Meeting.
4. follow-up with each returning officer to
  - a) ensure nomination forms are received by returning officer by Aug. 1.
  - b) in case of an election, ensure returning officers have election ballots mailed to eligible voting members by August 30th.
  - c) after Oct. 1, obtain results of the election and prepare report to be presented at the Annual General Meeting. Inform those elected and INK editor.
5. attend the Annual General Meeting, Executive and Board of Directors' meetings to record, type and mail minutes.

<b>SECTION:</b> Position Description	<b>INDEX NO:</b> 2-E-2
<b>SUBJECT:</b> Board Members	<b>ISSUE DATE:</b>

***Directors:***

The Directors are elected by the members in each province.

To qualify for directorship, the individual is required to be a senior member in good standing of CADORA Inc. It is recommended that newly-elected directors be thoroughly familiar with the contents of this Policies and Procedures Manual prior to attending any AGM/meetings so that a working knowledge of the background of established policies and procedures is acquired.

Directors are elected annually for a period of one year and are eligible for re-election annually. Vacancies may be filled for an unexpired term on the board from senior members in good standing.

Directors act and vote as a board, and a decision made by the board at a duly constituted meeting binds the board and the Corporation.

An individual director has no authority to act unilaterally nor as an agent of the Corporation unless specific powers have been delegated to him or her.

The Directors may enact by-laws, subject to the approval of the members, with which it is their duty to ensure compliance.

The Directors elect the Corporation's President and elect or appoint members of the Executive.

The Directors shall promote the development of dressage throughout Canada, as well as within their home community and surrounding area and shall encourage the co-ordination of clinics and competitions in their area.

The Directors shall receive assistance, as requested, from the Executive or other individual directors in the promotion of dressage.

The Directors shall report on their area to the Board of Directors and the President and provide information for the national newsletter.

To qualify for travel funding, Directors must be present at ALL scheduled meetings.

Directors who cannot be present for any Annual/Special General Meetings of CADORA Inc. must inform the Honorary Secretary of the Corporation at least one week prior to any scheduled meeting. Said Director should ensure that a written report outlining his/her province's specific concerns, and his/her duly completed proxy form is forwarded in time to their regional Vice-President, who will represent their interests throughout the meetings. Should this Vice-President be unavailable, reports and proxies should be sent directly to the President of CADORA Inc.

Any Director who steps down mid-term must do so by delivering a written resignation to the President of the Corporation, who will ensure it is submitted into the official records of the Corporation (via the Honorary Secretary).

Only the CADORA Inc. Board of Directors may fill any such vacancy (with a senior member in good standing from the province in which the vacancy occurred) should such replacement be deemed necessary.

<b>SECTION:</b> Position Description	<b>INDEX NO:</b> 2-E-3
<b>SUBJECT:</b> Officers	<b>ISSUE DATE:</b>

**Returning Officer:** (see page 17 of this manual Sections 9.2A to 9.2C)

Criteria:

- Must be a senior member in good standing.
- Must not intend to run for any office.
- Is appointed by the President of CADORA Inc. via the CADORA Inc. Director of Meetings, by May 1st of each current year.

Further, a returning officer shall:

1. receive nominations of directors for his/her own province by August 1st
2. when more valid nominations than the number listed for that province are received, advise that an election must be called.
3. check the validity of each nomination with the Honorary Secretary. (Nominee for director must have joined CADORA on or before April 1. Nominators and seconders must all be current members in good standing, (but may have joined later than April 1)).
4. ensure that nomination papers have been received on or before August 1st
5. when an election is necessary, send out by August 15 to all senior members joined prior to April 1, ballots listing all valid nominations. The ballot shall indicate the number of directors that may be elected by that province based upon the number of members in good standing in that province. Mailing labels of voting members are available from the Honorary Secretary of CADORA Inc.
6. receive completed ballots from voting members by October 1.
7. maintain all ballots sealed until delivered to scrutineers.
8. send the results of any election or acclamation to the President of CADORA Inc., with a copy to the Honorary Secretary, the Director of Meetings, and the Editor of *INK*
9. immediately inform the directors concerned
10. send original nomination forms to the Honorary Secretary to be maintained in CADORA Inc. permanent records.

**Scrutineers (or Tellers):**

1. must be persons impartial to subjects under vote
2. must not intend to run for any office
3. on the appointed date, receive sealed ballots from the returning officer
4. open the sealed ballots in the presence of the returning officer
5. decide the acceptability of the ballots cast, reject those improperly marked, tally the votes, and deliver a signed report of the result of the balloting to the returning officer of the province in question.

<b>SECTION:</b> Administration	<b>INDEX NO:</b> 2-D-3
<b>SUBJECT:</b> The Fund	<b>ISSUE DATE:</b>

***DESIGNATED DEVELOPMENT FUND***

Resolutions of the Board of Directors

WHEREAS two of the objectives of the Corporation are to foster and encourage interest and participation in dressage riding and the ownership of dressage horses;

AND WHEREAS the said objectives can be furthered by providing monies and funding to support the training, transportation, lodging and coaching for deserving dressage riders and their dressage horses;

AND WHEREAS to further the said objectives, the Corporation wishes to create a Designated Development Fund for long-listed Canadian riders;

AND WHEREAS the Corporation wishes to accept donations to support its objectives;

AND WHEREAS the Corporation is a registered Canadian amateur athletic association;

AND WHEREAS the Corporation is empowered to issue charitable donation receipts;

NOW THEREFORE BE IT RESOLVED THAT:

1. The Corporation establish the CADORA Designated Development Fund (the "Fund"), which Fund shall be governed by the following regulations:
  - a) To qualify for the Fund, a dressage rider must be a member of an affiliated CADORA group or organization and be long-listed (a "Qualified Rider").
  - b) A Qualified Rider may apply to the Corporation to support or reimburse such rider for air or land travel or transportation costs for the rider and the rider's horse(s) from the rider's usual place of residence to a regular show or to a training establishment, for insurance for the horse(s), for coaching, for board, for lodging, for training, for meals, for veterinarian fees and for regular show entry fees.
  - c) A Qualified Rider shall submit an application for such support or reimbursement (evidenced by receipts) to the Honourary Secretary of the Corporation.
  - d) The decision of the Executive of the Corporation as to which Qualified Rider shall be entitled to such support or reimbursement from the Fund shall be final and there shall be no appeal therefrom.
  - e) The Corporation may pay such support or reimbursement to a Qualified Rider in a lump sum or in a series of payments.
2. The Corporation be authorized to raise funds to support the Fund by requesting donations from persons (as that term is defined under the Income Tax Act, Canada (the "Act") and to issue charitable donation receipts to such persons pursuant to the Act.

The foregoing resolutions are hereby passed and consented to by all of the directors of CADORA INC. pursuant to the provisions of the Canada Corporations Act, as evidenced by their signature hereto.

DATED the 9th day of August, 1991.

<b>SECTION:</b> Administration	<b>INDEX NO:</b> 2-B-4
<b>SUBJECT:</b> Financial	<b>ISSUE DATE:</b>


**DESIGNATED DEVELOPMENT FUND**

The Board of Directors of CADORA Inc. has passed a resolution establishing a CADORA Designated Development Fund (the "Fund"). This Fund is available for qualified long-listed dressage riders to apply for grants for horse-related operating expenses. Donations can be made to the Fund through CADORA Inc. Charitable donation receipts will be issued to the donors by CADORA Inc. Riders may apply for funding through CADORA Inc. A fee may be required by CADORA Inc. to open and maintain a file for each rider. In order to qualify for funding, the expenses should be of a significant amount, i.e. to cover travel, training and showing costs in Canada, the United States or Europe. To qualify for an allowable tax deduction, a donation should be made by an "arm's length" person or company, i.e. someone not related to a rider who is applying for funding. The decision of the Board of Directors of CADORA Inc. as to which qualified riders shall be entitled to funding is final. Anyone interested in making a charitable donation should contact the current CADORA Inc. Treasurer.

**Sources of Financial Assistance and or Donations:**

- Government agencies via Equine Canada
- Provincial Grants
- Corporate Funding
- Private Sector Business
- Personal Donations

CADORA Amateur Sport Tax Receipt: **SAMPLE**

	<b>CADORA Inc.</b>	
Receipt #: _____	Date: _____	
Received From: _____		
		100 Dollars
For: _____		
OFFICIAL RECEIPT for Income Tax purposes: Donation CANADIAN AMATEUR ATHLETIC ASSOCIATION #0495648-80-10		
\$ _____	_____ Treasurer, CADORA Inc.	

<b>SECTION:</b> Administration	<b>INDEX NO:</b> 2-D-3
<b>SUBJECT:</b> Amateur Sport Tax Receipts	<b>ISSUE DATE:</b>

***Revenue Canada Taxation:***

Canadian Amateur Athletic Associations

**CADORA Inc.** Registration Number: 0495648-80-10 Effective Date: Jan. 1, 1981

The above-named association has duly filed an application for registration as a “Registered Canadian Amateur Athletic Association” within the meaning of the Income Tax Act. The effective date was January 1981.

Donations made to the association on or after the effective date may be claimed as a deduction by the donors in computing their taxable income in accordance with and to the extent provided by Paragraph 110(1)(a) of the Income Tax Act if substantiated by a receipt containing all the information required by part XXXV of the Income Tax Regulations.

It is understood that the present registration will only remain valid so long as the association continues to fulfill the requirements of the Income Tax Act and the Income Tax Regulations in respect of registered Canadian Amateur Athletic Associations.

The Registration may be revoked if:

A Registered Canadian Amateur Athletic Association

- (a) applies to the minister in writing for revocation of its registration.
- (b) ceases to comply with the requirements of the Act for its registration as such.
- (c) fails to file an information return as and when required under the Act or a regulation.
- (d) issues a receipt for a gift or donation otherwise than in accordance with the Act and the Regulations or that contains false information.
- (e) fails to comply with or contravenes Sections 230 or 231, or accepts a gift or donation the granting of which was expressly or impliedly conditional upon the association making a gift or donation to another person, club, society or association.

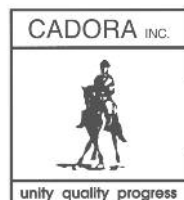
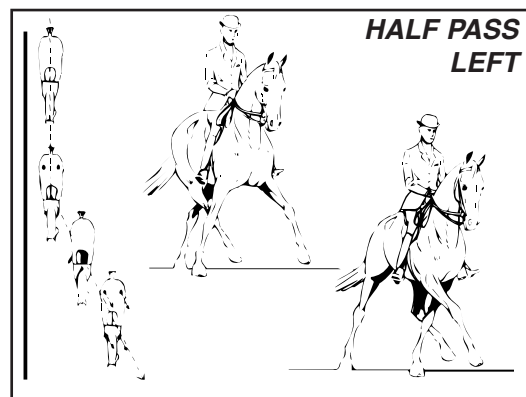
**Procedure for CADORA Inc. Amateur Sport Tax Receipts:**

Available only for Development Fund/sponsorships/donations. Tax receipts are not available for advertising. Every donation that requires a tax receipt is a donation to the company known as CADORA Inc. Receipts are made out to signee/donor only.

1. For monetary donations, a sponsor’s cheque must be made payable to CADORA Inc.
2. For donations in kind, donors must provide a letter, in duplicate, from a reputable business stating the fair market value of the item being donated.
  - mail complete sponsor information and sponsor cheque(s) or letter to CADORA Inc. Treasurer
  - sponsor cheques will be processed through CADORA Inc. bank account
  - complete funds and all individual tax receipts will be returned to the sender for distribution

# *DRESSAGE...*

*The Training Aid,  
The Sport,  
The Art.*



**CANADIAN  
DRESSAGE  
OWNERS' &  
RIDERS'  
ASSOCIATION INC.**

**LOCAL GROUP:**

Details of this pamphlet can be found on pp 131/132 of this manual.  
A copy of this pamphlet for reproduction can be obtained from  
CADORA Inc. free of charge.

<b>SECTION:</b> Administration and Organization	<b>INDEX NO:</b> 2-B-1
<b>SUBJECT:</b> General	<b>ISSUE DATE:</b>

Liability Insurance Coverage for CADORA Inc. Directors

a) Commercial General Liability Insurance  
Premium \$1400.00 per year + \$15.00 PHA and 8% sales tax

b) Administrators' Liability insurance  
Premium \$700.00 per year + 8% sales tax  
(premiums subject to change annually)

It is also recommended that ALL members carry personal liability insurance covering all of the activities that they undertake relative to their owned horses.

Accounting: All financial records are open to the scrutiny of any member.

Cash Reserve, Corporate Funds, Securities & Valuable effects:

CADORA Inc. should maintain a healthy reserve at all times, in the form of GIC's or T bills. Furthermore, any funds during the year should be invested in said GIC's until required, interest being put toward development of CADORA's objectives.

Membership Fees: At each and every Annual General Meeting, the national portion of membership fees is reviewed/set for two years hence. National fees are announced yearly, (printed in September *CADORA INK*).

Membership Lists: It is CADORA Inc. policy that the national membership list/labels NOT be given out or sold. Those desirous to reach the CADORA Inc. membership should be encouraged to do so by advertising in *INK* and/or the Omnibus.

Audit: The members shall, at each AGM, appoint an auditor, whose remuneration shall be fixed by the Board of Directors, the auditor will perform an audit of the CADORA accounts and supply financial statements and tax returns as required on a yearly basis.

G.S.T: As a not-for-profit amateur sport association, CADORA does not collect GST. However, during the course of any business transactions, applicable GST is paid out, part of which may be recovered after an audit.

Charitable Donations: As a non-profit amateur sport association, CADORA has a charitable tax number. Registration Number: 0495648-80-10. See page 47 Revenue Canada Taxation for more details.

In Memoriam Donations: When a prominent personality who has been actively supportive of dressage passes away, flowers should automatically be sent on behalf of the membership of CADORA Inc. Should there be a specific request for "No flowers", and/or that donations be made to a "Charity of choice", a preset \$\$\$ amount may be sent following a vote of the CADORA Inc. Board of Directors at the next General Meeting or as per section 11.2 and 11.3 of CADORA Inc. By-Law 1.

Funerals (of prominent dressage personalities): Should it be deemed essential that CADORA be represented at special functions in honour of a dressage personality (ie: funerals), it is recommended that a locally based CADORA Inc. Director be designated by the Board to attend.

Any expenses which may be incurred for this representation must be pre-authorized as per CADORA Inc. Administrative travel policy, page 52 of this manual.

Any other attendance at such functions must be borne by the Director(s) on a personal basis. The current Treasurer of CADORA Inc. must be included in or kept informed of all financial deliberations/ decisions.



<b>SECTION:</b> Financial Administration	<b>INDEX NO:</b> 2-B-2
<b>SUBJECT:</b> Executive Travel	<b>ISSUE DATE:</b>

### ***CADORA Inc. Travel Policy***

**Administrative Travel:**

Pre-authorized travel for CADORA Inc. Directors on CADORA Inc. business will receive a travel allowance of .22 cents (twenty-two cents) per kilometre for distance travelled.

Pre-authorization means the signature of the President and the Treasurer of CADORA Inc.

Pre-authorized personal expenses incurred in promoting CADORA Inc. objectives and activities not otherwise provided for, are recoverable upon approval by the President and the Treasurer of CADORA Inc. Reimbursement will be made subject to substantiating receipts.

**A.G.M. Travel:**

The availability of funding for Directors to attend Annual General Meetings will be based upon current financial statements and seat sales. A yearly budget will be prepared for directors' travel expenses to the AGM based on the number of directors per province, site of the AGM and projected revenues, to be sent to the President by August of the current year. The decision to fund any make-up costs for travel, if required, will be the responsibility of each province. *(Policy implemented in 1995).*

Record of Travel Policies:

1. 1969 - 1986 (inclusive): All Directors paid their own way, including all travel, meals and accommodation.
2. 1987 - 1991: Directors attending the AGM were reimbursed a travel allowance of .10 cents (ten cents) per kilometer, based upon the chart of distances, (see following page), and assuming direct, one way travel.
3. 1992 - 1994: All AGM travel and accommodation expenses (excluding meals) were covered for all directors based upon pre-booked, charter/seat sale travel, hotel/motel double occupancy, parking/ground transportation to/from air-terminal, based upon bus fare.
4. 1995: CADORA provided air/ground transportation only at charter class fares, excluding parking and travel to/from air/train/bus terminals.
5. 1996 (proposed as per EC policy): CADORA to provide air transportation at charter class fares for only one CADORA Director from each province, in addition to those directors who are members of the Executive. Other directors wanting to attend to pay their own way or seek funding from their provincial/local organizations.

**Sample Air travel expenses (to a central location) assuming all Directors travelling**

Could Top = \$11,500.00, to which Conference facility expenses must be added.

<b>SECTION:</b>	Financial Administration	<b>INDEX NO:</b>	2-B-2
<b>SUBJECT:</b>	Executive Travel	<b>ISSUE DATE:</b>	

**Distances in kilometres between major metropolitan centres**

	CALGARY	EDMONTON	HALIFAX	BANBURY	KITCHENER	LONDON	MONTREAL	OSHAWA	OTTAWA	QUEBEC	REGINA	ST. CATHARINES-NIAGARA	SAINT JOHN	ST. JOHN'S	SASKATOON	SUDBURY	THUNDERBAY	TORONTO	VANCOUVER	VICTORIA	WINDSOR	WINNIPEG	
CALGARY		4220	299	4973	3502	3543	3612	3743	3354	3553	4014	764	3571	4664	6344	620	3057	2050	3434	1057	1162	3241	1336
EDMONTON	4220		4241	977	1083	1124	1198	476	934	666	206	3455	1152	649	2329	3713	1160	2169	1015	5277	5382	1381	2884
HALIFAX	299	4241		5013	3523	3564	3638	3764	3375	3574	4035	785	3592	4704	6384	528	3078	2071	3455	1244	1349	3262	1357
BANBURY	4973	977	5013		1856	1897	1971	1249	1708	1439	982	4228	1925	309	1989	4485	1935	2942	1788	6050	6154	2153	3656
KITCHENER	3502	1083	3523	1856		61	110	607	148	467	877	2737	69	1547	3227	2995	355	1452	68	4559	4664	319	2166
LONDON	3543	1124	3564	1897	61		107	648	189	491	918	2779	130	1588	3268	3036	463	1473	109	4601	4705	290	2208
MONTREAL	3612	1198	3638	1971	110	107		722	263	583	982	2853	203	1662	3342	3110	547	1545	183	4675	4779	190	2282
OSHAWA	3743	476	3764	1249	807	648	722		459	190	270	2979	676	940	2620	3236	686	1693	539	4801	4905	904	2408
OTTAWA	3354	934	3375	1708	148	189	263	459		319	729	2590	217	1399	3079	2847	380	1376	80	4412	4516	449	2019
QUEBEC	3553	666	3574	1439	467	491	583	190	319		460	2789	536	1130	2810	3046	494	1503	399	4611	4715	764	2218
REGINA	4014	206	4035	882	877	918	992	270	729	460		3249	946	673	2353	3507	956	1963	809	5071	5176	1175	2678
ST. CATHARINES-NIAGARA	764	3455	785	4228	2737	2779	2853	2979	2590	2789	3249		2807	3919	5519	257	2280	1286	2670	1822	1926	2477	571
SAINT JOHN	3571	1152	3592	1925	69	130	203	676	217	536	946	2807		1616	3296	3064	505	1521	137	4628	4733	388	2235
ST. JOHN'S	4664	649	4704	309	1547	1588	1662	940	1399	1130	673	3919	1616		1727	4176	1626	2633	1479	5741	5845	1844	3347
SASKATOON	6344	2329	6384	1989	3227	3268	3342	2620	3079	2810	2353	5519	3296	1727		5856	3306	4313	3159	7421	7525	3524	5027
SUDBURY	620	3713	528	4485	2995	3036	3110	3236	2847	3046	3507	257	3064	4176	5856		2538	1543	2927	1677	1782	2734	829
THUNDERBAY	3057	1160	3078	1935	355	463	547	686	380	494	956	2280	505	1626	3306	2538		1001	388	4102	4206	735	1722
TORONTO	2050	2169	2071	2942	1452	1473	1545	1693	1376	1503	1963	1286	1521	2633	4313	1543	1001		1384	3108	3212	1289	715
VANCOUVER	3434	1015	3455	1788	68	109	183	539	80	399	809	2670	137	1479	3159	2927	388	1384		4492	4586	369	2099
VICTORIA	1057	5277	1244	6050	4559	4601	4675	4801	4412	4611	5071	1822	4628	5741	7421	1677	4102	3108	4492		105	4299	2232
WINDSOR	1162	5382	1349	6154	4664	4705	4779	4905	4516	4715	5176	1926	4733	5845	7525	1782	4206	3212	4586	105		4403	2337
WINNIPEG	3241	1381	3262	2153	319	290	190	904	449	764	1175	2477	388	1844	3524	2734	735	1289	369	4299	4403		1905
WINNIPEG	1336	2884	1357	3656	2166	2208	2282	2408	2019	2218	2678	571	2235	3347	5027	829	1722	715	2099	2232	2337		1905

(100 kilometers = 62 miles)



<b>SECTION:</b> Membership Development	<b>INDEX NO:</b> 2-C
<b>SUBJECT:</b> Membership Information	<b>ISSUE DATE:</b>

## WHAT CADORA DOES FOR YOU

Many members are unaware of the fact that CADORA is a volunteer association made up of multiple local chapters, or groups, across the country; that anyone who does anything within the association in any capacity, from the local to the national level does not get paid.

### MEMBERSHIP PRIVILEGES

- Right to vote (senior members joined prior to June 1)
- Attendance at Annual General Meetings

### MEMBERSHIP BENEFITS

- Low membership fees for value received
- Omnibus (EC & FEI tests/freestyles)
- Cadora lapel pin/emblem sticker, other
- Cadora INK, quarterly news bulletin
- Awards program
- Website: [www.cadora.ca](http://www.cadora.ca)
- Facebook page: [www.facebook.com/CadoraInc](http://www.facebook.com/CadoraInc)
- Policies & Procedures Manual (includes pamphlets & "How to Run a Dressage Competition")
- Reports, labels, member lists (for local groups), statistics
- Designated Development Fund
- Amateur Sport Tax Receipts
- Representation to equestrian and/or govt. bodies

### ACTIVITIES

- (provided mainly by local volunteers):
- Competitions: primary, provincial circuit, national, international (CDIs)
  - Championship competitions: provincial, national, young rider
  - Workshops, seminars, clinics, etc.
  - Social gatherings, lectures, video evenings, etc.
  - Meetings

### PAMPHLETS

- What is Dressage
- A Guide to Dressage Tests
- How to Watch a Dressage Show
- Dressage...The Training Aid, The Sport, The Art.

#### A. NATIONAL Membership Form: Local Group Procedure

1. Insert fees (national, provincial, local combined) & local group data on the front of the form, as indicated.
2. Complete the back of the form with information pertinent only to local groups.
3. Photocopy national form & forward to members with last newsletter or the year.
4. Send one completed form, front & back, to the National Membership office.
5. Submit all indicated member information to National office.
6. Forward memberships to National Membership office in small batches as they are received, on an ongoing basis, to facilitate processing.
7. Submit memberships to the National office in any one of the following formats:
  - Photo copy of actual membership form.
  - Computer listing, including all pertinent information.
8. Forward to National one cheque incorporating all the dues owed (fees & optional publications).

#### B. LOCAL Memberships

To collect the data needed to compile the statistics that will provide a true picture of the number of dressage enthusiasts across the country, on a separate sheet or clearly indicated "local", provide all pertinent information about local members

- Use the national membership form (eg.: copied on a different colour paper).
- Send all pertinent information about everyone who joins a local group on a local basis to the National Membership Secretary.



# CADORA INC.

Membership Application 20\_\_  
www.cadora.ca

CADORA is a not-for-profit organization whose purpose is to foster the sport of dressage by encouraging participation in competitions, demonstrations, lectures and other activities, which increase knowledge and understanding of good horsemanship. Memberships run from January 1st to December 31st. (Renewals due by January 1st.) Senior memberships must be renewed with Cadora Inc. prior to June 1st to retain voting privileges.

## MEMBERSHIP INFORMATION

New  Renewal  CADORA # \_\_\_\_\_ EC# \_\_\_\_\_ Provincial # \_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ Province \_\_\_\_\_ Postal Code \_\_\_\_\_

Tel#: \_\_\_\_\_ Email: \_\_\_\_\_

Dressage Coach: Yes  No  EC Coaching Level \_\_\_\_\_ Other designation \_\_\_\_\_

Dressage Judge: Yes  No  EC Judging Level \_\_\_\_\_ Other designation \_\_\_\_\_

Amateur Rider  Open Rider  FEI Pony Rider  FEI Children Rider  FEI Young Rider  FEI Junior

Competitive Activity: Bronze  Silver  Gold  Platinum

## FEES:

Payment of fees includes a National (INC) membership. [Provincial and local fees are separate and payable at those levels.] INC. Members receive an Omnibus, a membership card, Cadora INK e-newsletters, and are eligible to participate in Cadora awards and educational programmes, as offered. New members receive a complimentary lapel pin. Cadora Inc. is affiliated with Equine Canada.

	Senior (18 yrs+)	\$ 30.00	\$ _____
	Junior (under 18 yrs)	\$ 20.00	\$ _____
Supplies:	Additional Omnibus	\$ 20.00	\$ _____
	Omnibus Rain Cover	\$ 2.00	\$ _____
	Baseball caps, black <input type="checkbox"/> or red <input type="checkbox"/> <i>(Please indicate colour choice)</i>	\$ 20.00	\$ _____
	Policies & Procedures Manual	\$ 20.00	\$ _____
	Additional Pin	\$ 5.00	\$ _____
	Additional Test Planner	\$ 5.00	\$ _____
	Additional Stall Info Card	\$ 5.00	\$ _____

**See below to join Cadora BC or Cadora-Ontario**

Donations:	Designated Development Fund	\$ 50.00	\$ _____
	<i>Tax Receipt Required for above</i> <input type="checkbox"/>		
	<b>TOTAL</b>		\$ _____

Payment:  
Please make cheques payable to: \_\_\_\_\_  
(Your local group)

Mail to: \_\_\_\_\_ Phone: \_\_\_\_\_

TO JOIN CADORA BC, visit: [www.bccadora.com](http://www.bccadora.com) TO JOIN CADORA-ONTARIO, visit: [www.cadora.ca/cadora-ontario](http://www.cadora.ca/cadora-ontario)



CADORA INC.

MEMBERSHIP INFORMATION

CADORA Inc. is presently made up of members of 50+/- local groups from coast to coast.

1. The CADORA membership year runs from January 1 to December 31.
2. **To retain voting privileges**, senior memberships must be received by the **CADORA INC** Membership Secretary **prior** to April 1 of the current year.
3. CADORA INC. membership fees are as follows:
 

Senior.....	\$30.00	}	subject to change
Junior.....	\$20.00		

National dues include:

- One copy of the CADORA Omnibus
  - Copies of CADORA INK, the National Newsletter, online
  - One CADORA membership pin
  - One CADORA bumper sticker
- } New members
- Voting privileges for senior members joined prior to April 1
  - All pertinent informational mailings
  - Automatic participation in the CADORA National Awards Program
  - Attendance at CADORA Inc. Meetings
  - Designated Development Fund
  - CADORA on the Internet & discussion forums.
  - Access to Amateur Sport Tax Receipts

4. Provincial fee structures may be obtained from the provincial CADORA executive. Provincial dues are channelled to the provincial CADORA office by the local group.
5. Procedure for membership submissions to CADORA Inc.:
  - New and renewed memberships must be directed through a local group.
  - Membership lists need not be in alphabetical order.
  - Computerized groups may send computerized membership lists.
  - Photocopies of front side of CADORA Inc. membership forms acceptable.
  - Use one form per member and include all pertinent information no matter what the form of submission.
6. Send address changes without delay to local group membership secretary, who will process them to the other offices concerned (National/Provincial).
  - There is no return on bulk mail which is automatically shredded by Canada Post

*continued, see over*



# CADORA INC.

## MEMBERSHIP INFORMATION

PAGE 2 OF 2

7. Supplies available from CADORA Inc.:
  - Membership statistics by province/group
  - CADORA Inc. promotional pamphlet
  - Policies & Procedures Manual .....each     \$20.00
  - Incorporates everything pertinent to CADORA Inc., the latest edition of the CADORA Inc. Bylaw & Letters Patent, New Group Starter File - Competition Organizer's Guide
  - Omnibus rain cover .....each     \$ 2.00
  - CADORA Inc. sun visor. ....each     \$ 5.00
  - CADORA Inc. baseball cap .....each     \$20.00
  - Additional Omnibus (members only) .....each     \$20.00
  - Additional CADORA bumper sticker/pin .....each     \$ 5.00
  - Additional Stall Information card .....each     \$ 5.00
  - Additional Test Planner .....each     \$ 5.00
  
8. Procedure for CADORA Inc. Amateur Sport Tax Receipts:
 

Available for sponsorships/donations only, not for advertisers.

  - 1     Monetary Donations: Sponsor's cheque to be made payable to CADORA Inc.
  
  2.     Donations in Kind: Provide a letter, in duplicate, from a known business/institution stating the fair market value of the item being donated.
    - Mail complete sponsor information and sponsor cheque(s) or letters to CADORA Inc., Treasurer's Office.
    - Sponsor cheques will be processed through CADORA Inc. bank account
    - complete funds and individual tax receipts will be returned to sender for distribution.
    - Receipts made out to signee/donor only.
    - Cheques issued to local/provincial groups only.

<b>SECTION:</b> Programs	<b>INDEX NO:</b> 3-1
<b>SUBJECT:</b> Awards	<b>ISSUE DATE:</b>

**CADORA NATIONAL AWARDS PROGRAMME**  
Revised November 2010

**GENERAL REQUIREMENTS:**

1. The award year includes competitions between January 1 and December 31. Each year is a new award year.
2. Awards are based on scores earned in one level (freestyles not included). Each horse/rider combination earning three scores of 60% or higher from three different judges in one competition year at one level becomes eligible for an award.
3. Levels at which awards will be presented are: Training, First Level, Second Level, Third Level, Fourth Level, FEI Pony, FEI Children, FEI Junior, FEI Young Rider, FEI Advanced and FEI Grand Prix (11 award levels). For all FEI divisions, there must be at least one score submitted from each of the two classes comprising the division (E.G.: FEI Young Rider, either 2 Team scores and 1 Individual score are to be submitted or 1 Team score and 2 Individual scores.)
4. The horse/rider combination with the highest average of three scores of 60% or higher will be awarded a stall plaque and \$200.00. The second highest placed horse/rider combination will be awarded \$100.00 and a stall plaque, with the third highest placed horse/rider combination being awarded \$75.00 and a stall plaque. In case of ties, the cash award will be divided equally. Certificates of recognition (suitable for framing) will be given to all top 10 horse/rider combinations as submitted.
5. Only scores from EC National Gold (and/or Canadian CDI) competitions will be recorded.
6. When two or more judges are scoring, the average of their scores will count as one.
7. Riders are responsible for completing the "Cadora INC Awards Programme Score Report Form" (found on [www.cadora.ca](http://www.cadora.ca)) and forwarding it (along with copies of the relevant dressage tests) to the current Awards Coordinator no later than December 1st of the current year.
8. Random verification of scores may occur.

**HORSE/RIDER Requirements:**

1. Riders must be members in good standing of CADORA Inc. in the year that their scores are earned and be members of Cadora Inc no later than June 1st.
2. Horses and ponies must be owned or leased by a member in good standing of CADORA Inc. in the year that the scores are earned.
3. If the horse is owned or leased by several individuals, i.e. a stable, farm, or corporation, at least one of the principals must be a member in good standing of CADORA Inc. in the year that the scores are earned.





<b>SECTION:</b> Programs	<b>INDEX NO:</b> 3-2
<b>SUBJECT:</b> Junior Awards	<b>ISSUE DATE:</b> 2012

## **CADORA INC JUNIOR AWARDS**

New in 2012

1. To apply for this award, competitors must have shown between January 1st and December 31st of the current year.
2. Only those riders designated as “Juniors” (by Equine Canada) are eligible to apply for these awards. [Please see Dressage Rule E 3.4].
3. There will be three “Junior Awards” given annually to the highest, second highest and third highest placing applicants at any of Training, First, Second, Third and Fourth levels, i.e. awards will not be given at each individual level.
4. The horse/rider combination with the highest average of three scores of 60% or higher will receive a cash award of \$200. The second highest placing horse/rider combination will be awarded \$100., and the third highest placing horse/rider combination will get \$75. In case of ties, the award will be divided equally. In addition, stall plaques and certificates (suitable for framing) will be sent to all riders (to tenth place) who submit scores.
5. Scores from only EC Gold competitions will be accepted.
6. When two or more judges are officiating at the same class, the average of their scores will count as one.
7. Riders are responsible for forwarding the relevant test sheets to the Cadora INC Awards Coordinator no later than December 1st of the current year. [Please see Cadora INC web site [www.cadora.ca](http://www.cadora.ca) for application form.] At least one of the submitted tests MUST contain an “8” for “Rider’s correct and effective use of the aids” (under “General Impression”).
8. Random verification of scores may occur.
9. All those who submit scores must be members in good standing of Cadora INC (having joined no later than June 1st) in the year they submit their scores.
10. Horses and/or ponies must be owned (or leased) by a member in good standing of Cadora INC in the year that the scores are earned. Proof of ownership must be included with a rider’s application. If the horse and/or pony is owned by more than one person (or stable, farm, consortium, etc), at least one of the principals must be a member of Cadora INC.

<b>SECTION:</b> Programs	<b>INDEX NO:</b> 3-3
<b>SUBJECT:</b> CADORA L-Inc	<b>ISSUE DATE:</b> 2003

## **CADORA L-Inc PROGRAMME**

Established 2003

[Application forms available on [www.cadora.ca](http://www.cadora.ca)]

### **GENERAL REQUIREMENTS:**

1. This programme has been formed to create a link between the local groups (L and CADORA Inc. (-Inc).
2. Local and provincial CADORA groups are encouraged to submit applications to CADORA Inc. outlining a proposal for which funding is requested. Applications must be made a minimum of four months ahead, in writing, to the CADORA Inc. Treasurer's office, so that a copy may be sent to the President and all members of the CADORA Inc. Board of Directors for approval.
3. Funding of up to \$100 per application will be awarded, based on the proposal's projected ability to promote dressage at the local, provincial or national CADORA level. Depending upon the availability of same, additional funding may be allotted.
4. For small CADORA groups, funding will be awarded based on membership, ie. if the local CADORA group has seven members, then a maximum of \$70 will be awarded.
5. CADORA groups are encouraged to submit proposals for almost any CADORA activity, i.e. workshops, seminars, clinics, year-end awards, social gatherings, lectures, video evenings, etc. Submissions will be assessed by the CADORA Inc. Board of Directors and evaluated for the project's ability to foster and promote the sport of dressage in Canada. More than one proposal per group per year is encouraged, although funding may not be extended to any or all proposals.
6. The local or provincial CADORA undertakes to ensure that all participants in the proposed activity are members in good standing of CADORA Inc.

<b>SECTION:</b> Programs	<b>INDEX NO:</b> 3-4
<b>SUBJECT:</b> Fund-A-Judge	<b>ISSUE DATE:</b> 2010

### **CADORA INC “FUND-A-JUDGE” PROGRAMME**

[Instituted January, 2010]

1. This programme is designed to help individuals acquire specific judging credentials.
2. All individuals accessing this programme must be members in good standing of Cadora Inc. in the year they apply for funding.
3. A member “in good standing” is one who has joined Cadora Inc no later than June 1st of the current year.
4. Those individuals who have applied to move from “r” to “B”, “B” to “M”, or “M” to “S” are invited to apply to Cadora Inc for this assistance.
5. Only officially-sanctioned dressage judges’clinics, run under the auspices of either EC/DC or USEF, can be used.
6. This funding is for judges who have applied to UPGRADE their status and is not available to those judges who are obliged to UPDATE a current status.
7. The allotted funding may be used to assist in defraying candidate judges’ costs for airfare, ground travel, accommodation, meals, clinic registration fees, etc. i.e. any cost normally associated with attending a clinic. In addition, in the event that more than one clinic is offered in a calendar year, applicants must attend the clinic closest to their place of permanent residence.
8. Funding is not to be used to pay for any personal costs such as long distance telephone calls, spirits, dry-cleaning, entertainment, etc.
9. All expenditures must be supported by receipts prior to funding being distributed. Ground travel expenses will be calculated at the rate of .30/kilometer.
10. All applications for funding must be forwarded to the President of Cadora Inc. no later than June 1st of the current year. Only the application form on [www.cadora.ca](http://www.cadora.ca) is to be used.
11. There is no limit to the number of times a candidate judge applying for upgrading can request funding via this programme.
12. The maximum amount of funding per person per calendar year is \$250.00.
13. Depending upon the availability of same, additional funding may be allotted.

<b>SECTION:</b> Publications	<b>INDEX NO:</b> 4-1
<b>SUBJECT:</b> The Omnibus	<b>ISSUE DATE:</b>

First recorded English Issue: 1978

First recorded French Issue: 1993

New tests : 2011

1. Number of issues per year: 1 English version
2. Mailing date: ASAP in the current year
3. Specifications:
  - Cover design (must include CADORA logo, title and year)
  - Maximum # of pages per issue: 112/120 - keep in groups of 8
  - Trimmed size: 4" x 8-1/2" with plastic coil binding
  - Cover: Stock - Cornwall Coated 1 side, .10 pt C1S
  - Inside pages: 50 lb. Offset
  - Colour of Ink
    - Outside cover: 4 colour process + lamination
    - Inside covers: Black
    - Text pages: Black
    - Foldover: 4 colour process + lamination  
(2 or 3 page foldout, depending on ads received in year.)
4. Cost per year: Average \$14,000 (based on 2000 members/ envelopes / mailing), this figure offset by advertising receipts.
5. Advertising: - federal & provincial tax exemptions are NOT applicable. (Fewer than 4 issues per year).
  - Only one advertisement per test.
  - Advertisements should always be placed before or after a test.
  - One test per page/spread.
6. Accounting: All funds to be channelled through CADORA Inc. account. All cheques for advertising/donations payable to CADORA Inc. Printer to invoice CADORA Inc. for payment.
7. Number of copies: Based upon number of prospective members, complimentary copies, show copies when requested, 2 copies to National Library of Canada, complimentary copies to USDF.
8. Reciprocal adverts between CADORA Inc., U.S.D.F and participating equestrian publications.



<b>SECTION:</b> Publications	<b>INDEX NO:</b> 4-1
<b>SUBJECT:</b> The Omnibus	<b>ISSUE DATE:</b>

9. Reason for yearly printing:

History: The CADORA Omnibus has been evolving in format since 1981. In 1991, it was further proposed to change the style to a 3 ring binder type. After considerable research, the binder type was found to be prohibitive, both from a cost and an administrative standpoint, and was thus voted out. Furthermore in 1995, the decision was made to change from saddle stitch to a plastic coil binding for a handier, more durable longer - lasting publication.

The following reasons give preference to yearly printings of the Omnibus in its present format (1995):

- Advertisers contribute considerably towards printing costs.
- Many advertisements change yearly. As each advertiser reserves test(s) of their choice, this would lead to yearly reprints anyway.
- Errors, omissions, test changes would require reprints.
- Individual requests for replacement tests, storage and distribution would be a source of considerable administrative difficulty.
- The Omnibus undergoes considerable wear and tear during each show season and its present format lends itself best for competitor handiness, use and replacement.
- It has been found in many organizations that the loose leaf type of document is rarely kept properly updated by recipients, which leads to further problems, such as competitors riding outdated tests.
- Fits into raincover folded to required test.

10. Content: Categories:

CADORA's Purpose and Objectives	A Guide to Dressage Tests
CADORA National Board of Directors	Striving for the "10"
CADORA Provincial Executives	CADORA Inc. Dressage Tests
CADORA Area Representatives	F.E.I. Dressage Tests
CADORA Awards Programme	Freestyle Tests
CADORA L-Inc Programme	Pas de Deux
CADORA Education Sponsorship Plan	Arena Diagrams
Dressage...The Training Aid, The Sport, The Art	Recommendations for horse
How to Watch a Dressage Show	competition organizers

OMNIBUS EDITORS

1982 -83	David Freshwater	1989 -99	Sue Ramsey
1984-85	Jeanette Davin	2000-01	Bob Eby
1986	J. Mintz & G. Rooke	2002-	Don Barnes
1987-88	Joanne Mintz		



# CADORA INC.

## OMNIBUS: ADVERTISING

**NOTE: MUST BE RECEIVED BY OMNIBUS CO-ORDINATOR NO LATER THAN DECEMBER 1st**

Circle the number and frequency rate for the desired advertising type:

TYPE	FREQUENCY RATE		
	1 YEAR	2 YEARS	3 YEARS
1. Back Cover (outside) colour	\$425.00	\$800.00	\$1100.00
2. Back Cover (inside) colour	\$400.00	\$750.00	\$1000.00
3. Double Page Spread (b/w)	\$400.00	\$750.00	\$1000.00
4. Front Cover (inside) colour	\$350.00	\$650.00	\$1000.00
5. Full Page (b/w)	\$260.00	\$470.00	\$680.00
6. Half Page (b/w)	\$150.00	\$250.00	\$350.00
7. Quarter Page (Business Card)	\$75.00	\$125.00	\$175.00

**TEST ASSOCIATION:** Unless specified by the advertiser, advertisements will be placed throughout the Omnibus at the discretion of the Omnibus Editor.

- (1) When possible, ad copy should be provided as Adobe Acrobat PDFS at 300 dpi. EPS/ Tif in Photoshop. Illustrator also acceptable if 300 dpi.
- (2) Formatting is available at an additional cost - supplied photographs should be originals.
- (3) Make cheque or money order payable to CADORA Inc.
- (4) Mail this form, ad copy, and payment to:

Advertising co-ordinator: Sheila M. Skene  
 Phone/Fax: (250) 592-1448  
 Email: smskene@telus.net

# of additional copies of OMNIBUS required: \_\_\_\_\_ @ \$5.00 each





CADORA INC.

OMNIBUS: COMMITTEES

**NOTE: MUST BE RECEIVED BY OMNIBUS CO-ORDINATOR NO LATER THAN DECEMBER 1st**

Circle the appropriate category:

- 1. Local Group Executives: Group Name \_\_\_\_\_  
(ONLY Area Representative, Membership Secretary)
  
- 2. Provincial CADORA Executive: \_\_\_\_\_  
(ONLY President, Membership Secretary)

**CURRENT (20 \_\_\_\_ )**

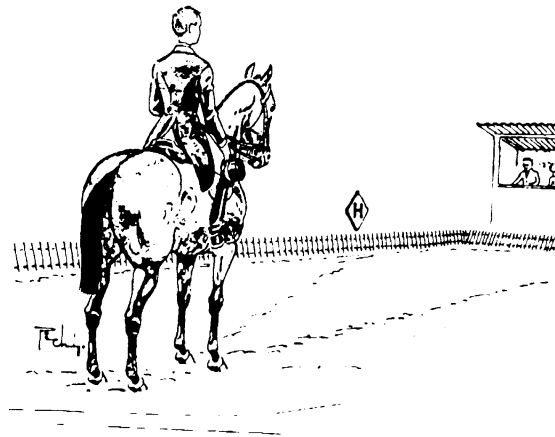
Position:     **Area Representative to CADORA**  
Name: \_\_\_\_\_  
Address \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Postal Code \_\_\_\_\_ Tel: (    ) \_\_\_\_\_  
E-mail: \_\_\_\_\_

Position:     **Membership Secretary**  
Name: \_\_\_\_\_  
Address \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Postal Code \_\_\_\_\_ Tel: (    ) \_\_\_\_\_  
E-mail: \_\_\_\_\_

Return the completed form by **December 1st.**



# *HOW TO WATCH A DRESSAGE SHOW*



**CANADIAN  
DRESSAGE  
OWNERS' &  
RIDERS'  
ASSOCIATION INC.**

**LOCAL GROUP:**

Details of this pamphlet can be found on pp 133/134 of this manual. A copy of this pamphlet for reproduction can be obtained from CADORA Inc. free of charge.

<b>SECTION:</b> Communications	<b>INDEX NO:</b> 4-2
<b>SUBJECT:</b> The Internet	<b>ISSUE DATE:</b> 1998

## THE INTERNET

Implemented in 1997 by Sue Ramsey and web master Geoff Miller of Alibi Design, CADORA'S web site incorporates background information about dressage, CADORA and its publications, programmes, competitions, as well as group contacts with direct accessibility to any who have online sites and email.

There are also seven online discussion forum pages, one for *INK* forums, general subjects, competitions, education, classifieds, Junior/Young Riders. Anyone in the world can post and answer on these forums.

Our site is also accessible through all the search engines under the words "cadora", "dressage" and "equestrian". It is listed under the USDF site as well as with a number of other North American and European links.

Maintenance of the site must be ongoing.

CADORA Inc's web page address is: [www.cadora.ca](http://www.cadora.ca)

Numerous e-mail addresses for pertinent CADORA contacts are accessible through the CADORA site.

Editors:

1997/99 - Sue Ramsey  
2000 - Kerri McGregor

Web Master:

1997/98 - ALIBI Design - Geoff Miller  
2000 - Kerri McGregor

**FACEBOOK**  
[www.facebook.com/Cadorainc](http://www.facebook.com/Cadorainc)

In keeping with the growing trend of social media, CADORA Inc. joined Facebook in June 2012. The site will make it more accessible for everyone to access information and updates. It is currently being maintained by the Membership Secretary, Angela Booth Malleau.

<b>SECTION:</b> Publications	<b>INDEX NO:</b> 4-3
<b>SUBJECT:</b> News Bulletin	<b>ISSUE DATE:</b>

### ***CADORA INK & CADORA E-Ink***

#### *CADORA INK:*

**PLEASE NOTE:** As of 2011, the paper copy of Cadora INK became Cadora e-Ink and is published online only; it is forwarded to all paid INC members via their individual email addresses.

The CADORA newsletter, INK, is a vehicle to keep members informed from coast to coast concerning anything pertinent to our sport, such as its involvement, activities, concerns, opinions, decisions, etc.

The editor's position is the heart of an integral system which has evolved over many years, devised by trial and error, with the ongoing input of many people, such as members, directors and surrounding businesses.

A modest stipend (subject to change) is given to the editor of Cadora e-INK.

#### **INK EDITORS**

##### ***Paper Copies:***

1969-1980 Bulletins

1981 Cheryl Cassista (NS)

1982-1985 Barb Janelle (USA, Marilyn McCann (ON) & Joy Ibsen (ON)

1986-1987 Jane Parsons (ON)

1987-1988 Pat Life (ON)

1989-1994 Muriel Comay (ON)

1995 Ritchie Lawrence (ON)

1996- 2003 Berit Turner (BC)

2004-2006 Carolyn Tipler

2006-2010 Lisa Macklem

##### ***E-Ink***

2011 Andrea Wetzel [E-INK]

<b>SECTION:</b> Publications	<b>INDEX NO:</b> 4-3
<b>SUBJECT:</b> News Bulletin	<b>ISSUE DATE:</b>

### Issue Content:

- March Issue: Overview / Preview / Notice of availability of copy for previous years financial statements from Treasurer's office

The following are mandatory inclusions for June / Sept. / Dec. issues:

- June Issue:

1. Notice of AGM (+ date/location etc.).
2. Returning officers (names/address/phone).
3. Nomination form/ proxy/ballot
4. Election criteria & deadlines.

- Sept. Issue:

1. List all nominees/ elections + respective province.
2. AGM agenda. (tentative)
3. Next year's National fee schedule

- Dec. Issue:

1. AGM minutes, statistics, reports etc.
2. Award winners - current year

Editor's responsibility to Equine Canada Magazine:

Provide CADORA Inc. input by Feb. 1, May 1, August 1 and November 1.

CADORA INC.



unity quality progress

# CADORA INK

## “CADORA’S NATIONAL NEWSLETTER”

### ADVERTISING RATES

Publication Dates:	May	September	December
Advertising Deadlines:	April	August	November
	1st	1st	1st

TYPE	FREQUENCY RATE	
	ONE ISSUE	THREE ISSUES
Full Page (1st Inside Page)	\$110.00	\$280.00
Full Page (last page)	\$100.00	\$255.00
Full Page	\$ 95.00	\$245.00
Half Page	\$ 55.00	\$140.00
Quarter Page	\$ 45.00	\$115.00
Business Card	\$ 30.00	\$75.00
Classifieds (per word)	\$ 0.15	n/a

A maximum of 10% of the publishing space is allocated for advertising.

Make cheque or money order payable to CADORA Inc.

Mail payment and advertising copy to:

Sheila Skene, 2517 Margate Avenue, Victoria, BC, V8S 3A3

INK Editor: Andrea Wetzel

Email: [andreawetzel@live.ca](mailto:andreawetzel@live.ca)

*Canadian National Dressage Championships*



*Pacific*

*West*

*East*

*Atlantic*

<b>SECTION:</b>	Canadian National Dressage Championships	<b>INDEX NO:</b>	3-A
<b>SUBJECT:</b>	History	<b>ISSUE DATE:</b>	

YEAR	JUDGES	DIVISIONS	SITES	CHAIRPERSONS
1980	A. Rethy (Can.) D. Thackery (USA) G. Wilson (Can.)	West	Blue Mountain Farms Calgary, Alberta	Judy Sivertsen
		East	Dwyer Hill Farm Ottawa, Ontario	Joanna MacDonald
1981	K. Mikolka (USA) A.J. Pot (Netherlands) J. Propfe-Credo (Can.)	West	Panee Memorial Agriplex Edmonton, Alberta	Betty Briggs
		East	Humber College Toronto, Ontario	Edwine Hugenholtz
1982	M. Mathews (USA) I. Propfe-Credo (Can.) A. Sommer (Den.)	West	Spruce Meadows Calgary, Alberta	Myrla Bodarke
		Pacific	Southlands Vancouver, BC	Edie Reid
		East	I.E.S.S. Toronto, Ontario	Pat Jamieson
1983	E. Hotz (USA) W. Niggli (Switzerland) J. Ransehausen (USA) G. Wilson (Can.)	Pacific	Maple Ridge British Columbia	Edie Reid
		East	Leitchcroft Farm Toronto, Ontario	Toni Thompson
1984	E. Hotz (USA) L. Knocke (USA) A.J. Pot (Netherlands) B. Ross (USA)	West	Amberlea Meadows Edmonton, Alberta	Isabel Whitbread
		East	Olympic Site Bromont, PQ	Marlene Greer
1985	W. Michaelis (Germany) W. Niggli (Switzerland) G. Wilson (Can.) M. Whithages (Belgium)	West	Amberlea Meadows Edmonton, Alberta	Steve Launspach Ellen Drews
		East	RCMP N Division Ottawa, Ontario	Sue Leffler Claire Guertin
1986	J. Knipp (Germany) E. McMullen (Can.) Z. Sztchlo (Can.) D. Thackery (USA)	Pacific	Maple Ridge British Columbia	David Hughes
		East	I.E.S.S. Toronto, Ontario	Sue Ramsey
1987	E. Hotz (USA) L. MacDonald (Can.) J. Maynard (Can.) E. Vanden Braak (Netherlands)	West	Amberlea Meadows Edmonton, Alberta	Charles Fleming
		East	Leitchcroft Farm Toronto, Ontario	Jeannie Vander Ploeg

<b>SECTION:</b> C.N.D.C.	<b>INDEX NO:</b> 3-A
<b>SUBJECT:</b> History	<b>ISSUE DATE:</b>

YEAR	JUDGES	DIVISIONS	SITES	CHAIRPERSONS
1988	I. Judet (France) J. Montgomery-Moore (Bermuda)	Pacific	Milner Downs Langley, BC	Sandra Haslin Audrey Fox
	L. MacDonald (Can.) C. Whitham (Can.)	East	National Capital Park Ottawa, Ontario	Sue Leffler
1989	L. Fore (USA) E. Hotz (USA)	West	Calgary Corral Calgary, Alberta	Kathy Arthur
	P. Morf (Switzerland) G. Wilson (Can.)	East	Leitchcroft Farm	Don Barnes Toronto, Ontario
1990	Barnes, Daphne (Can.) J. Burton (USA)	West	Rusty Spurs Saskatoon, SK	Toni Slugoski
	E. Lette (Sweden) A. Steiner (USA)	East	Windedge Farms	Don Martz Ste-Justine de Newton, Quebec
1991	R. Beutler-Bath (Germany) E. Hotz (USA)	Pacific	Southlands Vancouver, BC	Sandra Haslin
	L. MacDonald (Can.) R. Seigo (Can.)	East	Rock Glen	Adrie Lamers Caledon, ON
		Atlantic	Galloway Ridge	Alison Gallagher St. John, NB
1992	N. Van Stigt (Netherlands) T. Thompson, Toni (Can.)	Pacific	Milner Downs British Columbia	Audrey Fox Sandra Haslin
	M. Kierkegaard (USA) P. Morf (Switzerland) K. Sevier (Can.)	East	Tralee Veterinary Centre Caledon, Ontario	Vivian Hemsley Jim Cation
1993	Dr. D. DeDemeter (Can.) Dr. P. Chopra (USA)	East	Windedge Farms St. Justine de Newton, PQ	Donna Orwell
	Pierre Morf (Switz) Judy Montgomery-Moore (Bermuda/USA)	West	The Westerner Ex. Grounds Red Deer, AB	Joan Stuart
		Pacific	Thunderbird Equestrian Maple Ridge, BC	Leslie Luca
1994	Bernard Maurel (Fra) Michael Kierkegaard (USA)	East	Kilbyrne Farm Thorndale, Ontario	Erin Lawson
	Lorraine MacDonald (Can.) Joan McCartney (Can.)	West	Rusty Spurs Saskatoon, SK	Sue Cook
		Pacific	Southlands Riding Club	Carla Robin Vancouver, BC



<b>SECTION:</b> C.N.D.C.	<b>INDEX NO:</b> 3-A
<b>SUBJECT:</b> History	<b>ISSUE DATE:</b>

YEAR	JUDGES	DIVISIONS	SITES	CHAIRPERSONS
1995	Maribel de Quinzanos (Mex.) Elizabeth McMullen (CAN) Marianne Ludwig (USA) Toni Thompson (CAN)	East	Glengarry Cadora Windedge	Sue Rothgeb
		West	EAADA	Colin Crone
		Pacific	Fraser Valley Cadora	Larry Brinker
1996	Natalie Lamping (USA) Inez Propfe (CAN) Kathy Sevier (CAN) Lorraine MacDonald (CAN)	Pacific	Vancouver Richmond Southlands BC	Sandra Nissen
		West	Keystone Centre Brandon MB	Lori Versavel
		East	Cornerstone Thornhill, ON	Janice Blakeney
1997	Jennifer Maynard (CAN) Libby Anderson (Australia) Maryal Barnett (USA) Mercedes Campdera (Mexico)	Pacific	Vancouver Richmond Southlands BC	Anki Sjöholm
		West	Calgary, AB Stampede Grounds	Eloise Bishop
		East	National Capital Equestrian Park Ottawa, ON	Cara Whitham
1998	Janet Brown-Wysocki (USA) Hilda Gurney (USA) Lorraine MacDonald (CAN) Don Barnes (CAN)	East	York E.C. Cedar Valley	Nora Ashdjian
		West	Birdshill Park Winnipeg	Kathy Adams
		Pacific	Milner Downs Langley, BC	Brenda Clarke
1999	Christian Carde (France) Kathy Amos-Jacob (France) Michael Kirkegaard (USA) Sarah Banbury (CAN)	West	Amberlea Meadows Edmonton, AB	Kathleen Holden
		Pacific	Southlands Vancouver, BC	Ian Hope
		East	East Blainville, QC	Sue Rothgeb
2000	Joan Macartney (CAN) Lorraine MacDonald (CAN) E. McMullen (CAN) Kathy Sevier-Wiens (CAN)	West	Regina Exhibition Grounds Regina, SK	Susan Cook

(2000 was the last year that the CNDC was run as a divisional championship under the auspices of CADORA Inc.)

(The information on pages 69-86 is included as reference material.)

<b>SECTION:</b> C.N.D.C.	<b>INDEX NO:</b> 2-E-1
<b>SUBJECT:</b> Legal Documents	<b>ISSUE DATE:</b>

AGREEMENT Between:

The Division Host and CADORA Inc., concerning the operation of the CANADIAN NATIONAL DRESSAGE CHAMPIONSHIPS, \_\_\_\_\_ Division.

The parties agree as follows:

1. CADORA Inc. co-ordinates the event known as the CANADIAN NATIONAL DRESSAGE CHAMPIONSHIPS (the "Event").
2. The Event shall be operated as two, three or four divisions.
  - the "ATLANTIC DIVISION" will consist of Nova Scotia, New Brunswick, Prince Edward Island and Newfoundland;
  - the "EASTERN DIVISION" will consist of Quebec and Ontario;
  - the "WESTERN DIVISION" will consist of Manitoba, Saskatchewan and Alberta;
  - the "PACIFIC DIVISION" will consist of British Columbia, Yukon and North West Territories.
3. \_\_\_\_\_ (division host) is authorized by CADORA Inc. to run the C.N.D.C. \_\_\_\_\_ Division, under the name of CADORA Inc.
4. The division event shall be run on the dates established by CADORA Inc., and shall be run according to the policies and procedures concerning the event, which have been provided to the division host.
5. EC arranges funding to/from and between division events for judges' travel
6. CADORA Inc. will cover costs for:
  - (a) national advertisement in a national publication;
  - (b) EC permits.
7. The division host is responsible for the following:
  - (a) retaining a suitable facility, subject to the approval of CADORA Inc.;
  - (b) raising of the funds required to defray expenses incurred in connection with the division event.
8. The division host is entitled to any profits derived from running that division event and is responsible for any incurred deficits.

Dated at this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_\_

\_\_\_\_\_  
CADORA Inc. President

\_\_\_\_\_  
Show Chairman

\_\_\_\_\_  
CADORA Inc. Treasurer

\_\_\_\_\_  
Division Host Treasurer



# CADORA INC.

## COMPETITION FACILITY AGREEMENT

### AGREEMENT CONCERNING PROVISION OF FACILITIES

I, \_\_\_\_\_ agree to provide the  
(name of facility owner)

facilities known as \_\_\_\_\_

for the purposes of \_\_\_\_\_  
(competition / event name)

for the period of \_\_\_\_\_ to \_\_\_\_\_ 20 \_\_\_\_\_

for the per diem sum of \$ \_\_\_\_\_.

Dated at \_\_\_\_\_ this \_\_\_\_\_ day of  
\_\_\_\_\_, 20\_\_\_\_\_.

\_\_\_\_\_  
(name of organizational person requiring the facility)

\_\_\_\_\_  
(name of facility owner)

#### FACILITIES

The show site should be made available to the event for the duration of the show and must include:

2 - 20m x 60m outdoor rings with acceptable and approved footing, a 20m x 60m indoor arena, suitable warm-up areas, permanent or portable stabling, a private hospitality area for judges, show officials, sponsors, and show committee members.

Warm-up areas should be sand or similar footing, must be 20m x 60m in dimensions and can either be indoor or outdoor.

Competition rings must not be used for warm-up. The only exception to this will occur if it is necessary to use an indoor arena for a competition ring. Then each competitor will be allowed to ride his/her horse around the inside of the ring once in each direction.



CADORA INC.

COMPETITION OFFICIALS' CONTRACT

Date: \_\_\_\_\_

Dear \_\_\_\_\_,

On behalf of the \_\_\_\_\_, this is to confirm that you have accepted to serve as our \_\_\_\_\_ for the 20 \_\_\_\_\_ competition/event.

The competition will be held at: \_\_\_\_\_

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_ and the dates are: \_\_\_\_\_
- 4) \_\_\_\_\_

We propose to compensate you at the rate of \$ \_\_\_\_\_ per day for your services, plus your hotel accommodation and meals (extras such as spirits, personal phone calls, etc. are excluded).

Your transportation will be arranged by the Director, Dressage (Equine Canada). (Economy class for European and flights within North America) by:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Please sign and return the enclosed copy of the contract to:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Signed: \_\_\_\_\_ Signed: \_\_\_\_\_

Title: \_\_\_\_\_ Title: \_\_\_\_\_

Date: \_\_\_\_\_ Date: \_\_\_\_\_

\*\*\* retain a copy of this contract for your files \*\*\*

<b>SECTION:</b> C.N.D.C.	<b>INDEX NO:</b> 3-A
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**Championships:** For complete rules regarding Championships, see EC Rule Book (2001) Section E: Pages 31-33, 2.5 / 2.6 / 2.6.1

1. NAME

This is an EC competition which shall be run under the auspices of CADORA Inc. and shall be known as “The Canadian National Dressage Championships”, hereinafter referred to as the “Event”.

2. OBJECTIVES

The objectives and purpose of the Event shall be:

- A. to conduct a national dressage competition in Canada to a standard worthy of this designation.
- B. to obtain and staff centres across the country for the purpose of furthering national competition by holding specific divisions of the Event in said centres.
- C. to promote the art of horsemanship generally through friendly competition on a national basis.
- D. on behalf of CADORA Inc. to accept, receive, and take by devise, bequest or gift and to hold, possess and enjoy, for the objectives of the Event, donations, gifts, grants, devises and bequests of real and personal property of all kinds upon such terms and conditions and upon such trusts as the donor or donors of any such property may prescribe.

3. NUMBER AND NAMES OF DIVISIONS

The Event can be operated as either two, three or four divisions.

- A. A division in either Nova Scotia, New Brunswick, Prince Edward Island or Newfoundland will be known as the “Atlantic Division”.
- B. A division held in either Quebec or Ontario will be known as the “Eastern Division”.
- C. A division held in either Manitoba, Saskatchewan, Alberta will be known as the “Western Division”.
- D. A division held in British Columbia or Yukon or the NWT will be known as the “Pacific Division”.

4. JUDGES AND CLASSES

- A. The same classes and test levels must be used at all divisions of the Event.
- B. The same judges must officiate at all divisions of the Event for the same classes and must be seated in the same positions.

5a. QUALIFICATIONS & LIMITATIONS

CNDC Championship Classes

- 1) All competitors (horse/rider combinations) are invited to enter the Basic, Medium and Advanced Championship classes of any single division of the CNDC, under the following qualifications of entry:

For each class entered, riders submit their top scores obtained at any EC national competitions held after the previous CNDC and prior to the closing date for the current CNDC. CNDC classes will be filled in descending order of scores.

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Exceptions:

- a vet/medical certificate presented to the divisional show secretary prior to closing date.
- National or YR Team member, their groom or coach, attending a concurrent team event.

2. A non-Canadian citizen or landed immigrant may ride a Canadian-owned horse and be eligible to win a national championship or reserve championship. Any rider who is not a Canadian citizen or landed immigrant may ride a foreign-owned horse (non-Canadian) in the national championship classes and be eligible for class placings, ribbons and awards, but may not win any national championship or reserve championship.

National Competition classes

- a) An additional EC national competition may be held under separate license in conjunction with each, or any CNDC Division. Where time permits and EC rules are applied, CNDC judges may be used with additional judges as required.
- b) There will be no pre-qualifying scores required.
- c) A separate EC license must be obtained.

- 5 b. CHAMPION: (See EC Rule Book E, 2.5 / 2.6 / 2.6.1)

Competitors are allowed to enter and compete in one division only and are free to select in which division they wish to compete (Pacific, Western, Eastern, Atlantic).

The overall Canadian National Champions will be established in the following manner:

Competitors will compete in both the "B" and "C" test at their level.

Champions will be decided by totalling the 2 percentages.

Champions & reserve champions must be members in good standing of CADORA Inc. **to qualify for championships.**

6. NATIONAL COMPETITION COMMITTEE

- A. The business and organization of the Event shall be managed by a national competition committee, which will have general charge of the affairs, business and activities of the Event and shall carry out and maintain its purposes and objectives.
- B. The national competition committee shall consist of:
  - (1) the President and the CADORA Inc. Board of Directors,
  - (2) one member of the CADORA Inc. Board of Directors appointed by the Board to each division,
  - (3) Division chairpersons who represent the different areas of the country where a division of the Event shall be held,
  - (4) a national technical advisor appointed by the CADORA Executive.
  - (5) other individuals from affiliated organizations who shall be either elected or appointed in their local areas or who volunteer their services to the Event.

7. HEAD OFFICE OF EVENT

The head office of the Event shall be situated at an address specified by the CADORA Inc. Board of Directors at the AGM / directly preceding the Event.

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8. RESPONSIBILITIES

A. CADORA Inc. is responsible to:

- (1) obtain the services of qualified judges for the Event and maintain communication with same;
- (2) produce an Event prize list which includes rules and regulations common to all divisions and qualifying scores for each level;
- (3) approve division sites;
- (4) preset the amount of judges' honoraria;
- (5) ensure judging schedules and schedule of classes are provided;
- (6) ensure national EC/CNDC permit is acquired and paid for;
- (7) maintain and coordinate ongoing communication with the division chairpersons, the Technical Advisor and Equine Canada;
- (8) provide and pay for a national advertisement in selected national magazine(s);
- (9) provide CADORA Amateur Sport Tax Receipts for sponsorships;
- (10) arrange for any available national financial assistance through government funding;
- (11) provide official agreement forms for:
  - (a) division sites
  - (b) division competition committees
  - (c) judges;
- (12) supply a "Message from the President";
- (13) provide national advertising for prize list / program, if/when available;
- (14) approve selection of divisional chairpersons;
- (15) upon request by any division provide CADORA Inc. program & prize list cover;
- (16) provide judges' biographies;
- (17) verify consistency of competition program for all divisions including: ring sizes, marking procedures, judges' positions, etc;
- (18) ensure the Event policies and procedures are executed satisfactorily by all concerned;
- (19) upon request by any division provide mailing labels;
- (20) compile official overall results between and at the conclusion of all divisions, by or under supervision /direction of CADORA Inc. President;
- (21) when requested by a division, provide seed money, amount preset at preceding AGM
- (22) publish division prize lists in June INK as per division specifications.

B. The divisional chairpersons are responsible to:

- (1) appoint an experienced, responsible and competent competition committee to conduct the division in their area to a standard worthy of the Event;

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- (2) maintain contact with the CADORA Inc. President and direct any queries, disputes, disagreements, rule interpretations, etc. through him/her on an ongoing basis;
- (3) transmit divisional competition results to CADORA Inc. President or appointee (for overall compilation) immediately upon conclusion of each division;
- (4) provide class ribbons to at least 8th place in all classes other than championship classes. Ribbons to 12th place in **all** championship classes. Champion and reserve ribbons for each of the championship levels. (Ribbons to have CADORA Inc. logo on centre button, minimum of 3 streamers.)
- (5) produce a division prize list which includes the CADORA Inc. input. Ensure prize list is included in June INK or is received by all competitors so they receive it a minimum of 2 months prior to the competition date.
- (6) pay for judges' per diem honoraria;
- (7) arrange for and obtain any available provincial funding;
- (8) arrange and pay for suitable accommodation and meals for judges and visiting competition officials. Said accommodation must be public (ie, hotel, motel) as opposed to private;
- (9) provide a hospitality area for judges, competition officials and sponsors;
- (10) make food and refreshments available to all competitors and spectators;
- (11) provide refreshment at no charge to judges;
- (12) book and pay for stewards and other competition officials required for the division;
- (13) assume and pay for officials' travel costs over and above any funding which may or may not be available from Sport Canada;
- (14) pay all expenses incurred for the division except for those charges described in section 8A which are the responsibility of CADORA Inc.;
- (15) assume all profits or deficits incurred by the division;
- (16) obtain insurance coverage (per EC requirements)
- (17) ensure competition permits are sent to EC;

C. The Director, Dressage is responsible to:

- (1) remain aware, via the CADORA Inc. President, of the current status of Event planning in each division as the planning for the Event progresses;
- (2) maintain communication with affiliated organizations such as Sport Canada and the Equine Canada and keep the CADORA Inc. President informed;
- (3) inform the CADORA Inc. President, the order in which the tests occur, which judges will officiate at which classes and the position of each judge for each class for the Event;
- (4) direct any correspondence regarding finances for the Event to the person concerned: ie. the CADORA Inc. President and /or Treasurer, division chairs;
- (5) invite judges (as decided by the Board of Directors of Cadora Inc.) to officiate at the Event and make all necessary transportation arrangements to and from all divisions;



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D. The Event competitors shall:

submit Event entries by the announced deadline. Entries must be RECEIVED by the division secretary no later than 10 working days prior to the division date.

#### 9. FACILITIES

The competition site should be made available to the Event for the duration of the competition and must include:

2 - 20m x 60m outdoor rings with acceptable and approved footing, a 20m x 60m indoor arena, suitable warm-up areas, permanent or portable stabling, a private hospitality area for judges, competition officials, sponsors, and competition committee members.

Warm-up areas should be sand or similar footing, must be 20m x 60m in dimensions and can either be indoor or outdoor.

Competition rings must not be used for warm-up. The only exception to this will occur if it is necessary to use an indoor arena for a competition ring. Then each competitor will be allowed to ride his/her horse around the inside of the ring once in each direction.

#### 10. INDOOR VERSUS OUTDOOR COMPETITIONS

An outdoor competition should always be the goal of the Event; however, if and when the weather becomes so inclement as to endanger horses and/or riders (ie. poor footing), then the division should be relocated indoors. The comfort and safety of horses, riders and spectators should always be a prime consideration.

If some classes are forced to relocate indoors in one division, it is not necessary that these same classes be relocated indoors for the other divisions.

#### 11. DISPUTES

All disputes, disagreements, rule alterations or interpretations shall be directed to the CADORA Inc. President, the Director, Dressage, and the divisional chairperson at whose division the problem or situation has arisen. The matter in question shall be discussed and a resolve taken, by vote if necessary. The decision will be finalized in accordance with the rules of Equine Canada.

#### 12. JUDGES' CLINICS

The Event is often used as a "vehicle" for EC/DC sponsored judges' clinics. When such is the case, the Event will inform the CADORA Inc. President, who will cause to transmit the appropriate information to the division(s) involved.

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### 13. OTHER CLASSES

Any division is free to hold “spin off” competitions, extra classes or clinics it wishes provided that they do not interfere with the operation or scheduling of the championship classes. Judges used for any spin off competitions or these extra classes may be Event judges provided that the criteria limits set by EC are strictly adhered to (i.e. # of judging hours/day). All costs including prize money, prize lists (included if printed in INK), ribbons, judges’ honoraria, etc. must be borne by the “spinoff”.

It is also understood that the cost of any social functions held for the enjoyment of competitors, patrons, competition officials, etc. must be borne by the division, sponsors or any group other than CADORA Inc. It is recommended that these Events be conducted on a cost-recovery basis.

### 14. FINANCIAL RESPONSIBILITIES

- A) Each individual division host is responsible for the following:
  1. to raise the necessary funds required to defray all expenses incurred in connection with the division event;
  2. to assume the responsibility of any deficits incurred;
  3. keep any profits derived from running the division event for the furtherment of dressage in the area of the event.
- B) CADORA Inc. will provide and assume the cost of:
  1. national advertisements of the Event in national publications;
  2. EC license (all divisions);
  3. when funds permit, upon request of any division, CADORA may subsidise a “seed \$” amount, prescribed and preset by the Board of Directors at the AGM immediately preceding the year of the Event;
  4. prize list, (all divisions in June CADORA INK;)
  5. mailing labels, (all divisions, upon request).
- C) Donations/sponsorships to CNDC support programme  
 Donations/sponsorship dollars received by CADORA Inc. for the “Canadian National Dressage Championships Support Programme” will be administered through the CADORA. Inc. Treasurer’s office by the current Board of Directors. Monies will be distributed to respective divisions based upon availability.

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<b>SUBJECT:</b> Prize List/Programme Contents	<b>ISSUE DATE:</b>

15. PRIZE LIST & COMPETITION PROGRAMME CONTENTS

1. Information common to all divisions:
  - Name of Event & divisions offered.
  - CADORA logo.
  - Levels offered and tests used.
  - Statement regarding Equine Canada
  - List of the judges and country of origin.
  - List of the national competition committee.
  - Overall rules & conditions.
  - Judges' clinics, if applicable.
  - Qualifiers, selection trials etc., if applicable.
  - Classes & awards.
  - Ring sizes & judges' positions.
  - Champion & reserve champion criteria.
  - Qualifying information & form.
  - Closing dates for entries, all divisions.
  - Common entry form.
  
2. Information pertinent to an individual division:
  - Division name.
  - Competition site (host facility).
  - Division competition officials:
    - steward, farrier, veterinarian, M.D.
  - Division competition committee:
    - chairman, secretary, manager, fund raiser, entry secretary, treasurer.
  - Divisional personnel (optional):
    - scorers, announcer, awards, runners, gate tenders, parking, catering.
  - Schedule of Events (see sample over)
  - Available accommodation.
  - Available videotaping.
  - Information regarding refreshment on site, receptions etc.
  - Stabling: types & costs.
  - Dates of competition and closing dates for entries.
  - Rules & conditions pertinent to local facilities and organization.
  - Completed entry form including fees & stabling information.
  - Prize list mailed in time.
  
3. Information pertinent to the competition program only:
  - Listings of sponsors, donors, advertisers etc.
  - Message from the President.
  - Judges' biographies.
  - Competitors' listings: number, time, horse, rider & place for %, judges.

<b>SECTION:</b> C.N.D.C.	<b>INDEX NO:</b> 3-A
<b>SUBJECT:</b> Prize List/Programme Contents	<b>ISSUE DATE:</b>

## CANADIAN NATIONAL DRESSAGE CHAMPIONSHIPS

SCHEDULE (Tentative)

**SAMPLE**

### FRIDAY, SEPTEMBER 4

<u>Ring 1</u>	<u>Ring 2</u>
JR & SR BASIC 4B	JR & SR BASIC 2B
7:30 - 12:30	7 - 12:15
GRAND PRIX	MEDIUM 4B
13:35 - 16:45	13:35 - 15:50

### SATURDAY, SEPTEMBER 5

<u>Ring 1</u>	<u>Ring 2</u>
PRIX ST. GEORGES	JR & SR BASIC 2C
8:15 - 12:15	7 - 12:30
YOUNG RIDER TEAM	MEDIUM 4C
13:35 - 15:20	13:35 - 16:15
BASIC 4 FREESTYLE	
15:40 - 16:30	

### SUNDAY, SEPTEMBER 6

<u>Ring 1</u>	<u>Ring 2</u>
INTERMEDIAIRE 1	MEDIUM 2B
9 - 10:55	7 - 12:15
YOUNG RIDER INDIVIDUAL	INTERMEDIAIRE 1
11:00 - 12:30	15:35 - 16:15
MEDIUM 4 FREESTYLE (PM)	
GRAND PRIX SPECIAL	
13:30 - 16:35	

### MONDAY, SEPTEMBER 7

<u>Ring 1</u>	<u>Ring 2</u>
MEDIUM 2C	JR & SR BASIC 4C
7 - 12:15	7 - 12:15

GRAND PRIX FREESTYLE (World Cup Qualifier) 13:20 - 14:15

INTERMEDIAIRE 1 FREESTYLE 14:25 - 15:00

MEDIUM 2 FREESTYLE 15:05 - 15:40

*(RIBBON PRESENTATIONS AT NOON & DAY'S END IN RING 1)*

**SAMPLE**

<b>SECTION:</b> C.N.D.C.	<b>INDEX NO:</b> 3-A
<b>SUBJECT:</b> Financial Budget (Sample Only)	<b>ISSUE DATE:</b>

**SAMPLE**

**FINANCIAL BUDGET**

Canadian National Dressage Championships

1) CADORA Inc. Expenses:

Seed \$ \$ \$ \$	.....\$	Upon Request	(Limit \$500.00 per div.)
Administration	.....\$	<u>500.00</u>	
Competition permit for all divisions.....	\$	<u>350.00</u>	
National advertising	.....\$	1,250.00	
Prize list ( X 4), June INK.....	\$	2,600.00	+
Mailing labels for each division.....	\$	150.00	
Year end CNDC awards .....	\$	350.00	+/-
TOTAL funding provided by CADORA Inc.	.....	\$	5,700.00

2) REVENUE - STABLING (Direct to show site or required to cover expenses by division):

Horse stall fees	.....\$	5,300.00
Tack stall fees	.....\$	1,000.00
Extra hay/bedding/feed.....	\$	700.00

3) Other REVENUE (potentially self-supporting):

- Provincial government/other grants
- Corporate/private sector donations/gifts
- Trade fair booth/site rentals
- Reception/hospitality passes
- Show catering

4) Sport Canada funding no longer available.

Judges' travel (approx) .....	\$3200.00
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**SAMPLE**

<b>SECTION:</b> C.N.D.C.	<b>INDEX NO:</b> 3-A
<b>SUBJECT:</b> Financial Budget (Sample Only)	<b>ISSUE DATE:</b>

**REVENUE** - per division:

CADORA Inc. opening balance donation .....	\$ 500.00
Entry fees .....	\$ 10,000.00
Division/class sponsorships.....	\$ 5,000.00
Local CADORA group donations.....	\$ 500.00
Programme/signage advertising.....	\$ 500.00
Lottery/raffles .....	\$ 500.00
Parking.....	\$ N/C
Programs .....	\$ N/C
Other income from 3) above.....	\$ 8,000.00
Sport Canada (via EC) was: .....	\$ 2,000.00 (now cancelled)
<b>TOTAL</b> required income per division.....	<b>\$ 27,000.00</b>

**SAMPLE**

**EXPENSES** - per division:

(could reach +/- 5000.)

Judges' travel (Diff. EC).....	\$ 2,000.00
Administration: office/bank/PC/PA.....	\$ 1,000.00
Phone/fax/modem.....	\$ 750.00
Show programme/printing .....	\$ 2,500.00
Site rental fee (if applicable).....	\$ 3,000.00
Officials' fees (judges/steward/vet) .....	\$ 3,000.00
Judges' transport/accommodation/meals .....	\$ 2,500.00
Grounds/facilities .....	\$ 1,000.00
Tests/ribbons/trophies.....	\$ 2,000.00
Liability insurance .....	\$ 400.00
Local advertising.....	\$ 500.00
Drug test fees .....	\$ 300.00
Stabling.....	\$ ????.00
Refunds (entries/stabling) .....	\$ 300.00
Volunteer food/accomodation.....	\$ 1,500.00
Hospitality/catering .....	\$ 1,500.00
Prize monies.....	\$ 5,000.00
<b>TOTAL BUDGET EXPENSES</b> .....	<b>\$ 27,000.00</b>
<b>BUDGET PROFIT (LOSS)</b> .....	<b>\$ 0.00</b>

**SAMPLE**

<b>SECTION:</b> C.N.D.C.	<b>INDEX NO:</b> 3-A
<b>SUBJECT:</b> Funding	<b>ISSUE DATE:</b>

*Instituted June 1995*

CNDC

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### **CNDC FUNDING**

As reliance upon Sport Canada funding to cover CNDC expenses has become a thing of the past, the dressage community must look for alternative sources of funding to support continuation of our National Championships.

The following program was instituted in an effort to assist with funding for future CNDC's. Donations in all amounts are welcomed.

#### **CANADIAN NATIONAL DRESSAGE CHAMPIONSHIPS SUPPORT PROGRAMME**

Donations From: \$50.00 - \$25,000

An Amateur Sport Tax Receipt will be issued to all donors, whose names will be printed in subsequent issues of *INK*.

Donor Name: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Province: \_\_\_\_\_ Postal Code: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

*Your participation is appreciated!*

Please make cheque payable to CADORA Inc.

and mail to: **Name, Treasurer**

**Address**

<b>SECTION:</b> Member / Group Development	<b>INDEX NO:</b> 3-F
<b>SUBJECT:</b> Starter File	<b>ISSUE DATE:</b>

***Provide for regions starting new groups:***

1. Current list of:
  - Area Representatives of local groups
  - CADORA Inc. Officers, Directors and Chairpersons } see latest OMNIBUS
2. - Copy of latest news bulletin "INK"
3. Policies & Procedures Manual
  - CADORA Inc. Letters Patent, By-law. (pages 13-22)
  - CADORA Inc. National Membership Form. (page 58)
  - CADORA Inc. Awards criteria (pages 63)
  - Outlines of organizations in Canada - Equine Canada (page 103)
  - Executive structures and deadline dates
4. Minutes of latest AGM. (on request)
5. Information regarding current clinics, seminars and events (on request)
  - CADORA Education Plan (page 65)
6. Provincial constitutions may be obtained from appropriate provincial executive
7. Membership development (pages 57-60) for application form and membership information
8. Guidelines for organizing a dressage competition (pages 109-134)

Reference Material: Omnibus: English

Policies and Procedures Manual

Pamphlets: (see pages 149-154)

Latest issue of CADORA INK

On request: Sample competition program from other local groups including fundraising package, entry forms, liability waiver, newsletters, posters, organizational information  
 CADORA Inc. supplies: stickers, club pins, visors, baseball caps, bumper stickers, pamphlets



<b>SECTION:</b> Administration and Organization	<b>INDEX NO:</b> 2-F-5
<b>SUBJECT:</b> Committee Description	<b>ISSUE DATE:</b>

### ***Animal Rights Activities***

#### **Animal Welfare**

Since earliest times, animals have traditionally been sustainers, companions and partners for humankind.

Animal welfare groups defend and support the humane use of animals, while striving to understand and promote the safety, health and well-being of animals.

They take seriously the issue of wise stewardship of all living things, and actively resist abusive or inhumane practices which may occur either by intent, neglect or carelessness.

Those in the horse industry embrace the ideology of animal welfare.

#### **Spokesperson**

A show committee member should be assigned the task of addressing any animal rights activist who may appear at a dressage event. This person must be able to calmly address any question concerning the use of riding aids, such as whips and spurs, and “agree to disagree” with any comments the activist may make without becoming antagonistic. This person should be familiar with EC-provided literature on the subject.

#### **Equine Canada Statement of Principle**

Equine Canada (EC), the national equestrian federation of Canada, supports adherence to humane treatment of horses in all competitions under its jurisdiction.

EC is committed to:

- upholding the welfare of horses, regardless of value, as a primary consideration in all activities;
- requiring that horses be treated with kindness, respect, and the compassion that they deserve, and that they never be subjected to mistreatment;
- ensuring that owners, trainers and exhibitors or their agents use responsible care in the handling, treatment and transportation of their horses as well as horses placed in their care for any purpose;
- providing for the continuous well-being of horses by encouraging routine inspection and consultation with health care professionals and competition officials to achieve the highest possible standards of nutrition, health, comfort, sanitation and safety as a matter of standard operating procedure;
- continuing to support scientific studies on equine health and welfare;
- increasing education in training and horsemanship practices;
- requiring owners, trainers and exhibitors to know and follow their sanctioning organization’s rules, and to work within industry regulations in all equestrian competition;
- reviewing, revising and developing competition rules and regulations that protect the welfare of horses.

The standard by which conduct or treatment will be measured is that which a reasonable person, informed and experienced in generally accepted equine training and exhibition procedures, would determine to be neither cruel, nor abusive nor inhumane.

<b>SECTION:</b> Member / Group Development	<b>INDEX NO:</b> 3-F-1
<b>SUBJECT:</b> Clarification of Dressage Organizations in Canada	<b>ISSUE DATE:</b>

### **1. Equine Canada**

Established in 1977, as the Canadian Equestrian Federation, Equine Canada is the governing body of equestrian sport in Canada.

Equine Canada is responsible for fostering and encouraging the development of all aspects of equestrian activity (excluding racing), and for providing the standards under which competitions are conducted. To that end Equine Canada provides central administration, educational and public relations programs, liaison with provincial federations and affiliated organizations, rules of competition, and an extensive roster of qualified horse show officials.

Equine Canada is the only governing body for equestrian sport in Canada recognized by the Fédération Equestre Internationale (F.E.I.), the Canadian Olympic Association and the federal government. The federation approves the charters of provincial federations and encourages communication between the various associations and organizations devoted to equestrian interests.

### **2. SPORT CANADA**

Financial contributions are available to EC from Sport Canada in support of their regular, ongoing activities in the areas of management, high performance and domestic sport development, as undertaken toward the accomplishment of EC objectives set out in long-term or quadrennial plans.

### **3. CADORA INC.: Canadian Dressage Owners and Riders Association Inc**

CADORA was founded in April 1969 as a training organization. Its basic purpose is to foster an interest and understanding of dressage among horsepeople and the general public. CADORA helps Canadian riders through the setup of local area groups who then organize lectures and clinics for dressage judges and riders.

CADORA has a direct influence on the regulation and official running of the sport through the provinces, i.e. provincial groups or individual groups within the provinces. They also nominate the national directors from each province who comprise the Board of Directors for CADORA Inc.

CADORA's local groups run the majority of dressage competitions in Canada as well as the provincial and national championships.

<b>SECTION:</b> New Group Formation	<b>INDEX NO:</b> 3-F-2
<b>SUBJECT:</b> Local Group	<b>ISSUE DATE:</b>

There are many local groups across Canada which make up the membership of CADORA Inc.

## 1. THE EXECUTIVE

Each group is represented by an elected executive, made up of:

a) Area Representative, and/or President

Appointed at the initial meeting, elected once the group is formed at Annual General Meetings thereafter. The Area Rep is responsible for running regular group business, meetings, arranging monthly activities, schooling shows, clinics, guest speakers etc.

b) Vice President (not compulsory)

Elected. Should be able to take the President's place at any time. Is in training for the Area Rep's position.

c) Treasurer/Membership Secretary (Can be 2 people)

Elected. Set up bank account, joint signing authority with Area Rep. Receives membership fees, keeps all accounts, arranges for year end statements, remits correct fees to national and provincial offices. Attends to group's general financial affairs.

d) Executive/Recording Secretary

Elected or appointed. Assists at all functions requiring secretarial skills, mails meeting notices, takes minutes and distributes.

e) Provincial Representative

Elected. Should be prepared to attend provincial CADORA meetings to represent group's interests. Area Rep is automatically the provincial representative if no one else is appointed.

f) Directors

Other directors may be elected in numbers as deemed necessary by the group to assist in the running of the activities for members. Elected in the same manner as the President/Area Representative. Each director should be given a specific task to perform during his/her term of office.

After the Annual General Meeting of each group, it is the responsibility of the secretary to submit the names and addresses of the elected officers to the national secretary in order to keep files up to date.

g) Newsletter Editor

Elected. Reports group activities, Show results, news from other groups and provincial/national bodies, etc. Sends copy of group newsletter to current editor of CADORA INK.

h) Other suggested positions, elected or appointed

- hospitality
- awards
- show secretary (ies)
- fundraising
- nominations
- membership liaison
- education

<b>SECTION:</b> New Group Formation	<b>INDEX NO:</b> 3-F-2
<b>SUBJECT:</b> Local Group	<b>ISSUE DATE:</b>

**2. CADORA Inc. Membership**

National dues cover the period from January 1 to December 31, as does its fiscal year. CADORA Inc.'s Annual General Meeting takes place before December. It is therefore suggested that local groups hold their AGM before the end of November so the memberships may be renewed in good time. It is recommended that a representative of the group attend the CADORA Inc. AGM.

Memberships must be paid to CADORA Inc. by April 1st to maintain voting privileges. Memberships submitted to the CADORA Inc after April 1st will be on mailing lists for notices but not for proxy voting forms.

**3. MEMBERSHIP DUES**

National dues are established yearly at the CADORA Inc. AGM. Dues are collected at the local level by the group, provincial (where applicable) and CADORA Inc. portions and forwarded accordingly. NB: Groups (and their members) cannot join CADORA Inc. if they opt to by-pass an existing provincial association. Provincial dues vary depending upon the province. Local dues also vary depending upon the group. Some groups offer social memberships to introduce new people to dressage without the added financial commitment to the national organization. However, it is recommended that members eventually join fully. National dues are established yearly at the CADORA Inc. AGM.

Group dues should be adequate enough to cover administrative rep. expenses to provincial and/or national meetings.

**4. NEWSLETTERS**

Your group's newsletter editor should forward a copy of all newsletters to the editor of CADORA INK, (CADORA Inc.'s newsletter); also to other groups who have indicated an interest to receive same. Your editor may also request to receive letters from other groups.

**5. FUNDING & FUNDRAISING**

If available, government funding is sometimes forthcoming through the national or provincial organization. Local groups may apply to these bodies for whatever funding is available, and/or may fundraise locally for their own activities.

Amateur Sport Tax Receipts are available for sponsorships by requesting that the donor make said cheque payable to CADORA INC. These are then listed and forwarded to the national treasurer for processing, following which the funds and the receipts will be returned to the group. This tax advantage does NOT apply to advertising.

**6. ADVERTISING**

Groups who have local businesses that might like to advertise in one of CADORA Inc. publications, please see the attached flyers for the OMNIBUS and CADORA INK.

<b>SECTION:</b> New Group Formation	<b>INDEX NO:</b> 3-F-3
<b>SUBJECT:</b> Provincial Guidelines	<b>ISSUE DATE:</b>

## **ROLE OF PROVINCIAL ASSOCIATIONS**

Just as Equine Canada, the governing body of all equestrian sport in Canada, is recognized by the federal government (Sport Canada), specifically when it comes to funding, so is a provincial association recognized by its provincial government.

CADORA Inc. is made up of many groups across the country and within each province, a provincial organization is created to, among other things, liaise with its provincial government, specifically when it comes to accessing any funding that might be available.

There are as yet a number of provinces which do not have official provincial associations, and a few that do not have any groups, but are made up solely by one provincial association.

CADORA Inc.'s mandate is to foster dressage, and part of this is achieved by the creation of local groups; wherever there are multiple groups, there must be a provincial association that represents their interests to the provincial government and other affiliated organizations and wherever there is only a single provincial association, at least one, but preferably more groups should be formed.

## **GUIDE TO CREATING A PROVINCIAL ASSOCIATION**

A group and its members cannot become members of the national body by-passing an existing provincial association. Where no group or provincial association exists an individual may join through any other group or form a new group in their area.

### INITIAL STEPS

- 1) Ensure that the provincial government will "recognize" a provincial dressage association.
- 2) Hold a meeting with at least one representative from each local group. (In those provinces where there are only two or three groups, two or three representatives from each group should be at this meeting which will become the "steering committee".)
- 3) Create a provincial constitution and/or provincial by-laws under which the provincial body will be operated. (The creation of this document should have significant input to ensure equal representation and common goals.)
- 4) Elect an executive comprised of an equal number of representatives from each group in the province.

### PURPOSES OF HAVING A PROVINCIAL ASSOCIATION

- To identify activities requiring funding
- To access provincial funding via submission of budgets based on annually projected activities
- To co-ordinate activities provincially (not locally)
- To promote and ensure communal goals.
- To promote unity of purpose between groups

### POSSIBLE PROGRAMMES, ACTIVITIES, etc.

- provincial awards system
- establishment of a trust fund
- creation of a "Dressage Honour Roll"
- junior/young rider development and team creation/selection
- coaching programme
- talent identification process

<b>SECTION:</b> New Group Formation	<b>INDEX NO:</b> 3-F-3
<b>SUBJECT:</b> Provincial Guidelines	<b>ISSUE DATE:</b>

- organization of provincial dressage championships
- publication of a newsletter covering provincial concerns

The establishment of a provincial dressage association can do a great deal to increase monies available to the sport, which may otherwise be diverted to other disciplines or to other sports.

It can also increase the co-operative efforts of a number of groups to operate as one and to ensure that the fulfillment of provincial goals is always the main focus; it also serves to dispel the perception that some are acting independently of others and that some programmes are done covertly and to the exclusion of others.

Should any province require additional information or assistance in creating a provincial association , contact the current CADORA Inc. President.

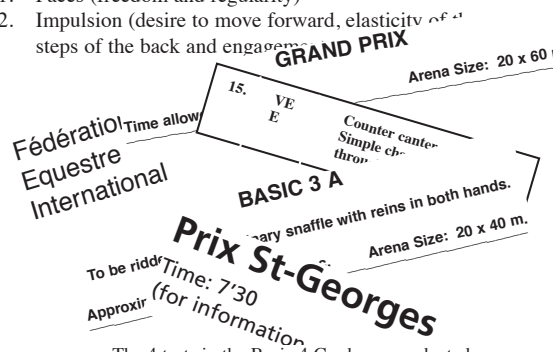
### **PROVINCIAL DRESSAGE ASSOCIATIONS**

Ontario	-	CADORA Ontario
Saskatchewan	-	S.D.D.A.
Alberta	-	A.D.A.
British Columbia	-	BC CADORA

# A GUIDE TO DRESSAGE TESTS

## COLLECTIVE MARKS

1. Paces (freedom and regularity)
2. Impulsion (desire to move forward, elasticity of steps of the back and engagement)



The 4 tests in the Basic 4 Grade are graduated in difficulty.



**CANADIAN  
DRESSAGE  
OWNERS' &  
RIDERS'  
ASSOCIATION INC.**

**LOCAL GROUP:**

Details of this pamphlet can be found on pp 135/136 of this manual.  
A copy of this pamphlet for reproduction can be obtained from  
CADORA Inc. free of charge.

<b>SECTION:</b> Competitions	<b>INDEX NO:</b> 4-A
<b>SUBJECT:</b> Show Guidelines	<b>ISSUE DATE:</b>

***EC MEMBERSHIP INFORMATION  
TO BE USED AS A GUIDE FOR HORSE SHOW ORGANIZERS:***

*N.B.: Contact EC yearly for revisions and updates.*

1. EC BRONZE COMPETITIONS (e.g. BC's PacRim)
  - a) Permit must be obtained
  - b) No prize money
  - c) Must use EC rules & officials
  - d) No EC membership required
  - e) No drug fees required (though required in some provinces)
  - f) No passports required
  - g) Provincial awards
  - h) PSO membership
2. EC PROVINCIAL CIRCUIT (e.g. Ontario's Silver Circuit)
  - a) Permit - related to prize money offered
  - b) Must use EC officials & rules
  - c) Passports & drug fees are required
  - d) EC associate membership, provincial levy required for competitors
  - e) Provincial awards
  - f) EC competitor/horse license
3. EC GOLD COMPETITIONS
  - a) Competition registration dues required (Permit) - per EC schedule of premiums
  - b) EC individual membership required
  - c) Horse passport required (EC or FEI)
  - d) Drug fee collection mandatory
  - e) Must use EC officials and rules
  - f) Competitors are eligible for EC awards



<b>SECTION:</b> Competitions	<b>INDEX NO:</b> 4-B
<b>SUBJECT:</b> Guidelines for Organizers	<b>ISSUE DATE:</b>

***GUIDELINES FOR ORGANIZING DRESSAGE COMPETITIONS:***

In the fall prior to the year in which you wish to organize the competition, it is advisable to create and organize a show committee

From this committee, the following positions will be appointed:

1. Chairperson
2. Vice chairperson
3. Entry/show day secretary/treasurer - these three positions can be separated if a large competition is being held and they should be in constant communication with each other.
4. Grounds and ring crew supervisor/manager
5. Refreshments supervisor
6. Parking supervisor
7. Stabling supervisor
8. Fund-raising chairperson
9. Publicity chairperson
10. Prizes and ribbons chairperson

It is also useful to have a number of extra people.

It is usual, but not necessary, that the chairperson is in charge of the show personnel which consists of:

<b>JUDGES</b>	It is recommended that at least one judge be a senior or recorded judge on the EC list.  Only one judge per arena is needed except at national championships when two judges are required.
<b>STEWARDS</b>	It is the responsibility of the chairperson to provide a steward who will check the saddlery, dress, etc. after a competitor has completed his/her test. In the case of an EC national competition, a senior or recorded steward may perform this duty.
<b>JUDGES' WRITER(S)</b>	A knowledgeable person should perform the job of filling in the tests for the judge. The person performing this task must know the test being performed and be the judge's assistant during the show.

<b>SECTION:</b> Competitions	<b>INDEX NO:</b> 4-B
<b>SUBJECT:</b> Guidelines for Organizers	<b>ISSUE DATE:</b>

- SCORERS** This job is best performed by someone who is able to use a calculator with confidence. There should be two people to perform this duty so that one can score and the other can check and “post” the final scores for each competitor. (More on scoring further on in this booklet.)
- WHIPPER-IN** He/she is responsible for making sure the competitors are ready and waiting their “time” and should ensure that competitors are not eliminated for failing to fulfill this requirement. The whipper-in is in charge of the ring and should anything need attention, it is his/her job to find the required help.
- GATE ATTENDANT** This individual is assigned the job of opening and closing the arena gate for competitors. It is an advantage to appoint two people so that rest periods can be worked in. They should work in conjunction with the whipper-in and the steward.
- ANNOUNCER** This is a very important job and can keep the competition running on time. Complete information should be kept in the hands of this person at all times.
- FARRIER** It is beneficial to have a farrier on the show grounds, but can be on call.
- VETERINARIAN** It is not usually necessary to have a veterinarian on the grounds, but one must be on call in case a need should arise.
- FIRST AID ATTENDANT** Appropriate personnel from an emergency medical response unit should be on duty during show hours in case of human injury.

<b>SECTION:</b> Competitions	<b>INDEX NO:</b> 4-B
<b>SUBJECT:</b> Guidelines for Organizers	<b>ISSUE DATE:</b>

### **Application for Show Date**

It is advisable to apply for your show date in the fall prior to the year in which you wish to hold the show. This can be obtained through the equestrian federation in your province. This is usually handled by a show committee of that province that allocates dates so that there will be no conflict and shows will not have to compete for entries.

There are three possible categories of competition:

1. National (sanctioned by Equine Canada)
2. Provincial circuits within a given province
3. Primary (local)

It should be noted that championship shows are always national shows regardless of the amount of the prize money offered (see EC rules).

### **Rule Book**

It is necessary for the show to have an EC Rule Book in which they will find listed the requirements for the fee structure which depends upon the amount of the prize money offered.

### **Chequing Account**

It is advisable to open a chequing account in the name of the show with signing authority of two members of the committee. The first fees that will have to be paid are those to EC for the status under which the show is to be run.

### **Selection and Hiring of Judges**

The next and most important task is the selection and hiring of judges. After these individuals have been contacted and have agreed to judge, a contract should be drawn up indicating the agreement of fees to be paid, travel expenses, accommodation and meals while participating at the show.

A sample agreement form can be obtained from the provincial federation. There should be two agreement forms for each judge - one for the judge and one retained by the show.

<b>SECTION:</b> Competitions	<b>INDEX NO:</b> 4-B
<b>SUBJECT:</b> Guidelines for Organizers	<b>ISSUE DATE:</b>

### Prize List

The prize list should be compiled and printed. Prize lists have to be approved, i.e. sent out to the individual within your province who has been appointed as the person responsible for approval of prize lists. This is a must for national shows.

Permit and provincial circuit shows must send a copy of their prize list to the provincial equestrian federation with the show application. If there is no provincial federation, then this should be sent to EC in Ottawa.

The prize list should include the following:

1. classes to be offered
2. stabling requirements
3. entry form and fees
4. if a national show, it must include the required portion of the EC material indicating that the show is being run under the auspices of the EC
5. tests to be ridden at each level and size of ring(s) to be used
6. deadline for entries
7. show secretary's name, address and telephone number, with a date and time for competitors to call for test times
8. the precise details on the location of the show
9. the names of the judges
10. any local rules and regulations and those pertaining to the type of show when run under EC rules
11. the prizes that are available for each class
12. information on local accommodation
13. daily show schedule / time table.

Having compiled your prize list, it should be mailed out to prospective competitors at least two months before the show. Any advertising which is to be done should be published at least two months prior to the show, longer if it is a championship.

<b>SECTION:</b> Competitions	<b>INDEX NO:</b> 4-B
<b>SUBJECT:</b> Guidelines for Organizers	<b>ISSUE DATE:</b>

### **Volunteer/Workers' Commitment**

Official letters should be sent to all volunteers asking for a written commitment as to their availability to work at the competition.

### **Insurance**

Insurance coverage requirements are laid down by EC. Insurance should be arranged through local agencies. Liability insurance is a must for all horse shows and should cover all helpers whether paid or not.

Furthermore, competitors should be encouraged to carry personal liability coverage on an individual basis, and a clause to this effect be inserted on all competition liability waivers.

Note: Insurance is NOT available through CADORA Inc. Some provincial organizations provide limited coverage.

### **Ribbons and Trophies**

The ribbons and trophies should be ordered and the person responsible should carefully check these for correct wording and spelling and store them in a safe place. It is a good idea to order a number of extra complete sets of ribbons in case of ties.

### **Accounting**

H.S.T.

1. HST must be added to all fees (entries/stabling/administration etc.) if the "Host" is an enterprise which grosses more than \$30,000.00 per annum. (N.B.: Keep abreast of government updates).
2. HST is not applicable to fees paid to an official non-profit organization (ie. CADORA groups)

Whatever the circumstances, financial records must be kept for a period of at least 5 years.

<b>SECTION:</b> Competitions	<b>INDEX NO:</b> 4-B
<b>SUBJECT:</b> Guidelines for Organizers	<b>ISSUE DATE:</b>

## ***TIME SCHEDULE FOR RUNNING A DRESSAGE COMPETITION***

### **Well Ahead**

1. Set up show committee and appoint secretary/treasurer.
2. Select date. (If national, fall ahead of show.)
3. Decide on type and level of competition.
4. Apply for national or permit show, as required.
5. Select and book judges and steward. Determine all costs, (travel, hotel, meals, etc. and fees). Draw up contract.
6. Arrange for blacksmith and veterinarian.
7. Find sponsors.
8. Arrange for stabling.
9. Arrange for catering and possible billets for members.
10. Choose tests (current) for all levels offered.
11. Decide on entry closing date.
12. Estimate possible number of entries and decide on number of rings needed etc. decide if it will be necessary to limit entries.
13. Arrange for insurance.
14. Prepare prize list and submit to individual responsible for sanctioning same in your province.
15. Order ribbons and trophies.
16. Attend any provincial show organizer meetings.

### **Eight Weeks Ahead**

1. Send out prize lists and entry forms.
2. Place advertisements as deemed necessary.
3. Arrange accommodation for judge(s) and steward for night prior to competition and other nights, if needed.
4. Check with caterers.
5. Order tests - expected number of competitors X number of judges, plus a few extras.
6. Make sure of dressage rings and letters for sizes of rings. Also for a warm-up ring.
7. Arrange for competitor numbers.
8. Arrange for judges' writers, scorers, gateperson, whipper-in, runners (to take tests to scorers).
9. Check toilet facilities and/or order portable washrooms.
10. Pick up ribbons and trophies. Check for accuracy.

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**Once Entries Close:** (at least 6 days ahead)

1. Check that all basic equipment is available and in sufficient quantity.
2. Set up time sheet (starting times) allowing test time plus about two (2) minutes per test to allow horse to leave the ring and the judge to finish marking the test sheet. Allow judges a ten minute break every 15 tests and between divisions, and at least 45 minutes for lunch.
3. Arrange starting order. If a rider is riding more than one horse, make sure there is no conflict by allowing as much time as possible between tests.
4. Allot stabling.
5. Assign numbers / time sheets / notices in competitor envelopes.

**48 Hours Ahead**

1. Stand by telephone for release of start times. Inform early starters of their times. If available, post start times on the internet (this can be the site of the host CADORA group, the host facility or a popular local equestrian website that may post start times free of charge).
2. Check on all minor officials and tell them when and where they are needed.
3. It is a good idea to hold workers' clinics so that they may become familiar with the facility and the tasks they are to perform.

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### 24 Hours Ahead

1. Harrow or otherwise prepare dressage arena footing.
2. Set up ring(s) as per attached diagram. (The size of the ring should be indicated in the prize list.)
3. Make sure that the warm-up ring(s) is (are) clearly marked and signs placed indicating where the steward will be checking tack.
4. Post stabling lists.
5. Post starting times and prepare envelopes for each competitor containing start times, stabling information, number and a program, if one is printed. Amount of money paid or owing should be indicated on envelope. These envelopes should not be handed over until the passport is produced.
6. A stall must be prepared at national shows for drug testing should the technician arrive at the show.
7. Prepare equipment for next day as follows:
  - a) **Judge(s)** should be provided with a shelter, a table and two chairs or a truck/car with a clean windshield. These facilities should be arranged so that the judge can sit directly behind the letter.
    - Clip-board with a copy of each test he/she will be judging.

**Writer(s)** should have a clip board with sufficient tests for the number of entries in each class plus a couple of extras. Include:

    - pens and paper
    - hand bell or whistle (If rings are side by side, one should have a bell and the other a whistle to prevent confusion.)
    - insect repellent or blanket, depending on the season
    - time sheet including any scratches or changes.
  - b) **Steward** requires
    - clip-board with time sheet and changes
    - pen
    - chair
    - insect repellent
    - assistant if a large number of entries.
  - c) **Whipper-In** requires the same as steward listed above.



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- d) **Show secretary** requires
- quiet but readily accessible area with table and chairs or covered area if bad weather
  - competitors' envelopes with numbers and time sheet (start times)
  - spare copies of each test
  - account of money paid, owing or overpaid (should be on outside of competitors' envelopes)
  - cash for refunding number deposits
  - stabling information
  - rule book
  - ribbons and trophies, sorted and in order
- e) **Scorers** require
- quiet area with table and chairs (less accessible)
  - score board and score sheet
  - pad of foolscap
  - pens, pencils, erasers, felt markers for score board.
  - calculator(s) with tape
  - stapler and staples
  - start sheets (order)
  - reliable "runner" or "gopher" to fetch tests from judges etc.
- f) **Announcer** requires
- loud hailer or loud speaker
  - corrected start sheet (times)
- g) **Officials** will require refreshments and meals during the competition.
- h) **Passports and EC Horse Licences** for horses are not needed at schooling shows. They are mandatory at provincial circuit and EC national shows. Once the show has been made a national competition the provincial office will send the secretary the required stamp for the passports and all other pertinent information. See EC Rule Book, E & General.

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### Count Down

- 60 minutes - Show Secretary on duty to give out numbers, etc.
- 15 minutes - Whipper-In should locate the first competitor and make sure he/she is ready to enter the arena.
- 10 minutes - Install all officials
- 5 minutes - First competitor approaches arena
- 0 minutes - First competitor is called into the arena

At this time the organizer should check with the following :

- gateperson                      scorers
- stewards/tack check        runners (or gophers)
- competitors                    judges
- secretary                        refreshments

Encourage runners to pick up tests after every two rides and ask scorers to keep scores posted right up to date on the score board, where riders can see them.

Make presentations as soon as possible after each class.

Tests should be available to competitors at the conclusion of each class, the placings declared and/or the presentations made.

### Completion of Competition

When competitors return their numbers, passports are handed back duly stamped with the correct show stamp which is provided by the PSO. (This is the task of the steward.)

### Cleanup

Finish all paper work.

Pay all outstanding accounts, including drug fees.

All national competitions send correctly tabulated results to the provincial office and/or the EC within 10 days and a copy to the CADORA Awards Chair within one month of conclusion of the competition.

*See page 61 of this manual:*

- NB: 5.a) Competition administrators are expected to forward all results of their EC national dressage competitions to the current **Cadora Inc.** Awards Co-Ordinator within ONE MONTH of the conclusion of their competition.
- b) Competitions that do not comply with the above regulation will be deemed "not in good standing", and results will NOT be accepted for the current year.

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## SCORING

There should always be at least two (2) scorers with an assistant for any national dressage show. One of these people should be designated as the chief scorer. All scorers require their own calculator (with tape) and it is a good idea to have a spare one in case of emergencies. An area of the show grounds should be marked off for the scorers. This area must be within clear site and reasonable walking distance of the rings. It should be off-limits to anyone who is not a member of the show committee.

Once the scorers have established themselves, it is a good idea to sort out how often the runner(s) should collect the tests from the judges, e.g. every 2 or 3 tests. They should also decide when the marks will be posted, e.g. after every 2 tests have been scored. The official score sheets should be placed in an area where they can be readily seen by competitors and spectators, but well away from the scorers.

Be sure you know which test you are scoring and how many possible marks each test is worth. Suggestion: make a large sheet for the wall of the scoring room with name of the test and possible score. Also keep a copy of each test.

As each test is brought in by runners, scorer #1 adds up the achieved score and calculates the percentage. Scorer #2 reads back and places the score on the result sheets.

When about 4 tests have been scored and recorded, they should be posted by the person assigned to do this.

Keep several copies of the prize list, with an up-to-date time sheet available for reference, particularly one copy with the chief scorers' name on it as this soon becomes the "scorer's Bible"!

### Method of Scoring

- a) Simply add up all of the points for the movements and write this total beside the marks total. Do not forget that some of the movements will have a coefficient of 2 and therefore are worth twice as much.
- b) Add up the General Impression (G.I.) (+ co-efficients) points and write this total in the appropriate column.
- c) Add the movement total and the G.I. total together and write this number below the G.I. total.
- d) Subtract the total number of any errors. This gives you the total points the rider earned for that test.
- e) Divide the total points earned by the total number of marks available and multiply by 100 to give the percentage score.

<i>Example</i>	a.	Movement sub-total	=	85
	b.	G.I. sub-total	=	<u>60</u>
	c.	TOTAL	=	145
	d.	errors	=	<u>-2</u>
		TOTAL POINTS EARNED	=	143
		TOTAL MARKS AVAILABLE	=	230
	e.	% score = (143/230) x 100	=	62.17%

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Always calculate the % score to two decimal points in case of ties. The total points earned and the % score should be written clearly and the latter circled. It is important to total the movement points and the G.I. points separately as the G.I. points can be used to break ties.

Make sure that each test has a readable competitor number on it and that any changes in the score for any movement have been initialed by the judge and that the tests are signed, should a test come to the scorers with a mark missing, it has to be returned to the judge to be filled in.

If there is a tie for placing, the competitor with the highest marks under general impression is the winner. If there is still a tie after the marks for General Impression have been added up, the horses shall remain tied.

Suggestion: if the scorers notice a tie developing in the first six placings, take the test concerned to the judge right away as it is easier for him/her to remember!

When a test is judged by more than one judge, the tests are added together and divided by the number of judges and then a percentage is reached for each competitor.

Should a query regarding the scoring be placed, it must come from the secretary or the chairperson, not a competitor! This happens sometimes, and questions may be answered, but complaints have to go through the steward accompanied by cash or certified cheque in the amount of \$50. Scorers should be kept isolated as it is so easy to make a mistake and it can take ages to sort it out when there are several rings "on the go" for two or three long days.

***Penalties for Errors***

All tests	1st error	=	-2
(Training through FEI Levels)	2nd error	=	-4
	3rd error	=	elimination

Use of Voice = -2 every time it occurs.

***Champions and Reserve Champions***

Gold Competitions

These can be declared as follows:

- First Level - Best scores achieved by one competitor from two consecutive tests, i.e. First Level Tests 1/2 or Tests 2/3
- Second Level - Best scores achieved by one competitor from two consecutive tests, i.e. Second Level Tests 1/2 or Tests 2/3
- Third Level - Best scores achieved by one competitor from two consecutive tests, i.e. Third Level Tests 1/2 or Tests 2/3
- Fourth Level - Best scores achieved by one competitor from two consecutive tests, i.e. Fourth Level Tests 1/2 or Tests 2/3
- Advanced - Best scores achieved by one competitor from Prix St. Georges/Intermediaire 1
- Grand Prix - Best scores achieved by one competitor from Intermediaire 2/Grand Prix

The show secretary will need copies of the scores for each competitor as well as the placings for each class and the champions and reserves. All tests must be returned to the secretary.

Be sure to have a copy of the EC rule book in case something occurs that is not included in the above notes!

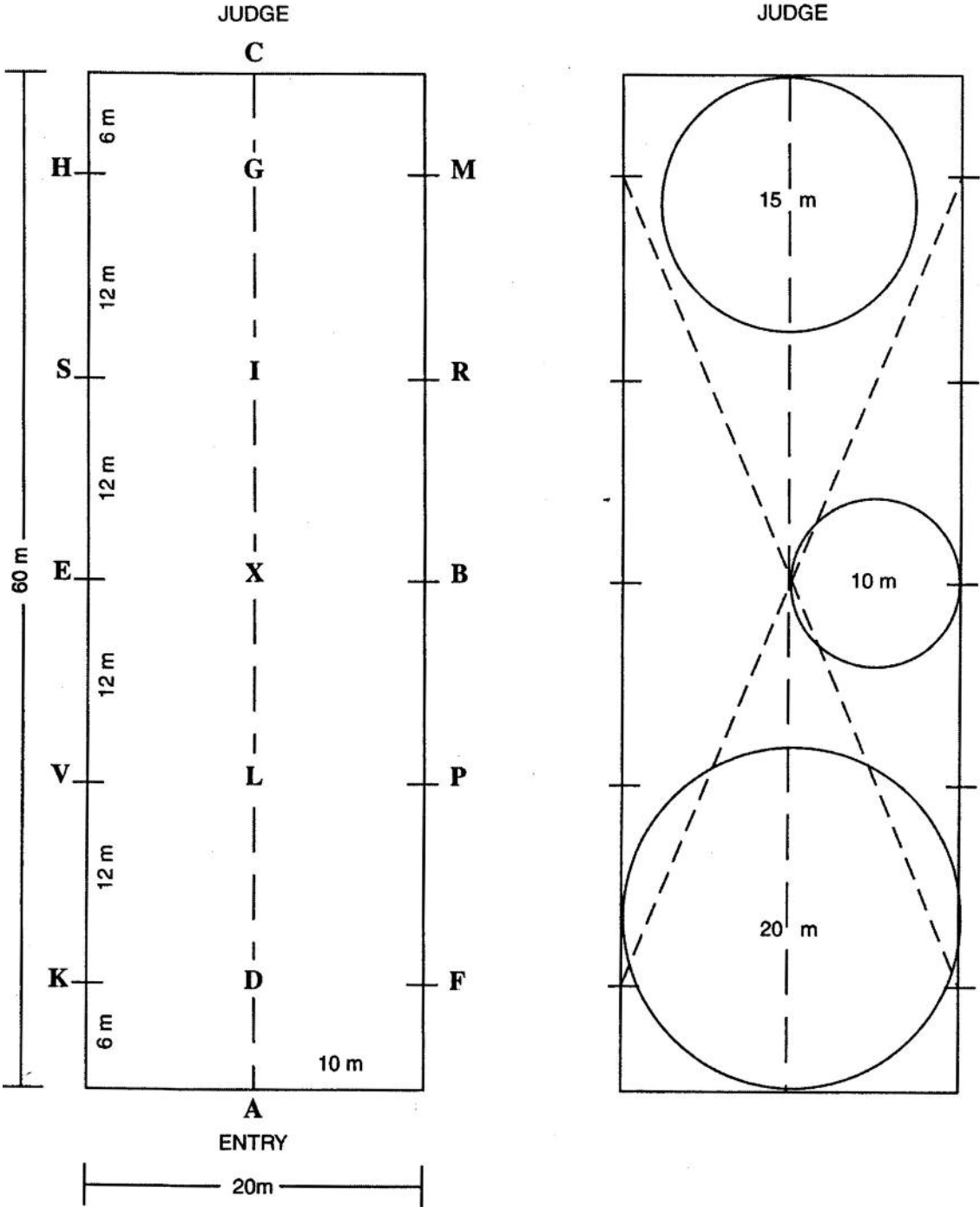
Championship Competitions

For further particulars, please refer to the current EC rule book, Section E, Dressage.

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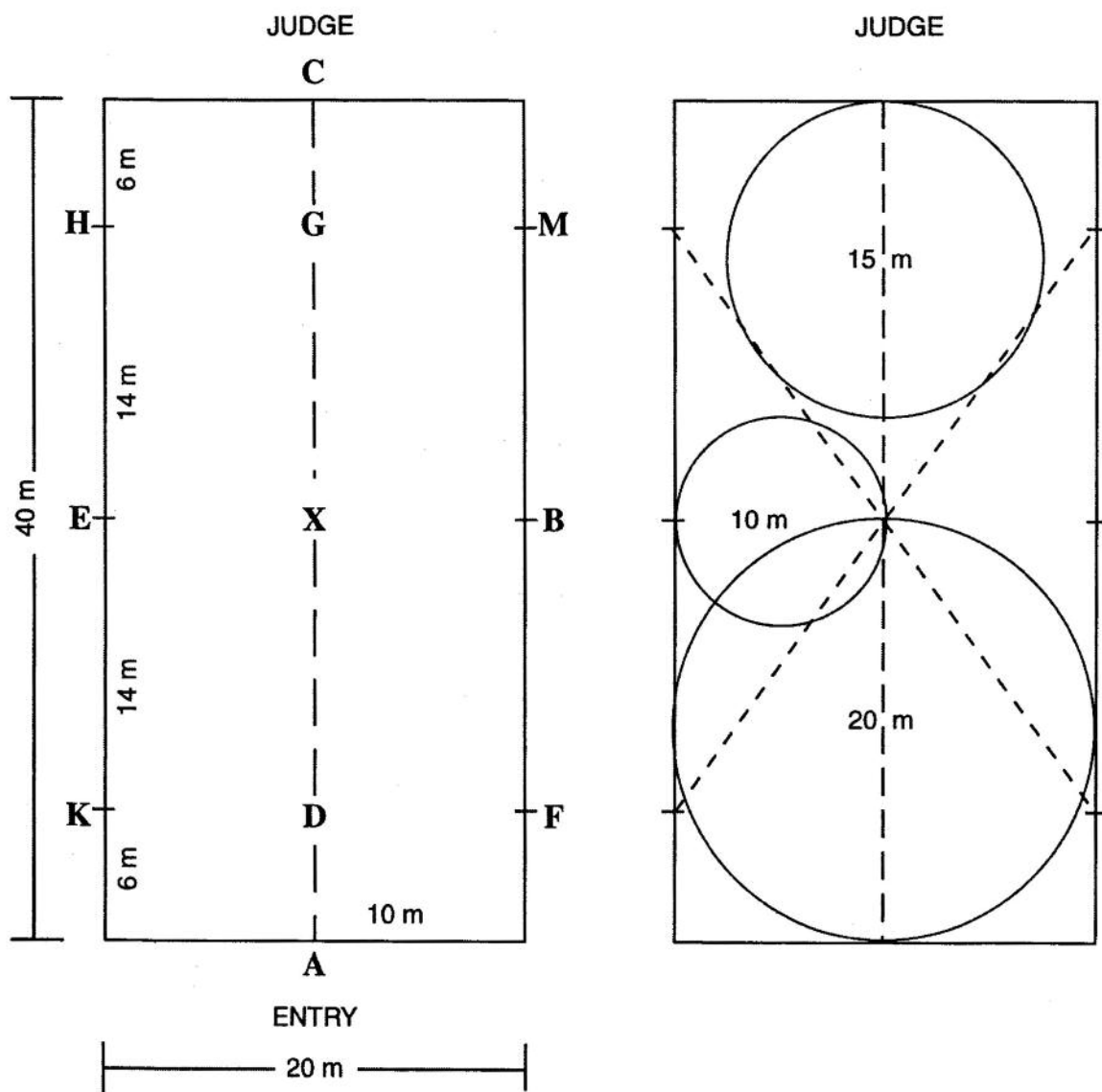
**TYPICAL LAY-OUTS OF DRESSAGE RINGS**

The diagrams below show the dimensions of a 60 metre dressage ring, and the placement of the letters. No letters go in the centre of the ring; they are shown here for rider assistance, as are the circles and the diagonals.



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These diagrams show the dimensions of a 40 metre dressage ring. and the placement of the letters. No letters go in the centre of the ring; they are shown here for rider assistance, as are the circles and diagonals.



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### **SAMPLES**

For further samples of forms / prize lists / criteria, refer to the Canadian National Dressage Championship section in this manual

### **TESTS (Judging Sheets)**

The following tests are available upon request from CADORA Inc. *(See last section of this manual.)*

- 1) Group Dressage
- 2) Walk/Trot test(s)
- 3) Cavaletti test
- 4) Prix Caprilli
- 5) Cadora Basic 2 Freestyle
- 6) Cadora Pas de Deux

### **RESULT SHEETS**

See pages 127-128, 132-34 for samples.



# ENTRY FORM

20\_\_\_\_

## EC DRESSAGE COMPETITIONS

under each category include your show dates

Bronze

SILVER CIRCUIT

GOLD

- ✓ Check type and date. Use one form per horse, per competition type.
- 1) Additional entry forms are available from the entry secretary, or photocopy.
- 2) Entries close when scheduling is completed.
- 3) GST included in all prices (if applicable) (GST # \_\_\_\_\_)
- 4) Non-CADORA members: please pay double entry fees or join CADORA.

HORSE NAME:	PASSPORT/LICENSE #	(✓) STABLING:			
		TH/FRI	FRI/SAT	SAT/SUN	SUN/MN
STALLION/MARE/GELDING	For sale? YES/NO				

**SAMPLE**

Owner:	EC#:	CADORA #:		
Address:	Postal Code:	Day	Test	Fee
Phone: ( )	Fax: ( )			\$
Rider:	Age (if junior):			\$
EC#:	CADORA #:			\$
Address:	Postal Code:			\$
Phone: ( )	Fax: ( )			\$
Each stall:	# days	X	\$	\$
Drug testing may occur. Drug test fee applies to provincial circuit and national only:			\$	\$
For late, phone and fax entries, add			\$	\$
Passports and tests held for numbers.			Insurance/administration fee	
TOTAL FEES PAYABLE TO:			\$	

← add stabling fees

Type in your entry fees, tests, available info.

CLASS TYPE	PRIMARY	PROV. CIR.	NATIONAL	Mail cheque/money order and entry form to:  <i>Entry Secretary:</i>
Non - EC				
Basic				
Medium				
FEI				
Young Rider				

← add return info

<b>VACCINATIONS &amp; INNOCULATIONS</b>	COGGINS <input type="checkbox"/> <i>Required</i>	RHINO <input type="checkbox"/> <i>Required</i>	INFLUENZA <input type="checkbox"/> <i>Required</i>	POTOMAC <input type="checkbox"/> <i>Recommended</i>
---	---	---	---	--





## LIABILITY WAIVER

Every entry at a \_\_\_\_\_ competition  
(group name)

shall constitute an agreement that the person making it; owner, lessee, trainer, manager, agent, coach, driver, rider, and the horse shall be subject to the Constitution and the Rules of Equine Canada, the local rules of the competition, and that every horse, rider, and/or driver is eligible as entered and that the owner and any of his representatives are bound by the Constitution and Rules of Equine Canada and the competition; accept as final the decision of the Hearing Committee on any questions arising under said rules and agree to hold the competition, EC, their officials, directors and employees harmless for any action taken.

I, \_\_\_\_\_ (competitors' name)

do hereby certify that every horse, rider and/or driver is eligible as entered and agree for myself and my representatives to be bound by the Constitution and Rules of Equine Canada at this competition. It is hereby recognized that all equestrian sports involve inherent risk and that no helmet or protective equipment can protect against all foreseeable injury. I hereby accept this risk and hold harmless EC, the competition, their officials, organizers, agents, employees and their representatives.

I hereby release \_\_\_\_\_  
(group name)

and \_\_\_\_\_,  
(competition location)

its servants and agents from any liability arising out of my participation in this competition.

I also release \_\_\_\_\_  
(group name)

and \_\_\_\_\_  
(competition location)

its servants and agents from any liability to competitors, trainers, grooms, volunteers, spectators, animals, or vehicles.

N.B. Drug fees will be collected and drug testing may occur, primary competitions exempted.

I/we confirm that there is liability insurance in force with respect to the ownership of the competing horse(s)      YES       NO

DATED: \_\_\_\_\_

SIGNATURE(S): Owner / Authorized Agent: \_\_\_\_\_

\*Rider: \_\_\_\_\_

\* (Parent or Guardian if rider under 18)

# EQUINE CANADA

2685 Queensview Drive, Suite 100  
Ottawa, Ontario ■ K2B 8K2

## DRESSAGE COMPETITION RESULTS FORM

Name of competition: \_\_\_\_\_ Province \_\_\_\_\_

Secretary: \_\_\_\_\_ Date: \_\_\_\_\_

Address: \_\_\_\_\_ Junior  Senior

Test level & letter \_\_\_\_\_ Sponsor:

Judges: C: \_\_\_\_\_ B: \_\_\_\_\_ E: \_\_\_\_\_ H: \_\_\_\_\_ M: \_\_\_\_\_

Total number of entries in class: \_\_\_\_\_ Ring Size 20 x \_\_\_\_\_ m

- NOTE:
- Use separate forms for each class including junior classes.
  - Specify "JR" in RIDER'S NAME when junior classes are NOT offered.
  - List only percentages of 50% or better.
- \*\*\*
- If owner and rider different, list owner name and EC# on next line

C O M P #	T I M E	HORSE'S NAME PASSPORT/LICENSE #	RIDER'S NAME EC #	JUDGE'S MARK					TOTAL POINTS	%	P L A C I N G
			*** OWNERS NAME EC #	C	B	E	H	M			

Name of competition: \_\_\_\_\_ Date: \_\_\_\_\_

Test level & letter: \_\_\_\_\_ Junior  Senior

C O M P #	T I M E	HORSE'S NAME PASSPORT/LICENSE #	RIDER'S NAME EC #	JUDGE'S MARK					TOTAL POINTS	%	P L A C I N G
			*** OWNERS NAME EC #	C	B	E	H	M			

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**SAMPLE:  
CHECK LIST**

COMPETITION LOCATION:

COMPETITION DATE:

CHAIR/ENTRY SECRETARY:

COMPETITION TYPE:

- prize list approval
- EC permits
- mail programmes, entry forms, non-EC/misc tests - 2 months ahead
- order ribbons/trophies
- book accommodation, for judges & officials
- order portable toilets
- receive entries and sort

- assign duties to volunteers / helpers
- send results to EC/provincial office of show within 8 days
- time assignment
- answer phone enquiries re times
- organize stabling (assign stalls)
- order tests from EC/provincial office

JUDGE #1: \_\_\_\_\_  
 JUDGE #2: \_\_\_\_\_  
 JUDGE #3: \_\_\_\_\_

SCRIBE #1: \_\_\_\_\_  
 SCRIBE #2: \_\_\_\_\_  
 SCRIBE #3: \_\_\_\_\_  
 SCRIBE #4: \_\_\_\_\_

- judge's booth(s)
- 1 table & 2 chairs
- bell / whistle
- 1 copy of current EC rule book
- stop watch

- pencils, pens, eraser
- copies of tests (in folders)
- 1 copy of current Omnibus
- time sheets
- judge's EC report forms

SECRETARY: \_\_\_\_\_

Assistant: \_\_\_\_\_

- set up show site office
- help to assign times (computerize)
- write up charts.
- stuff competitor envelopes: #, blank entry form, time sheets, publicity
- hang ribbons (+ extras)
- EC permits on site

- petty cash & # refunds
- show personnel clip boards + comp. lists & pen
- pens, magic markers, stapler (+ staples)
- tape deck/CD player for kurs
- passport box & current stamp
- officials' badges

MANAGER: \_\_\_\_\_

Assistant: \_\_\_\_\_

- dressage arenas set to size (letters .50 m from ring wall)
- practice ring & letters to size
- (rope) to keep spectators back 20 m from ring(s)
- set up directional, parking & advisory signage
- set up food tent, catering present,+ picnic tables & chairs, barbecue, etc.
- judge's booth(s) in place
- secretary office in place
- results stands in place
- trash cans placed: show site, parking area, barns
- PA hooked up & tested
- tape deck/CD player available
- water available in parking area, barns, show site, etc.

SCORER #1: \_\_\_\_\_  
 SCORER #2: \_\_\_\_\_  
 SCORER #3: \_\_\_\_\_

Results Scribe: \_\_\_\_\_  
 (Post results every 2-3 rides)

- 3 calculators (battery operated) 2 with printers
- pens, pencils, erasers
- stapler (+ staples)
- extra calculator batteries, paper rolls
- boxes for tests
- competitor time schedules
- computer

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STEWARD: \_\_\_\_\_

Whip #1 (Ring 1): \_\_\_\_\_

Whip #2 (Ring 2): \_\_\_\_\_

Whip #3 (Ring 3): \_\_\_\_\_

- chair(s) & small table
- current EC rule book
- box to hold passports
- official passport stamps, ink pad, pen
- clip board with competitor time schedule (1 per official)

-----  
 AWARDS: \_\_\_\_\_

- high point chart
- prizes & awards list
- trophies, prizes & awards on display

-----  
 ANNOUNCER#1: \_\_\_\_\_ ANNOUNCER #2: \_\_\_\_\_

- clip board with competitor time schedule, pen (+ hat).
- PA hooked up

-----  
 READER: \_\_\_\_\_

- 1 Omnibus
- 1 copy of each test offered other than in Omnibus

-----  
 TEST RUNNER #1: \_\_\_\_\_ GATE KEEPER: \_\_\_\_\_  
 (Ring 1) #2: \_\_\_\_\_ (Ring #1) : \_\_\_\_\_

TEST RUNNER #1: \_\_\_\_\_ GATE KEEPER \_\_\_\_\_  
 (Ring 2) #2: \_\_\_\_\_ (Ring #2) : \_\_\_\_\_

-----  
 PARKING ATTENDANT AM: \_\_\_\_\_ PM: \_\_\_\_\_

- chair, a good book, a helpful attitude

-----  
 PROFESSIONAL SERVICES:

- Vet: \_\_\_\_\_
- Farrier: \_\_\_\_\_
- M.D.: \_\_\_\_\_

-----  
 CATERER(S):

- ice
- drinks
- food (+ fixings)
- fresh fruit, pies, tarts etc.
- price board and menu
- (tent)
- serving table
- barbecue
- chairs
- ice coolers

-----  
 MISCELLANEOUS COMPETITION SITE REQUIREMENTS

- portable washroom(s), wash stand, soap, towel, water, bucket, commercial hand wipes
- trash cans
- watering equipment for arenas
- grading equipment for arenas

-----  
 COMPETITOR SCHEDULES:

Copies to: announcer, secretary, scorer(s), steward, whipper-in, judges, competition chair, competition manager, competitor, audience, EC (provincial office)







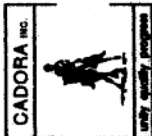


	HORSE	RIDER	TOTAL POINTS	%	PLACING
#					

MAXIMUM

# SAMPLE RESULT SHEET

Fits standard bristol board 22" x 28"



# CADORA Training Level Freestyle

(This is not an EC test)

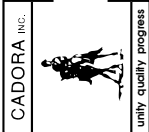
Time Allowed  
4 minutes  
5 minutes

Arena Size  
20 x 40m  
20 x 60m

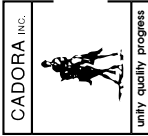
Marks in decimals: No. 6 - 9 only.

Event	Date	Judge and position	Competitor	Horse	Number																								
<b>TECHNICAL REQUIREMENTS</b>																													
1. Medium Walk	10																												
2. Free walk (minimum 20m)	10																												
3. Working trot (include half or full 20m left and right)	10																												
4. "Stretch circle" in trot	10																												
5. Working canter (include half or full 20m left and right)	10																												
<b>TOTAL</b>																													
<b>Deductions</b>																													
<b>Total Technical Score</b>																													
Remarks																													
<b>ARTISTIC IMPRESSION</b>																													
6. Harmony between rider and horse.	10				3																								
7. Rhythm, energy, and elasticity.	10				3																								
8. Choreography, inventiveness, use of arena.	10				3																								
9. Choice and interpretation of music.	10				4																								
<b>Total Artistic Impression</b>																													
<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Total for Artistic Impression</td> <td style="width: 10%; text-align: center;">130</td> <td style="width: 10%;">Total Artistic</td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> </tr> <tr> <td>Total Technical Requirements</td> <td style="text-align: center;">70</td> <td>Total Technical</td> <td></td> <td></td> <td></td> </tr> <tr> <td colspan="3"></td> <td colspan="3" style="text-align: center;"><b>FINAL SCORE</b></td> </tr> <tr> <td colspan="3"></td> <td colspan="3" style="text-align: center;"><b>PERCENTAGE</b></td> </tr> </table>						Total for Artistic Impression	130	Total Artistic				Total Technical Requirements	70	Total Technical							<b>FINAL SCORE</b>						<b>PERCENTAGE</b>		
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Total Technical Requirements	70	Total Technical																											
			<b>FINAL SCORE</b>																										
			<b>PERCENTAGE</b>																										
Signature of Judge																													

Competitor#: \_\_\_\_\_

 <b>CADORA INC.</b>		<b>First Level Pas-de-Deux</b>		Time allowed: 5 minutes      Arena Size: 20 x 60 m. To be ridden in an ordinary snaffle. For those competing Training & First Levels Marks in decimals: No. 8 – 14 only	
TECHNICAL REQUIREMENTS	Possible Points	Judge's Marks	Coef.	Final Marks	Final Marks
1. Medium walk (min. 10m uninterrupted)	10		2		
2. Working trot including half or full 10m and/or 20m circles	10				
3. Working trot including leg yield left and right	10				
4. Lengthen stride in trot	10				
5. Working canter including half or full 15m circles left and right	10				
6. Lengthen stride in canter	10				
7. Change of lead through trot left and right	10		2		
<b>TOTAL</b>					
<b>Deductions*</b>					
<b>Total Technical Score</b>					
*Each movement of a higher level (if performed in this test) will entail a deduction of 2 pts)					
Remarks					
Signature of Judge _____					
ARTISTIC IMPRESSION		Poss. Points	Judge's Marks	Coef.	Final Marks
8. MUSIC Suitability of rhythm/tempo		10		2	
9. Cohesiveness of musical composition; editing		10			
10. CHOREOGRAPHY Design: development; balance - use of space, gaits, direction		10		3	
11. Creativity, difficulty		10		4	
12. PRESENTATION Musical interpretation; effect		10		2	
13. Harmony and synchronization of presentation		10		3	
14. Pair appearance/performance		10			
Total for Artistic Impression		160		Total Artistic	
Total Technical Requirements		90		Total Technical	
<b>TOTAL POSSIBLE POINTS</b>		<b>250</b>		<b>FINAL SCORE</b>	
				<b>PERCENTAGE</b>	

Competitor#: \_\_\_\_\_

<b>CADORA INC.</b> <b>Second Level Pas-de-Deux</b>						
		Time allowed: 5 minutes      Arena Size: 20 x 60 m. To be ridden in an ordinary snaffle For those competing First & Second Levels Marks in decimals: No. 8 – 14 only				
TECHNICAL REQUIREMENTS	Possible Points	Judge's Marks	Coef.	Final Marks		
1. Medium walk (min. 10m uninterrupted)	10		2			
2. Collected trot including shoulder-in left and right	10					
3. Collected trot including travers left and right	10					
4. Medium trot	10					
5. Collected canter with simple change of lead to the left and right	10		2			
6. Counter canter left and right	10					
7. Medium canter	10					
<b>TOTAL</b>						
<b>Deductions*</b>						
<b>Total Technical Score</b>						
<b>Total for Artistic Impression</b>				160	Total Artistic	
<b>Total Technical Requirements</b>				90	Total Technical	
<b>TOTAL POSSIBLE POINTS</b>				250	<b>FINAL SCORE</b>	
<b>Signature of Judge</b>					<b>PERCENTAGE</b>	
*Each movement of a higher level (if performed in this test) will entail a deduction of 2 pts)						
Remarks						

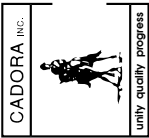
2004

Competitor#: \_\_\_\_\_

Time allowed: 5 minutes      Arena Size: 20 x 60 m.  
 To be ridden in an ordinary snaffle or a simple double bridle.  
 For those competing Second & Third Levels  
 Marks in decimals: No. 8 –14 only

**CADORA INC.**

**Third Level Pas-de-Deux**



TECHNICAL REQUIREMENTS	Possible Points	Judge's Marks	Coef.	Final Marks	ARTISTIC IMPRESSION	Poss. Points	Judge's Marks	Coef.	Final Marks
1. Medium walk (min. 10m uninterrupted)	10		2		MUSIC Suitability of rhythm/tempo	10		2	
2. Collected trot including shoulder-in left and right	10				Cohesiveness of musical composition; editing	10			
3. Collected trot including half-pass left and right	10		2		CHOREOGRAPHY Design: development; balance - use of space, gaits, direction	10		3	
4. Extended trot	10				Creativity, difficulty	10		4	
5. Collected canter including half-pass left and right	10				PRESENTATION Musical interpretation; effect	10		2	
6. Counter canter left and right	10				Harmony and synchronization of presentation	10		3	
7. Single flying change left and right	10		2		Pair appearance/performance	10			
<b>TOTAL</b>									
<b>Deductions</b>									
<b>Total Technical Score</b>						160		Total Artistic	
<b>Remarks</b>						100		Total Technical	
<i>*Each movement of a higher level (if performed in this test) will entail a deduction of 2 pts</i>						260		<b>FINAL SCORE</b>	
<b>Signature of Judge</b>								<b>PERCENTAGE</b>	

Competitor#: .....

**CADORA INC.**

Time allowed: 5 minutes      Arena Size: 20 x 60 m.



**Fourth Level Pas-de-Deux**

To be ridden in an ordinary snaffle or a simple double bridle.

For those competing Third & Fourth Levels or Fourth Level/Prix St. Georges

Marks in decimals: No. 11 – 17 only

TECHNICAL REQUIREMENTS	Possible Points	Judge's Marks	Coef.	Final Marks	ARTISTIC IMPRESSION	Poss. Points	Judge's Marks	Coef.	Final Marks
1. Collected walk (minimum 10m uninterrupted)	10		2		11. MUSIC Suitability of rhythm/tempo	10		2	
2. Extended walk (minimum 15m uninterrupted)	10		2		12. Cohesiveness of musical composition; editing	10			
3. Collected trot including shoulder-in left and right	10				13. CHOREOGRAPHY Design: development; balance - use of space, gaits, direction	10		3	
4. Collected trot including half-pass left and right	10				14. Creativity, difficulty	10		4	
5. Extended trot	10				15. PRESENTATION Musical interpretation; effect	10		2	
6. Collected canter including half-pass left and right	10				16. Harmony and synchronization of presentation	10		3	
7. Half-pirouette in canter left and right	10		2		17. Pair appearance/performance	10			
8. Flying changes every 4 <sup>th</sup> stride (minimum 3 consecutive)	10		2						
9. Flying changes every 3 <sup>rd</sup> stride (minimum 3 consecutive)	10		2						
10. Extended canter									
<b>TOTAL</b>						160		<b>Total Artistic</b>	
<b>Deductions*</b>						140		<b>Total Technical</b>	
<b>Total Technical Score</b>						300		<b>FINAL SCORE</b>	
<b>Deductions*</b>								<b>PERCENTAGE</b>	

\*Each movement of a higher level (if performed in this test) will entail a deduction of 2 pts)

Remarks

Signature of Judge

# Cavaletti Test

Maximum time allowed: 4 minutes

Arena — 20m x 40m

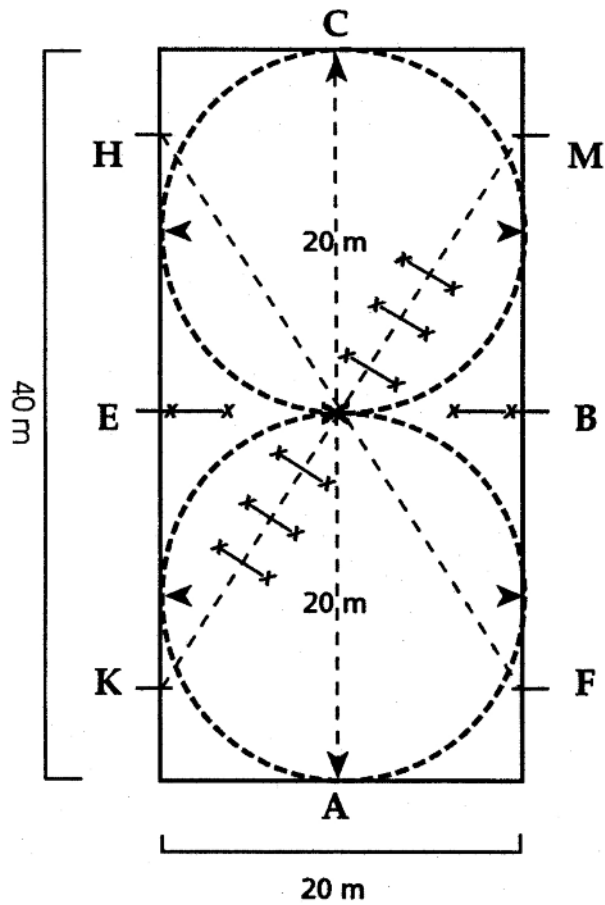
To be ridden in an ordinary snaffle bridle with reins in both hands. At the discretion of the show committee, competitors may have one minute inside the ring before the bell. Cavesson, dropped & figure eight nosebands permitted.

	TEST	Marks	Coeff.	Pts.	Remarks
1.	A X Enter at working Trot Halt through walk. Salute.	10			
2.	XG G C Medium walk Working trot Track right	10			
3.	MXK Working trot rising over trotting poles	10			
4.	A AF Circle left 20m working trot sitting Working trot	10			
5.	FBM Working trot forward seat over cavaletti	10			
6.	MC C Working trot sitting Halt . Immobility 3 seconds	10			
7.	CH HXF Medium walk Free walk on long rein	10	2		
8.	F A Working trot Circle right working trot	10			
9.	KXM MC Working trot sitting over trotting poles Working trot	10			
10.	C Working canter left lead Circle left 20 metres. Proceed to H	10			
11.	HEK Working canter forward seat over cavaletti	10			
12.	AFX XH HC Working canter Working trot rising Working trot	10			
13.	C Working canter right lead Circle right 20 metres	10			
14.	MBFA AK Working canter forward seat over cavaletti Working canter	10			
15.	KF FA Half circle 20 metres working canter Working trot	10			
16.	A X G Turn down centre line Medium walk Halt. Salute	10			
<b>SUB-TOTAL</b>		<b>170</b>			

**Cavaletti Test cont'd.**

	<b>Marks</b>	<b>Coeff.</b>	<b>Pts.</b>	<b>Remarks</b>
<b>GENERAL MARKS:</b>				
1. Gaits: Frankness, regularity, amplitude.	10			
2. Impulsion: Desire to move forward, activity of the haunches, fluidity of the cadence, balance.	10	2		
3. Submission: Confidence; steadiness of the head with natural neck carriage; constancy to the hand, especially during transitions; stability and immobility of the halt.	10	2		
4. Rider: Position & seat, correctness & dexterity in the use of the aids.	10			
<b>SUB TOTAL</b>	<b>60</b>			
<b>TOTAL</b>	<b>230</b>			

SR 1988



*Variations in number, type and position of obstacles may be made.*



# Prix Caprilli Test

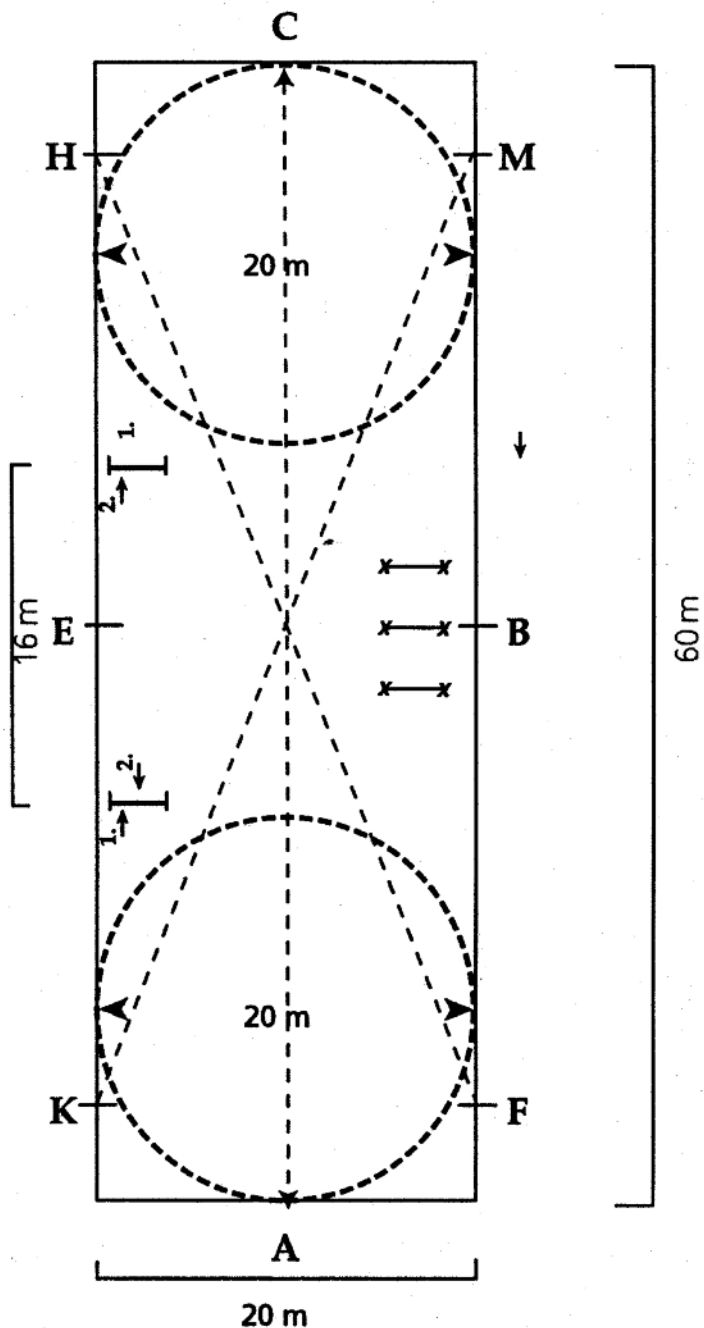
Arena — 20m x 60m

Dressage horses' jumping test, dressage test for jumpers.  
To be ridden in an ordinary snaffle, with reins in both hands.

TEST			Marks	Coeff.	Pts.	Remarks
1.	A X C	Enter at working trot Halt. Salute, proceed at working trot Turn right	10			
2.	MXK FXH	Change rein at working trot Change rein at working trot	10			
3.	C	Circle right 20 m in diameter, on return to	10			
4.	C	Working canter right lead and circle right 20 m diameter.	10			
5.		Proceed to M and over cavaletti	10			
6.	A	Circle right 20 m in diameter. Proceed to K and over	10			
7.		Jump #1	10			
8.		Jump #2	10			
9.	MX X	Change rein Working trot	10			
10.	A	Circle left 20 m in diameter. On returning to	10			
11.	A	Working canter left lead and circle left 20 m in diameter	10			
12.		Proceed to F and over cavaletti	10			
13.	C	Circle left 20 m in diameter. Proceed to H and jump	10			
14.		Jump #1	10			
15.		Jump #2	10			
16.	FX X	Change rein Working trot	10			
17.	C MXK K	Medium walk Change rein at free walk on loose rein Medium walk	10			
18.	A X G	Turn down centre Halt, rein back 4 steps, proceed at medium walk Halt, salute, leave arena on loose rein	10			
<b>TOTAL</b>			<b>180</b>			

**Prix Caprilli Test cont'd.**

Please note: Jumps to be natural, inviting and preferably solid.  
Height in accordance with levels of competitions.  
Cavaletti to be jumped without a stride in between.  
Changing of lead (off balance) to be penalized in judge's marking.  
Three refusals at one jump = elimination.  
The test may be ridden in forward seat.  
All trots to be performed posting.  
Wins in this test do not count toward a championship zone award nor toward a horse's rating.



## Group Dressage

Arena — 20m x 40m or 20m x 60m

SUGGESTED CONTENTS & MOVEMENTS	Marks (0 - 10)
1. Walk (COEFF. 2) Free, working, medium	
2. Trot Working: sitting & rising	
3. Canter Working	
4. 20m circles, half circles	
5. Diagonals, centre line, width	
6. Transitions (halt, walk, trot, canter)	
<b>SUB TOTAL 70</b>	
<b>GENERAL IMPRESSION</b>	
7. Gaits: COEFF. 2 Frankness, regularity, amplitude	
8. Impulsion: 2 Desire to move forward, balance	
9. Submission: 2 Attentiveness, confidence	
10. Rider: Position, use of the aids	
TOTAL POINTS OUT OF 70	
<b>TOTAL 140</b>	

**THE SPORT – THE ART**

Dressage is one of the three Olympic equestrian disciplines. Like all sports in which Canada takes part, it is organized on many levels, viz. local, provincial, regional and national, before the goal of international excellence is attained. The overall grass roots body for dressage in Canada is **CADORA (Canadian Dressage Owners' & Riders' Association)**. There are many shows held under its auspices, via the affiliated provincial and local dressage groups. Shows follow strict regulations published by Equine Canada (formerly the Canadian Equestrian Federation), and participants can qualify for numerous championships and awards.

In competition, horses perform tests, written by Dressage Canada. These tests have increasing levels of difficulty, reflect the movements used in schooling and so, assess the horse's correct progress towards the goals of suppleness, balance and obedience. Tests range from basic levels (within the reach of every horse and rider) to the difficult demands of tests at the international level. In the basic levels, you will see hunters, eventers, and pleasure horses, as well as horses destined for dressage competition as an end in itself. In the more advanced levels, you will see equine specialists (and dedicated riders), all athletes of the highest degree.

Another popular form of dressage competition, which is included in most shows, is the musical kur (freestyle) ride, composed of one, two or more horses performing to music. Many have expressed the opinion that in the kur rides, the sport of dressage comes closest to the art of ballet.

In Canada and other countries, dressage classes within breed specialty shows are becoming very popular. Arab, Morgan and Quarter Horse shows are already offering such classes. These horses also compete well in open dressage competition.

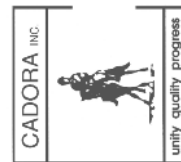
For further information about dressage tests and shows, please refer to the pamphlets "A Guide to Dressage Tests", and "How to Watch a Dressage Show".

**CANADIAN DRESSAGE OWNERS' & RIDERS' ASSOCIATION INCORPORATED (CADORA INC.)**

The purpose of CADORA is to foster an interest among horsemen/women and the general public in basic dressage as needed by hunters, jumpers and 3-day eventers, as well as those interested in the higher levels of specialized dressage riding and showing. CADORA sponsors competitions, clinics, training courses and lectures and has a library of training films.

For information about membership, visit our website at

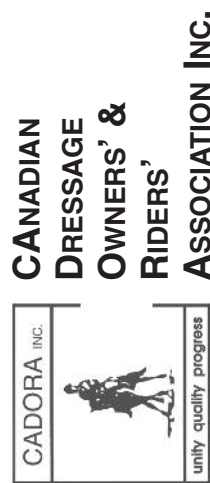
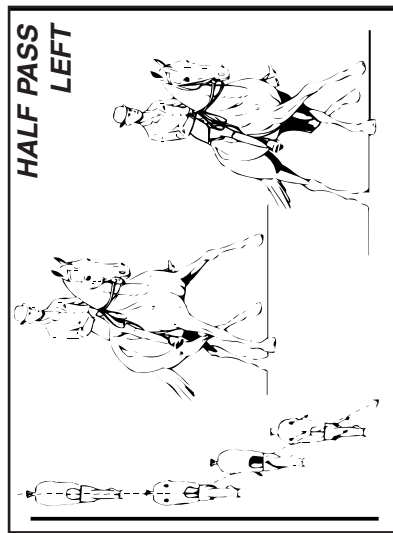
[www.cadora.ca](http://www.cadora.ca)



This pamphlet was compiled by the Ottawa Area Dressage Group of CADORA and was revised in 1986, 1994, 1998 and 2002. Reproduction by other dressage groups, show committees and interested parties is encouraged.

**DRESSAGE...**

*The Training Aid,  
The Sport,  
The Art.*



**CANADIAN  
DRESSAGE  
OWNERS' &  
RIDERS'  
ASSOCIATION INC.**

**LOCAL GROUP:**

### WHAT IS DRESSAGE?

The word dressage comes from the French verb “dresser” which means “to train” in English. The word has several connotations; some are correct, others are not. Dressage is sometimes thought to mean a system of circus tricks where the horses prance and dance and stand on their hindlegs. Circuses do present an act called “dressage” and circus riding does have a slight affiliation with the modern sport, but circus riding is indeed very distant from the discipline that has become almost a craze amongst equestrians in North America, and which draws large crowds and media attention.

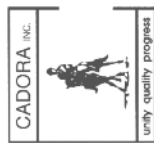
Here is another wrong notion: that dressage is a kind of equine ballet, practiced mainly by the Spanish Riding School with its “airs above the ground” and its “high school” movements. Another misconception is that dressage, in the civilian world, is done by fearful snobs who have millions of dollars and who are afraid to jump. Dressage horses, you may hear, are too crazy or too weak in the legs to jump, so they suit their riders well. Five minutes at a dressage show will reveal the fallacy in that one!

Dressage riders are as brave and as “middle income” as anyone else. At a dressage show, you may well see millionaires and horses that cost \$100,000; you are just as likely to see a high school teacher or a farmer’s wife riding a horse that was found in a field or rescued from the meat factory – and – because of the training the horses have received, you might not be able to tell the difference.

It is true that when talented horses and riders compete, you will see a kind of beauty and poise that reminds you of topnotch figure skating or gymnastics and there may be moments when you think, “This has become art, it is like a ballet.” As one dressage judge says, “You can hear the angels singing.” But the sport of dressage has a far wider range than just angels singing and it has little to do with people who are afraid to jump.

In the modern world, dressage has two correct meanings:

- 1) The basic schooling of every riding horse. Under the guise of “flat work”, it is what hunter/jumper trainers do with their horses when they are not schooling over fences.
- 2) A type of rapidly growing competition, open to virtually every kind and size of horse and any age of rider.



### THE TRAINING AID

Dressage is a programme of suppling, balancing, and obedience work that prepares a horse for future pleasure riding or competition, Western or English. One of the most popular horse sports, “combined training”, includes a dressage test as part of the competition format.

The schooling rules that compose this programme of dressage training have been developed over the past 400 years. The first written treatise on horse training was done by Xenophon, almost 2000 years ago. But our modern methods come from the Baroque era, from the great military and royal riding schools of the 16th century. Though methods and approaches differ somewhat according to individual instructions and national backgrounds, all modern dressage training has one thing in common: it develops only the horse’s natural way of moving, and it respects his natural equine patterns of behaviour. Its goal is to make the horse pleasant to ride, so the schooling aims at developing the horse physically, relaxing him mentally, and giving him the power to respond instantly to light signals of the rider’s hands, body posi-

tion and legs.

In dressage training, the natural movements a horse can make on his own, free in the pasture, are repeated as exercises. These range from simple patterns and circles at the walk, trot, and canter to movements in extreme collection, such as the piaffe (which is actually part of the show-off pattern of the stallion).

The idea is to gradually enable the horse to carry more of his own and his rider’s weight over his hindquarters than over his forehand. This mobilizing and strengthening of the hindquarters (which provide the motive power as if the horse had real wheel drive) results in a lightening of the forehand and a horse that is much easier to steer and to stop. It is a matter of physics: the horse’s immense strength becomes more available to him as he uses himself more efficiently. Because of the obedience required in the exercises, this strength is also instantly available to the rider.

There is a physical change in the horse, too! He becomes more beautiful. In fact, if the horse does not become more like our ideal of classical horse beauty during training, then there is something wrong with the training! The outline of the horse changes, becoming higher in front. There is increased power, beauty and elevation in his action. Just as the body of a gymnast or dancer comes closer to our ideal of the human figure, so the body of a correctly trained horse looks more like an equestrian painting or statue.

People are often surprised to think of the horse as an “athlete”, with training problems and demands similar to those of human competitors. But why not? Books and movies notwithstanding, every horse is not Pegasus in the pasture any more than we are Greek gods at our desks in the office.



**WHAT KIND OF HORSES CAN COMPETE?**

The basic dressage tests are within reach of every riding horse, except, perhaps, those who do not have a natural trotting gait (such as pacing Standardbreds and Paso Finos). Arabs, Morgans, Quarter Horses, Thoroughbreds, European breeds and possible mixtures thereof have all competed successfully in the dressage arena. Most lower-level horses are equally at home in the hunter ring, on the trail or over cross-country fences.

At the more advanced levels, horses and riders have usually begun to specialize in dressage competition as a separate discipline. These horses must have outstanding athletic ability and temperament. The majority of Grand Prix horses in the world today are from the European sport breeds (e. g. Hanoverian, Holsteiner, Oldenburg). This is perhaps because dressage is a newer sport in North America, and our breeding programmes have not had as much time to produce suitable individuals for high-level dressage. However, this situation is rapidly changing, and there are already many North American Thoroughbreds, Quarter Horses and other breeds represented at the higher levels.

**WHAT SHOULD THE SPECTATOR LOOK FOR?**

In order to develop a basis for comparison, he should watch several rides of the same test, each taking between five and 12 minutes, depending upon the level. The horse should move forward rhythmically, with no impression of stiffness, discomfort or disobedience. As the levels progress, more and more accuracy is required of the performance. Above all, horse and rider should be in harmony. Just as in figure-skating or accomplished gymnastics, it is supposed to look easy and effortless!

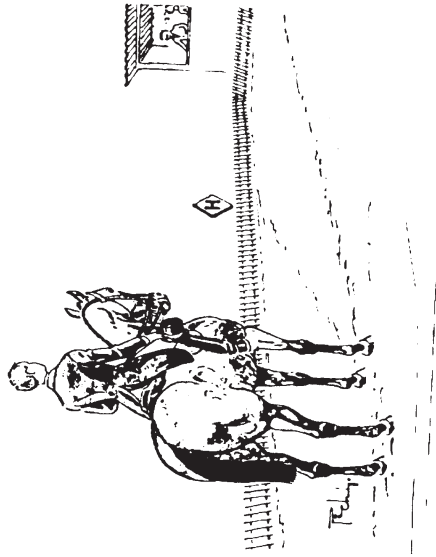
**WHY IS EVERYONE SO QUIET?**

Riding a dressage test calls for great concentration form both the horse and rider. A sudden noise or movement could disturb the flow of the test. Applause should be withheld until the horse has left the arena.

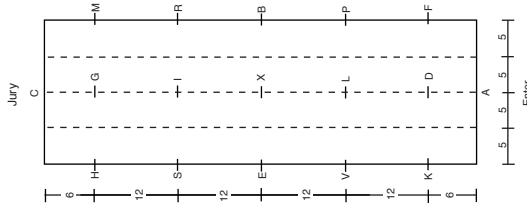
**HOW CAN I FIND OUT ABOUT DRESSAGE?**

- leave your name with the show secretary for further contact
- talk to show officials (when they are not too busy)
- contact the local dressage group representative whose name appears on this pamphlet

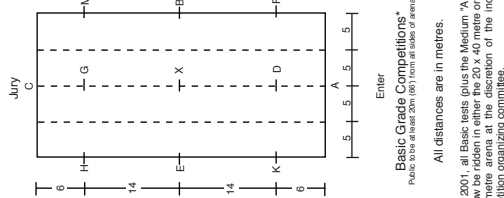
**HOW TO WATCH A DRESSAGE SHOW**



**LARGE ARENA**  
20 x 60 metres



**SMALL ARENA**  
20 x 40 metres



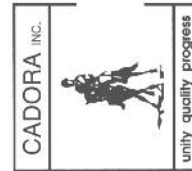
**Basic Grade Competitions\***  
Public to be at least 20m (60ft) from all sides of arena.

All distances are in metres.  
As of 2001, all Basic tests (plus the Medium "A" tests) can now be ridden in either the 20 x 40 metre or the 20 x 60 metre arena at the discretion of the individual competition organizing committee.

**Basic, Medium, Advanced & FEI Competitions\***  
Public to be at least 20m (60ft) from all sides of arena.

All distances are in metres.  
\*As of 2001, all Basic tests (plus the Medium "A" tests) can now be ridden in either the 20 x 40 metre or the 20 x 60 metre arena at the discretion of the individual competition organizing committee.

**CANADIAN DRESSAGE OWNERS' & RIDERS' ASSOCIATION INC.**



**LOCAL GROUP:**

### WHAT KIND OF CLASSES ARE OFFERED AT A DRESSAGE SHOW?

These are graded according to the ability of the horse and start with the "Basic Division" (Basic 1, 2, 3 & 4). The Medium Division is comprised of Medium 1,2,3 & 4). The EC Advanced Division has four test: A, B, C & D. The tests in the basic, medium and advanced divisions are written in Canada and are published by Equine Canada. The Prix St. Georges and the Intermediaire 1 make up the Advanced Division and the Intermediaire 2, Grand Prix and Grad Prix Speciale are the FEI Grand Prix Division. It is the Grand Prix and the Grand Prix Speciale that are used at the Olympic Games.

All of the tests in both the Advanced and Grand Prix Divisions are published by the Federation d'Equestre Internationale (FEI), the world-wide horse sports-governing body.

For a more detailed description of the various levels of test, please refer to the pamphlet "A Guide to Dressage Tests".

### HOW DO RIDERS KNOW WHICH CLASS(ES) TO ENTER?

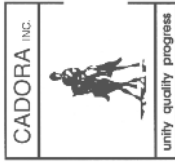
Most horses start at the Basic 1 level. They are allowed to enter any two consecutive levels, plus a kur or other novelty class if it is offered at their level.

E.g.: a horse may enter Basic 1&2, but not Basic 1 & 3.

As a horse improves and gets higher scores over a period of time, he usually goes on to higher levels unless being used by a less experienced rider.

### WHAT IS A "GOOD" SCORE?

Tests are divided into movements. Each movement is marked separately on a 0 to 10 scale, similar to gymnastics. The passing or "adequate" score is 50%. Scores in the 60's are very good and in the 70's or higher, exceptional.



### HOW ARE THE WINNERS DECIDED

The highest scoring horse is the winner. If there is more than one judge, scores will be averaged. Scores are posted as quickly as they can be calculated, usually near the show office. Winners receive ribbons and at some shows, trophies and prize money.

### HOW DOES A RIDER KNOW WHEN TO RIDE?

Dressage shows are run on a strict schedule; riding times are available a day or two before the show. Riders arriving late for the test are eliminated.

### WHAT ARE THE TESTS LIKE?

At the basic and medium levels, there are three tests of a similar but increasing level of difficulty. The test from Basic 1 through EC advanced are written by Dressage Canada; above EC Advanced, by the FEI. A show will choose tests at each level and will send out a prize list well in advance of the competition. All riders in a class ride the same test; they may memorize it or have it read aloud. (Prix St. Georges and above must be ridden from memory.)

The tests are made up of patterns and changes of pace which are performed at the various letters around the arena and are symmetrical, the same movements being performed in both directions. The test are not composed of tricks to be learned automatically. The object of dressage training is to develop the horse physically and mentally, in harmony with his own natural way of moving and thinking; the tests are check points to display the level of balance, strength and obedience he has reached in his training.

### WHY DOES THE BELL (OR WHISTLE) SOUND?

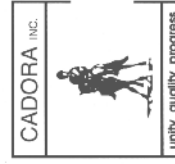
- 1) To tell the rider who is warming up that he has 60 seconds to enter the arena and begin the test.
- 2) To halt the test for any reason, such as an "off course" mistake on the part of the rider. After four mistakes, the rider must retire from the ring.

### WHAT KIND OF CLOTHES MUST THE RIDER WEAR?

At informal (schooling) shows, you may see riders wearing light-coloured breeches, tweed or summer riding jackets, hunt caps and high brown boots. You may also see the more formal dressage attire: white breeches, black or very dark jackets, black boots, white stock ties and a black bowler or low-crowned top hat. Gloves are required at all shows and will be black or white with the more formal style. In the Basic and Medium classes, spurs are optional and a rider may carry a whip into the dressage ring. Prix St. Georges and up, the rider must wear tails (usually black) and a yellow waist coat, again with the top hat, white breeches, gloves, spurs (now mandatory) and black boots. The rather severe dress code is designed to focus attention on the horse.

### WHAT KIND OF TACK DOES THE HORSE WEAR?

A dressage or all-purpose saddle, a snaffle bridle in all Basic and Medium 1,2,&3 classes, a snaffle or double bridle (curb and snaffle bits) in Medium 4 and EC Advanced, and only the double in FEI classes. Manes – but not tails – are usually braided.



#### FOURTH LEVEL

The tests at Fourth Level confirm that the horse has mastered the requirements of Third Level. As well, these tests are designed to illustrate a higher degree of suppleness, impulsion, throughness, balance, and lightness while always remaining on the bit. These tests also show that the horse's movements are straight, energetic, and cadenced, and that his transitions are precise, fluid, and effortless. Only a horse well-balanced on his quarters, with real self-carriage, will be successful at this level which precedes and prepares the horse for the demands of the subsequent FEI tests.

#### Fourth Level, Tests 1, 2 & 3

At this level, the very difficult "collected walk" is introduced, as are eight-metre trot circles, very collected canter, preparatory half-pirouettes in canter, counter-change of hand in trot and canter, and the exciting flying changes of leg every fourth stride (called "tempi changes"). In order to be able to accomplish all of these movements (which are seen in all FEI tests) the horse has to be clearly on the rider's aids every step and respond to these aids in an instant. At this level, the well-trained equine dressage competitor will have acquired a high degree of sensitivity, so that the rider must sit still in the centre of the saddle, all the while communicating with the horse through subtle leg, back, seat and rein aids.

#### FEI ADVANCED & GRAND PRIX DIVISIONS

Now increased mental and physical demands are made on the horse (and rider!), leading to the ultimate test of artistic equitation, the Grand Prix de Dressage.

#### FEI ADVANCED DIVISION

##### FEI Prix St. Georges

This is the first international test published by the FEI (Federation d'Equestre Internationale). A Prix St. Georges test ridden in Canada is identical to a Prix St. Georges test ridden in Germany. As at Fourth Level, the horse must do the half-pirouette in canter and flying changes of lead every fourth and third stride.

##### FEI Intermediaire 1

At this level, full 360 degree canter pirouettes are required, as well as flying changes every third and second stride. The canter zig-zag, complete with flying changes, is required and must be performed along the centre line, approaching the judge seated at "C".

#### FEI GRAND PRIX DIVISION

##### FEI Intermediaire 2

In this test, the passage (a highly-collected, elevated trot, moving rhythmically forward) and the piaffe (the very cadenced and majestic "trot in place") are performed. These are the movements requiring the highest degree of collection, during which the horse must remain energetic, supple, calm and on the bit.

##### FEI Grand Prix de Dressage/FEI Grand Prix Speciale

In these tests, you will see flying changes of lead at every stride in which the horse appears to be dancing rhythmically, the passage and piaffe (outlined above) and several demanding transitions, designed to demonstrate the horse's balance, suppleness and flexibility. This is the zenith of dressage training with the horse and rider executing the most difficult movements with ease and harmony, at one with each other.

#### COPIES OF DRESSAGE TESTS

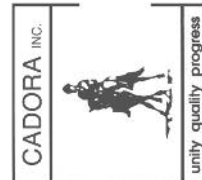
Copies of all national (Training through Fourth Level) and international (Prix St. Georges – Grand Prix Speciale) tests are available for download at the Equine Canada website at

[www.equinecanada.ca/dressage](http://www.equinecanada.ca/dressage).

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*This pamphlet was compiled in 1980 by the Ottawa Area Dressage Group of CADORA and was revised in 1986, 1994, 1998, 2002 & 2011. Reproduction by other dressage groups, show committees and interested parties is encouraged.*



# A GUIDE TO DRESSAGE TESTS

#### COLLECTIVE MARKS

1. Paces (freedom and regularity)
2. Impulsion (desire to move forward, elasticity and steps of the back and engagement)

**GRAND PRIX**  
Arena Size: 20 x 60 m

Is,  $\frac{1}{2}$  E

Counter canter  
Simple change

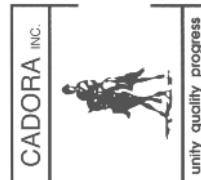
**BASIC 3 A**

Fédération  
Equestre  
Internationale

any snaffle with reins in both hands.  
Arena Size: 20 x 40 m.

**Prix St-Georges**  
To be ridden Time: 7:30  
Approach (for information)

The 4 tests in the Basic 3 Grade are graduated in diff



**CANADIAN  
DRESSAGE  
OWNERS' &  
RIDERS'  
ASSOCIATION INC.**

**LOCAL GROUP:**



## TRAINING LEVEL

There are three tests that comprise the Training Level, all of which are of the same difficulty level. At this level, the horse must perform fairly simple patterns and transitions smoothly and obediently. He must accept the bit, showing no resistance to the constant light contact of the hand with his mouth (through the reins). He must be rhythmic and straight in the working paces: the walk (called "medium" at this level), the working trot and the working canter. When a horse's hind feet track into the prints left by his front feet, he is in a "working" pace which is the basis of all schooling. He must bend through the ribcage and not lose his balance through turns and on circles. Without correct basic work, further progress is not possible.

### Training Level, Tests 1, 2 & 3

In these tests, all three gaits (walk, trot and canter) are performed in both directions via different figures including 20 metre circles. Transitions from one gait to another are to be performed smoothly when required although they may occur over a few metres rather than at a precise point. All tests include a 20m circle performed in trot which asks the rider to release the reins so that the horse can stretch downward and forward, without any increase in tempo, maintaining his balance. This is to demonstrate that the horse is not being "held together" by the rider's hands.

### FIRST LEVEL

*The purpose of First Level tests is to confirm that the horse has mastered the requirements of the previous level and is ready to move on and to begin to carry more weight on the hindquarters, thereby becoming stronger and acquiring the ability to perform movements of a more demanding nature. As at the Training Level, he must accept the bit, move freely forward and straight, and be able to maintain his balance and "throughness" on curved lines and in transitions.*

#### First Level, Test 1

This test includes circles and half-circles at both trot and canter 15 metres in diameter (not 20 metres as in the Training Level tests) and asks the horse to be more supple and flexible than the previous tests as he has to bend more around the rider's inside leg laterally; in addition, he must be able to bend more longitudinally (from nose to tail) compressing the muscles on the inside of his body and elongating them on the outside of his body. Also, in this test, "lengthened" stride is introduced which requires the horse to (upon command) lengthen the frame of his body and the stride in either the trot or canter. This is usually done across a diagonal to allow the horse to perform the movement with a cer-

tain degree of freedom, all the while staying on the bit and remaining round and soft. The "stretch circle" is also required in this test.

#### First Level, Test 2

While incorporating those gaits and movements in all previous tests, Test 2 at this level also asks for the "leg-yield". Leg-yielding is a movement that requires the horse to remain straight with a slight bend away from the direction in which he is travelling. Throughout this movement, the horse should remain calmly on the bit, yielding to pressure from the rider's leg. As a preliminary to the "collected" paces, leg-yielding is a means of making the horse supple, loose and unconstrained. Also, this test requires that the horse do more figures away from the wall, viz. half-circles, circles, and work on the diagonals.

#### First Level, Test 3

In this test, in addition to smaller circles and movements off the wall, the horse is required to change canter leads over 3-4 trot steps while maintaining his balance and tempo, staying clearly on the bit, and travelling in an uphill carriage. Also, a few steps of counter-canter are required (where the horse is "on the wrong lead") during which fluid balance and suppleness are required.

### SECOND LEVEL

Second Level tests are a natural step up from First Level tests in that they confirm that the horse (having achieved the pushing power (thrust) in the First Level) can accept more weight on the hindquarters and is able to perform "medium" paces while reliably on the bit. A greater degree of and more consistent straightness, bending, suppleness, throughness and self-carriage are now required. Very importantly, for the first time, "collection" is included. Collection is achieved by the rider using his/her seat and legs to engage the horse's hind legs to drive the horse forward to a (more or less) stationary hand, allowing just enough impulsion to pass through.

#### Second Level, Test 1

10 meter canter circles are evident in this test, and there is more emphasis on quality transitions (by awarding separate marks for them). Medium trot and canter are introduced (with "medium" being more than "lengthened" as described in First Level). Also, as a progression from the leg-yield of First Level, shoulder-in, where the horse bends around the rider's inside leg, is first seen in this test. Shoulder-in is both a collecting and suppling exercise. "Simple" canter lead changes (where the horse canters on one lead, walks briefly, then canters on the opposite lead) are introduced in this test as is the reinback where the horse is asked to step calmly backward in diagonal pairs. All of these new move-

ments must be done fluidly with the horse securely on the bit and moving from the hindquarters.

#### Second Level, Test 2

As the horse progresses through Second Level, the degree of collection should become more confirmed, and he should be able to move confidently into and out of collected paces with ease and steady balance and self-carriage. Second Level, Test 2 requires that the horse execute the "travers". Travers (another lateral movement) involves bending around the inside leg of the rider, but the positioning of the horse is quite different. In this test, the horse must execute a "turn on the haunches" which he does by appearing to pivot around one of his hind feet; however, both hind feet must remain active during the turn. Pivoting, stepping sideways or backwards and/or making a circle are penalized.

#### Second Level, Test 3

While some of the new movements in Tests 1 & 2 are asked for in Test 3, other new movements are added here. Another lateral movement, "renvers" is introduced in Test 3. Renvers is the inverse movement of travers with the tail (instead of the head) to the wall. Still, the horse is expected to move calmly into the bridle, remaining on the bit and exhibiting suppleness and lightness, all the while with engaged, active hindquarters.

### THIRD LEVEL

Third Level tests confirm that the horse can perform the required movements, gaits, and transitions with rhythm, suppleness, acceptance of the bit, throughness, impulsion, straightness, and collection. A clear distinction within each pace (collected, medium, and extended) must be evident. "Working" paces are no longer performed. It is at this level that the spectator will probably say, "That looks like a dressage horse!" The musculature of the horse is more defined at this level, and there is an increased lightness, power and beauty in the way he moves.

#### Third Level, Tests 1, 2 & 3

In these tests, extended paces are required as is the single flying change of lead, half-pass in trot and canter, and a releasing of the reins on a canter circle. All of these movements must be done calmly and accurately. Also, the horse is expected to be much more alert and responsive since the transitions occur frequently, often within a few seconds of one another. This requires an attentive horse, but also requires a great deal of concentration by the rider since it is he/she that will give the silent, very subtle commands to execute these demanding tests.