



FEI World Equestrian Games™ Tryon 2018

Session – 19 November 2018

FEI World Equestrian Games™ Tryon 2018 Session

The FEI Secretary General Sabrina Ibáñez opened the session on the FEI World Equestrian Games™, advising delegates that the FEI Director Games Operations Tim Hadaway would talk through the positives and negatives of Tryon 2018, followed by the report on Endurance presented by the Equestrian Community Integrity Unit's Andrew Smith. The Secretary General would then give the FEI summary on Tryon 2018, and the way forward for 2022.



FEI World Equestrian Games™ Tryon 2018

Tim Hadaway - FEI Director Games and Operations

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- Report submitted to Bureau highlights positive and negative aspects of the FEI World Equestrian Games™ Tryon 2018, drawing conclusions regarding planning and delivery of the event.
- The report summarises outcomes across four aspects:
 - Sport
 - Operations
 - Commercial
 - Communications & Media Operations

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SPORT – the positives

- ✓ Sport generally well organised and managed (exception: endurance)
- ✓ Great competitions (exception: endurance)
- ✓ High quality footing – all-weather and grass
- ✓ Beautifully designed and presented courses (jumping, cross country, marathon)
- ✓ Good facilities for horses – stabling, veterinary, training areas
- ✓ First class veterinary services
- ✓ Strong partnership between OC, FEI and NFs – proved invaluable in resolving issues

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SPORT – the negatives

- X** Endurance
- X** Grooms' accommodation – failure to deliver on promised on-venue accommodation
- X** Other NF accommodation and transport issues
- X** Last-minute FoP preparation and other facilities (eg. reining stabling, endurance, changes to driving FoP etc)
- X** Variable standards of officiating
- X** Competition postponements/cancellations (including impact of Hurricane Florence)

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OPERATIONS – the positives

- ✓ Despite being under-resourced OC team was tireless in their efforts to deliver the best services possible under the circumstances
- ✓ Dedicated and friendly volunteers who did their best to maximise client group experience
- ✓ Accreditation – good system, generous allocations, efficient team, spacious and welcoming accreditation centre
- ✓ Technology – very good fibre and wifi network connectivity
- ✓ Transport (wk 2) – queues of people waiting for buses during wk 1 became queues of buses waiting for people

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OPERATIONS – the negatives

- X** Late running construction affected service levels and client experience (media, NFs, spectators, hospitality guests etc)
- X** Poorly resourced transport planning – insufficient buses, long queues, timetable confusion – improvements wk 2
- X** Security – poorly planned, resourced and coordinated, site never adequately secured – improvements in wk 2
- X** No transport and accommodation help desks initially
- X** Golf carts – late planning/scoping, inadequate resources and delayed contracting resulted in shortage of golf carts which hampered readiness and service levels

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COMMERCIAL – the positives

- ✓ High number of sponsors including brands introduced to sport for first time
- ✓ Strong event branding throughout venue
- ✓ Despite challenging conditions and last-minute preparations the OC ultimately delivered a hospitality programme doing everything possible to make guests feel welcomed and valued
- ✓ First-class host broadcaster worked in challenging conditions to deliver excellent coverage
- ✓ NBC coverage - more than 4.7 million US viewers across 65 hours of coverage, including 57 hours live

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COMMERCIAL – the negatives

- X** Ticketing – inadequate marketing resulting in low spectator numbers
- X** Delayed approval and launch of hospitality products – disappointing sales
- X** Late completion/unsatisfactory hospitality facilities not acceptable to many clients
- X** Broadcast – delayed HB appointment & delivery of facilities put pressure on planning/organisation of broadcast operation
- X** No branding/look of the Games outside venue eg. airport, approach roads etc
- X** Some aspects of branding were poor eg. backdrops, medal podium

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COMMUNICATIONS & MEDIA OPERATIONS – the positives

- ✓ Media centre – spacious, good location, good wifi, excellent food
- ✓ Media operations team were efficient, professional and friendly
- ✓ Improved mixed zone use to replace some press conferences worked well
- ✓ Despite challenges, good relationships maintained with media – coverage of the sport was positive
- ✓ New channels successfully exploited eg. mainstream news agencies attending through VIP media programme, translation and distribution across Chinese/Spanish/Portuguese news agency networks to break into new markets

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COMMUNICATIONS & MEDIA OPERATIONS – the negatives

- X** Media Centre not ready on day one – bad first impression
- X** Mixed zone issues including access right, poor location for Driving, insufficient monitors etc
- X** Multiple negative issues to manage with press – grooms' accommodation, venue readiness, endurance, low attendance, hurricane etc
- X** Some shortfalls in service levels and facilities for media eg. lockers, shuttles to remote FoPs (endurance, cross country, driving)
- X** Too many accredited persons with Media Centre access resulting in food shortages



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ECIU Report

Andrew Smith – ECIU

Part 1 – False Start

Events the day before and the morning of competition, Tuesday 11th - Wednesday 12th

Part 2 – Preparation

Underlying reasons that caused these events to take place

Allegations of Misconduct

Report delivered to the FEI Legal Department dated 29th October

The report that the Equestrian Community Integrity Unit (ECIU) delivered to the FEI is split into two parts:

Part 1 describes the sequence of events that took place from approximately 12 hours prior to the start of competition and how this affected the morning of the 12th and ultimately caused the false start.

Part 2 highlights the underlying reasons that affected the preparations of the Endurance event as given to the ECIU by a number of key people within the OC, the FEI and other witnesses.

The ECIU remit was not to investigate the decision to cancel the first loop in the morning after the false start or the decision to abandon the competition later in the day, as these are 'Field of Play' decisions.

The ECIU has also delivered a report to the FEI regarding allegations of misconduct during and after the Endurance event. This report is currently under consideration by the Legal Department.

Part 1 - False Start

Timeline – Tuesday 11th

12.00-17.00

- Technical delegate informs two Stewards to transport two members of the Ground Jury to the Bridge by the Start line in the morning of competition

18.00

- Stewards were told the 'start line' had changed by the Chief Steward. Some stewards attend the new location to move fencing

20.30

- Decision made to distribute the GPS system at the arrival gate

01.30

- Course Designer performs reconnaissance of route and removes a rope blocking the trail to the Official Start Gate

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Firstly I will give a timeline of events that took place starting in the afternoon of the 11th, the day before competition.

At a time during the afternoon, the Technical Delegate informed two Stewards that they should collect two members of the Ground Jury in the morning before the start and take them to a bridge close to the start line.

Later that afternoon, the Stewards were told by the Chief Steward that the 'start line' had changed. A number of the Stewards, including the two Stewards mentioned previously, return to the vet gate area and begin to move fencing that was obstructing the route.

At 8.30 that evening, the decision is made to distribute the GPS system to the athletes at the arrival gate.

During the night, at approximately 01.30, the Course Designer removes a rope blocking the scheduled route to the official start gate during a reconnaissance check. This check was made less than five hours before the scheduled start of the competition.

Part 1 - False Start

Timeline – Wednesday 12th

06.00-06.20

- Athletes attend (mounted) at the arrivals gate to obtain their GPS system

06.10

- Stewards take Ground Jury members to Glade Bridge

06.15

- The lead vehicles begin route to the Official Start Gate. Not all riders were ready as not all had received their GPS system

06.20

- Course Designer sees the rope has been reattached blocking the route, does not stop, continues on another route. Riders get split into two groups

06.33

- GJ start the competition from the Glade Bridge – approx. 50 riders

06.45

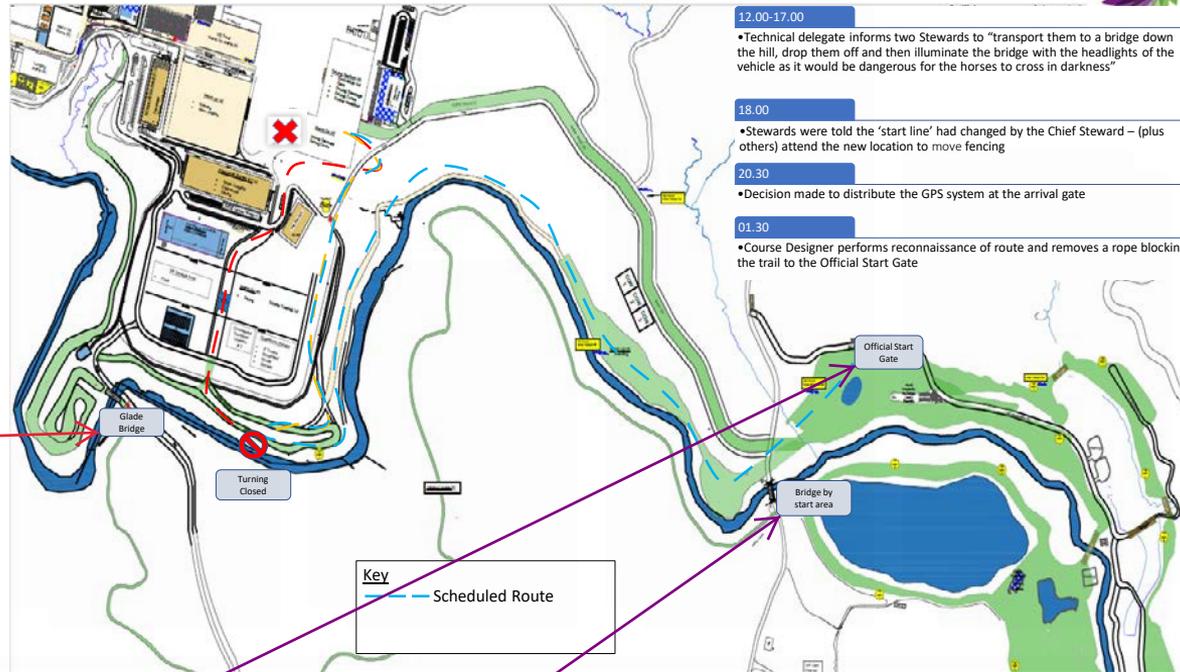
- GJ President starts the competition from Official Start – approx. 70 riders

On the morning of the competition from 06.00 onwards, the athletes started to attend the arrivals gate to obtain their GPS system. At 06.10 the two Stewards took the two Ground Jury members to a bridge they thought was described by the Technical Delegate. However, due to the confusion over the 'change of start' they ended up at a different bridge named the Glade Bridge. I will show you this on a further slide as this is a key point.

At 06.15 the two vehicles that would lead the Athletes to the start gate, begin the route. Not all of the athletes were ready as they had not yet received their GPS system due to a bottleneck in this area. Therefore some of the Athletes were separated from the main group which had already departed to the start gate.

06.20 Course Designer sees that the rope she removed hours earlier had been reattached, blocking the scheduled route to reach the official start gate. As a result of this, the Course Designer took an alternate route to the start gate, which I will again demonstrate on a later slide. During this alternate route, the group of riders got separated further.

One group continued to follow the lead vehicles, however the separated group carried on with the natural direction of the path that they were following. This path would arrive at the Glade Bridge, where the two Stewards and two Ground Jury members were waiting. At 06.33 the Ground Jury started the competition from the Glade Bridge location with approximately 50 horses. At 06.45 the Ground Jury President started the competition from the official start gate with approximately 70 horses.



This slide shows an overhead map of the area. At the top here (red cross) you can see the Vet gate area and the Arrival Gate where the GPS system was distributed. Here is the official start gate and here is the Bridge by the start gate that the TD described, poorly, to the stewards.

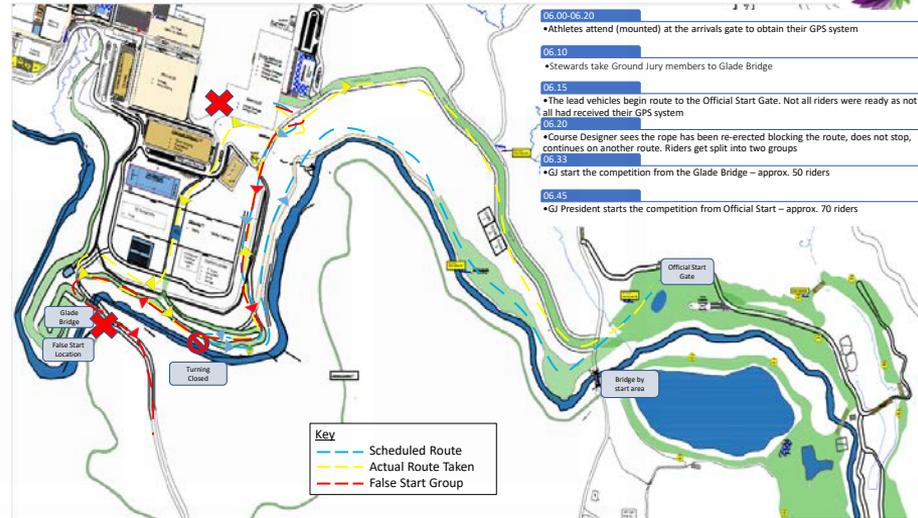
This is the Glade Bridge where the Stewards were waiting. The original beginning of the route to the start gate was the red line, however this was changed to the orange, which was not a significant alteration.

This pale blue dotted line shows the full scheduled route to the official start gate. The turning that the Course Designer opened at 01.30 is marked with a red circle. It is a sharp left turn that was roped off.

The **pale blue dotted line** shows the original route to escort the athletes to the official start.

The **yellow dotted line** shows the route that was taken by the first group of athletes.

The **red dotted line** shows the route taken mistakenly which ended up at the Glade Bridge where the false start occurred.



At approximately 06.15 the lead vehicles began to escort the athletes on the route to the start gate. At 06.20 as detailed earlier the rope was reattached blocking the turning. At this time there were still riders receiving their GPS system at the arrivals gate here. Therefore the CD continued along this route, where the gap between the two groups was increasing. The front group headed back towards the Vet Gate area and down a service road to the side of the Eventing Cross Country track to the official start.

As the groups were separated, some athletes continued along the natural path of the trail and ended at the Glade Bridge where the officials were waiting for them, assuming that they were in the correct place.

At 06.33 a start was given by the two members of the Ground Jury located here.

These riders missed approximately 3miles/5km of the course.

At 06.45 a start was given by the Ground Jury President at the official start gate.

There is not one reason that caused the false start, but a number of incidents; if there was no separation (a head count) then a false start would have been less likely; if the rope had not been reattached then a false start would have been less likely; if there was clear communication between the Officials then the stewards would not have taken the GJ to the wrong bridge then a false start would have been less likely; if there had been clear communication between the OC and the Athletes, NFs then they would have known where the start was then a false start would have been less likely.

Part 2 - Preparation

Infrastructure readiness



It was clear that there were significant delays in construction of the whole TIEC site, but specifically related to the Endurance event there were a vast number that are highlighted on the screen.

There are a number of reasons for the delay in the construction of the infrastructure, some of which I will discuss in later slides. A number of these factors on the screen now played a role resulting in the false start, critically the final point regarding the start gate. As I have mentioned previously, if the start gate location had been communicated and demonstrated clearly, the riders that found themselves at the Glade Bridge would have known they were in the wrong location.

However, issues such as the planned turfing of the Vet Gate that was changed to an all-weather footing, played a role. The company that was contracted to supply this footing was the same as the one being used for other arenas on site, therefore their resources were stretched over multiple sites delaying the finished product. The delay in the footing being laid meant the construction of the vet gate itself was delayed. This meant a walk-through of the vet gate was not possible prior to the Horse Inspection. At this point questions could have been asked and issues raised regarding the start.

Part 2 - Preparation

Resourcing and Planning

22 months vs 4 years

Continuing with full
schedule

Financial Issues

USDA

Sponsors

Olympic Qualification

Resourcing by the OC and the TIEC comes out as a critical factor in the review. It is obvious that with 22 months rather than four years' time, and the use of it efficiently, would be key. Therefore we would need to ask the question of 'how was it used' rather than 'was it enough'.

The TIEC made the decision to continue with a packed events calendar that continued right up until the third week of July. Members of the OC, who were also regular staff at the TIEC, commented that without the decision to cancel, they could not fully commit their time and focus to the WEG preparations as they had other events to manage.

It was reported to the ECIU that there was reluctance to promptly settle contractor invoices, which in turn led to the suppliers delaying further services. This for sure had an impact on the construction as some companies were used for multiple jobs.

It was reported to us from within the OC that the Senior Management at Tryon would not delegate authority to key staff although they had significant responsibility. Senior Management would control all key decisions and usually delay these as late as possible causing significant frustration to the OC and also the FEI.

The USDA requirements were very specific which meant that resources, whether manpower or finance, were drawn away from other projects to develop the trails to enable the course to comply with the requirements. The FEI stepped in to manage that relationship and gained the acceptance of the USDA for the trail. However this was a late distraction and something that could have been dealt with at an earlier date.

Sponsors requirements meant that the TIEC was contractually obliged to provide additional infrastructure, when the resources used could have been designated to other projects that were operationally more important.

The concern over the delivery of the Games by the OC if the Endurance competition was cancelled pre-event and the impact this would have on the Olympic qualification slots for the relevant disciplines should not have been a deciding factor. There should have been a contingency put in the schedule for another event to take this place. Granted this would have been extremely difficult, but another incident, other than cancelling the event could have caused an issue such as this and there was no contingency built in to the schedule.

Part 2 - Preparation

Communication

Not knowing the Start
Gate location

Not knowing the route to
the Start Gate

Lack of meetings

Lack of Leadership and
clear direction

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Communication by Officials to the Athletes and NFs was unclear and inconsistent. Not showing the athletes the start gate location was a clear mistake. However, the communication between the Officials themselves was no better, as demonstrated on the morning of the event and the Stewards attending the wrong bridge. This lack of communication was indicative of the whole preparation period.

In the days leading up to the event, there were no specific meetings called to identify roles and responsibilities on the day, and to inform the Officials of important information, such as the location of the start line and the route to reach it.

For a major championship event, the Officials are critical to the successful running of the event, and it was reported to us that there was a lack of clear leadership from Officials in key positions in the lead up to the event, but also on the day.

Of further concern is the fact that a sophisticated communication system was in place for the Games including a large number of radios. It is apparent that the Endurance Officials did not have a sufficient supply. Had at least one of the Officials at the false start had such equipment, the false start may have been avoided.



FEI World Equestrian Games™

FEI Summary

Sabrina Ibáñez – FEI Secretary General

FEI Summary

The FEI Secretary General Sabrina Ibáñez provided delegates with a summary of the Endurance at Tryon 2018 and the Games overall.

The shortcomings in the Endurance Event were due to a multitude of issues and not to one single factor.

The Management structure of the Organising Committee led to lack of efficient decision making,
The fact that other construction projects and resources were given priority over field of play.
Communication and providing vital information in a timely manner was also a major issue.

Had communication functioned (with walkie-talkies) and if the trail, vet gates and cooling areas had all been completed on time, the athletes and chefs d'équipe – and the Officials – would have had prior knowledge of the areas and we would probably not be here discussing the false start.

The decision to cancel the Event later on however, was taken on welfare grounds. It was the right decision, and the only decision.

We at the FEI dedicated unprecedented human and financial resources on these Games.

Had it not been for our active and financial involvement, the USDA would not have granted an authorisation for the Piroplasmis-positive horses to compete in the Endurance event. If we had been forced to drop Endurance from the Games, it would undoubtedly have had a knock-on effect which could have jeopardised the whole Games.

In addition to the multiple visits by other FEI HQ staff, the FEI Veterinary Director and I went to Tryon almost 4 weeks prior to the Event to ensure that the Endurance Track was finalised to meet the very tough USDA standards, the FEI spent almost CHF 1 million on the Endurance track alone. We had made financial provisions specifically to cover emergency circumstances like this.

Abandoning Endurance was not an option. With so little time ahead of the Games the Bureau agreed that the FEI needed to take its responsibility and do everything in its power to ensure that athletes that had trained so hard would have the opportunity to participate in the Endurance Championships at the Games.

Moving the Endurance Championship later in the week was unfortunately impossible. Agreement from all the landowners necessary for the completion of the track had barely been secured and only for 12 September. In addition, due to the imminent arrival of Hurricane Florence, we were informed that necessary police resources would be unavailable for any other day than 12 September.

General conclusions of the 2018 Games

With the exception of Endurance, we had great even exceptionally fantastic sport.

To be completely honest we as a community were fortunate that Tryon were courageous and willing to take on the enormous challenge to host the Games only 22 months prior to the Event. Without them we would have had no WEG 2018.

The success of the other disciplines was due to:

The tireless teamwork of all concerned: the Organising Committee, the volunteers, Officials and staff, and the National Federations who, despite the frustrations, continued to work positively with both the OC and FEI to find solutions and provide the best possible environment for their athletes, horses and team staff.

The FEI fully supported Tryon's bid due to the Organiser's record and also as the majority of facilities necessary for WEG were already in place in Tryon (which was one of our criteria for the allocation of the Games).

The USEF and FEI repeatedly warned the OC regarding the scale of the project and necessity to employ a dedicated team to plan and deliver the event

Unfortunately, the OC decided not to cancel pre-existing events at the venue, which had a negative impact on the timely delivery of the Games infrastructure, as the Tryon staff were over-stretched trying to run an International Equestrian Centre and deliver WEG.

An event of the scale and complexity of WEG requires a dedicated OC from the outset.

Furthermore, Tryon embarked on an ambitious construction programme rather than concentrating on the must haves.

To add to that, bad weather over the winter together with the stretched resources (both human and financial) were the major contributory factors to the problems that arose. The most serious consequence was the failure of the OC to deliver the promised onsite accommodation which had a major impact on the grooms and you, the NFs. Field of play preparation and completion was also badly impacted, along with the media centre and hospitality facilities.

The negative impact could have been far less, had the focus been solely on constructing any new facilities essential for the delivery of the Games

Despite the FEI's commitment to support the OC, in particular during the latter stages of event preparations, the FEI's ability to influence and enforce was limited for Tryon 2018.

Frankly speaking, the FEI had no realistic mechanism to force the OC to deliver on its promises other than threatening to cancel the Games which was not an option due to the time and resources that our NFs and athletes had spent in preparation of the Games.

Last but not least in an already challenging environment, the under-resourced Tryon team was put under further pressure by the arrival of Hurricane Florence (which turned into a Tropical Storm) impacting across North/South Carolina which affected not only Dressage Freestyle and Eventing Jumping but the overall attendance of spectators, but we did at least ensure that Olympic qualifications were completed.

The Secretary General informed delegates that, in addition to the funding of close to CHF 1 million put into the Tryon Endurance track, the FEI supported the Organising Committee financially in other areas to ensure the Games happened. The FEI's Chief Financial Officer advised delegates that the total amount of WEG 2018 related costs paid by the FEI was CHF 3.5 million, which also covered timekeeping services, FEI Officials and the subsidy given to National Federations for Driving athletes.

One point of housekeeping before we move onto the way forward, we understand a number of you are awaiting settlement of your accounts with the OC. If any of you are having problems on this front, please contact us and we will help facilitate payment.

Way forward for 2022

The future of WEG was discussed during the Bureau meeting on Saturday.

We have heard from some NFs that WEG is exceedingly expensive and that some of them are struggling to find the funds to send athletes. Furthermore, some athletes that obtained their MERs complained that their NFs decided not to send them to the Games due to costs.

As many of you are aware normally the WEG is attributed 5 years in advance and we are quite late already.

For 2022, the FEI has twice opened the bidding process for the FEI World Equestrian Games™ 2022, but this has not resulted in any viable bids.

Even if we were to find a potential candidate at this stage the earliest the Games would be allocated would be in 2019, giving the event Organiser only 3 years to make the necessary preparations.

As the Games act as a qualifier for the Olympic and Paralympic Games the Bureau agreed unanimously on Saturday that we must take our responsibility to ensure that 2022 World Championships go ahead and avoid taking unnecessary risks.

As a result, the Bureau agreed that we should open the bidding process for individual world championships in all disciplines for 2022, but with preference being given to multi-discipline bids. The Bureau agreed that world championships for Dressage and Para Dressage should be combined.

This does not necessarily mean the end of the FEI World Equestrian Games™ and bids to host all-discipline Games will be considered.

The timeline would call for expressions of interest to host world championships 2022 - single or multiple - by the end of February 2019, followed by workshops with bidders to understand their expectations and constraints. Bids would be fully evaluated over the spring/summer of 2019 with allocation at the in-person Bureau meeting at the FEI General Assembly in November 2019.