



# PRESIDENT'S REPORT

Detailing Board Meetings held February 10-12, 2023.

Greetings/Bienvenue!

It is my pleasure to present my inaugural report to our Canadian equestrian community.

In my first year as President, I am pleased to introduce a new governance procedure for board communication. Through our recent governance review, we have learned that the Canadian Sports Governance Code does not require board minutes to be posted and best practice for governance boards is to have direct, transparent communication directly from the President. Therefore, moving forward, the Board will no longer post meeting minutes to the EC website, and board meeting summaries will be provided via the President's Report.

As my first report, it will be a fulsome snapshot of the great work that has done at EC over the last quarter.

The last number of months have been very busy as our newest board members have settled into their roles. The group is continuing its evolution to a high-functioning governance board focused on sustainable growth, risk management, and good governance.

We have met three times since the start of the new board year, with our last meeting being held in person, in Ottawa. The board spent three days together filled with learning, working, and building a strong collegial culture which will serve us well over the coming terms.

Last year, we completed EC's strategic plan – Strategy 2022-2025: Building for a Better Future. The implementation is well underway by our CEO, senior directors and staff with a focus on 'Building a Strong Foundation', 'Investing in the Future', and 'Serving Our Community'.

The plan is working towards our modernized purpose of **Imagine 2030** where *we will be a leading, trusted, collaborative and well-funded national sport organization that provides quality products and services to meet the needs of a strong, inclusive network of horse enthusiasts, recreational and competitive athletes, industry, partners, service providers, fans, and donors.*

Supporting the plan, is a new risk management matrix being led by and worked on by the Governance & Ethics Committee (GEC) this year. The GEC is currently working with our governance consultant to amend our bylaws to comply with the Canadian Sports Governance Code. These updates, which are integral to EC being eligible for Sport Canada funding, will be shared shortly to provide transparency and clear understanding of the necessary compliances prior to membership approval at this year's AGM.

In Ottawa, we spent time with the Sport Law Group to receive updates and advice on the ever-emerging federal Safe Sport regulations. This outlined how our organization will begin to work with the Office of the Sport Integrity Commission (OSIC) for complaints and how the OCIS procedures integrate with our

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current third-party investigative complaints process for those issues that fall outside the scope of OSIC. We anticipate more clarity will come as the new system is tested and adjusted to best serve sport in our country. The board has signed off on the adoption of the Universal Code of Conduct to Prevent & Address Maltreatment in Sport (UCCMS) and we have done our Safe Sport training, as mandated under the new federal guidelines.

Our finances remain stable as we continue our post COVID recovery. The combination of full event schedules and federal recovery funding has assisted in the rebound. The Finance and Audit Committee continues to steward funds in a responsible manner, and a new budget process developed by the CEO and the Director of Finance is keeping spending focused on strategic priorities. The next step will be growing the operating budget by 30 percent from \$6M to \$9M by 2030.

In addition to financial stability, the board is pleased to report that we have achieved much-needed staff retention in our leadership, starting with our CEO Meg Krueger. Meg and her team have and continue to infuse innovation and make necessary foundational changes that a National Sport Organization (NSO) must undertake in the modern world of sport.

We must thoughtfully and methodically push forward and hold ourselves and the staff accountable to the strategic direction and the objectives and key results that are set out in Strategy 2022-2025. To do so, the Human Resources committee is re-building a performance review matrix, including a 360 review. This feedback on the CEO's achievements to the key performance indicators and their alignment with EC values will ensure the EC culture is healthy and strategic objectives are being accomplished.

The Board is focused on building a high functioning NSO, one that other NSOs look to as the highest standard for sport governance. Part of this build is continuing to recruit, through our annual nominations process, individuals with diverse skills, diverse backgrounds, and that reflect our community diverse in gender, ethnicities, and abilities. As part of this process the Board will be undertaking Diversity, Equity and Inclusion training to help uncover unconscious biases that exist, and to ensure we put into practice and policy and structure that welcomes diversity moving forward.

Personally, as President, I am on a journey of learning to lead from a strategic governance mindset. Having worked in sport operations for over 30 years, I can admit "I don't know, what I don't know." I have committed to a professional coach who is entrusted to helping me stay in a governance mindset and not let the myself or others slip into an operational mentality. I will continue this for the remainder of this year and continue on if I am re-elected this fall.

As promised, this was lengthy, so thank you for sticking with me! I send you all my best, as spring is just around the corner, winter shedding season is underway and the summer recreation and show season will be upon us all very soon.

Lisa Robertson, President

On behalf of Equestrian Canada and its Board of Directors, this concludes the President's Report of the February 10, 11 and 12<sup>th</sup> 2023 Meetings.

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