



# 2024 EQUESTRIAN CANADA (EC) ANNUAL GENERAL MEETING (AGM) CALL FOR QUESTIONS

## Questions

The lack of inclusion of license holders in the governance process has been brought forward for a number of years, actually ever since the rewrite of the bylaws. As far as I know there is widespread agreement on this issue. What is the status and what are the plans for rectifying this.

We've heard feedback from some members of the community who say they want to see a return to licence holders having votes, versus 27 Voting Members having votes (what we have today).

In October 2023, the Board struck a working group called the Inclusion Working Group (IWG). They worked with a consultant who had helped us achieve new bylaws that are compliant with the Sport Governance Code at the 2023 AGM.

Before making recommendations on operations or governance changes, the IWG wanted to hear the voices of the wider community to understand what they knew, and wanted from EC.

The IWG prepared a survey, and in partnership with the PTSOs, we sent out the survey in June (FY25) that received over 1600 responses across the country. It asked questions about EC's membership structure and operations and was reviewed by the Board in August. Most of the feedback focused on operational changes EC can implement to improve operations.

The IWG has finished its work, and at this time, there is no proposal or plan to create a proposal for the Voting Members to change the governance structure or Voting Members.

The most frequent complaint I hear concerning EC is the poor service in operational areas. Despite considerable progress in automation this has persisted long enough that I consider it a governance problem. What are the structures and measures planned to rectify this?

EC does not wish to have a reputation for poor service and in our pursuit of achieving improvement in this area, we have done the following in the last fiscal year:

1. Refreshed the website to be easier to use, enabling the visitor to resolve more common issues independently
2. Streamlined all incoming calls and emails to one single pathway, so all inquiries can be effectively triaged and response times measured for training
3. Hired a Manager, Community Experience to develop and manage a customer service strategy



4. Completed a start, stop, continue process exercise that will result in changes in the FY25 year to how we operate and manage sport
5. Launched a customer service survey in the winter of 2024, to collect real-time customer feedback and data. The survey results: satisfaction of EC's online services rated 4.06 out of 5\* and satisfaction with EC staff interactions rated 4.14 out of 5\*.

We will continue to collect data and measure our progress. We encourage any participant who would like to share feedback to help us improve in any customer service area to email: [sportlicences@equestrian.ca](mailto:sportlicences@equestrian.ca) with your suggestions.

Hello, I am submitting a question for the AGM. I am an EC sport license holder. Thank you!  
I have a question regarding discipline specific provincial associations, for example the Provincial Hunter Jumper, Provincial Dressage, or Provincial Horse Trails Associations, etc. I have noticed that in the EC Rulebook Eventing is the only sport that requires competitors to be members of the Provincial Eventing Association in order to enter an EC competition. Dressage and Hunter/Jumper do not have this requirement, and it seems dependant on each provincial association that the main reason for competitors to purchase a membership is to accumulate points for year end awards. My question is why this is a unique case for the sport of Eventing? Especially as the provincial horse trials associations do not play a role in supporting event venues, organizers, or volunteers.

I worry that the requirement of a Provincial Horse Trials license turns a lot of potential competitors away from entering sanctioned events. It is far more expensive than either the PTSO or Bronze EC membership, both of which are required for many other recreational and/or competitive uses and most riders tend to purchase anyways. In provinces that have very few events in a year, 5 or less, riders that may want to attend only one or two events typically do not due to the extra cost of the Provincial Horse Trials membership.

If every other discipline requires only a PTSO and EC membership to compete at an EC sanctioned event, why is Eventing the only sport that also requires a provincial discipline association membership, as per the EC rules?

Thank you for the questions: The discipline of eventing works collaboratively with both the Provincial/Territorial Sport Organizations (PTSO) and the Provincial Horse Trials Associations (PHTA). In most provinces, the PHTAs are the organizations that are working on the eventing omnibus and event schedules. They deliver support to event organizers, clinics and funding to the sport. Additionally, the PHTAs play a role in the support for safety programs and mims programs.

Please feel free to reach out to your PTSO and your PHTA and see what programs they are running and support they provide.

I have a question about Article A210. I can understand all except the last one (#5).

What is the rationale for the requirement for the rider to have a Gold or Platinum Sport License? Shouldn't the riders license depend upon the level of showing that the rider is going to be doing? If they are showing only at Bronze or Silver level shows then why is it necessary to have a Gold sport license as long as the Corporation / Representative have met all the other rules? Not all corporate owned horses are necessarily Gold level equines.

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#### ARTICLE A210 CORPORATE/SYNDICATE SPORT LICENCES

1. Corporate/Syndicate Sport Licences can be purchased by corporations or business enterprises, including syndicates that own horse(s) for competition purposes.



2. One representative from the Corporation/Syndicate must hold a current EC Gold or Platinum Sport Licence. If the Corporation/Syndicate is applying for a FEI passport one member must hold a current EC Platinum Sport Licence.
3. Sport Licence privileges extend only to the competitive requirements of the corporate/syndicate horses and do not extend to other horses or other EC activities unrelated to the syndicate/corporation-owned horses.
4. All persons listed as owners of a corporation/syndicate are responsible for maintaining their Sport Licences in good standing.
5. All riders/drivers/vaulters of corporate/syndicate-owned horses must hold a current individual EC Gold or Platinum Sport Licence.

This is likely a rule carried forward from the past. The reason this may have been set up may no longer be relevant and we now need to revisit it. As a general practice, this type of question or a proposed rule change goes through our annual revision cycle as a proposed rule change suggestion which can be submitted any time through this [portal](#) by a sport licence holder. For this question, we have submitted a rule change proposal/update.

I have the following questions that I trust can be answered. I address these to both Category A and Category B as they may cross categories. Thank you for your consideration.

Have we retained what had been presented to us as restricted funds, the Equine Medication Fund, the levy funds that were presented to us when they were introduced as funds that would be primarily for developing the grass root riders and for educating officials and coaches?

It concerns all of us that our EC competition expenses are going primarily to the elite riders. It encourages the smaller shows to go under provincial as opposed to EC sanctioning.

Where is our office that charges over \$72,000. /Year?

Why, with the advent of the new website, have staff e-mail addresses been dropped?

What pressing need was fulfilled with a salary and benefit increase of almost \$700,000 in the physical year ending in 2023?

The EC Corporate Reserve Fund presentation changed at the AGM in September 2019, on the direction of the auditor and in light of Canada's New Not for Profit Corporations Act, this removed historical balances from the Reserve Fund. You can read the news article [here](#). The historical funds that were generated from the equine levy and deposited into the Reserve Fund have not been used for any purpose and are still there. The funds that are generated each year from 2020 forward are used to cover Equine Medications operational programs and the surplus is used to help fund other initiatives like Equine Welfare.

EC spends just under 47% of our revenue on high-performance programs, Major Games and athletes. As a National Sport Organization, high-performance is one of our expected responsibilities, and it is unique to EC as the National Sport Organization in Canada for equestrian sport. That said, EC also has a responsibility to support growth in the grassroots. We do this through program development with our PTSO partners, who are responsible for sport activity and development in their respective provinces and



territories. We value and respect the work the PTSOs are doing across the country to help develop and expand the sport provincially and will keep working together to make sure that all shows including smaller shows have opportunities to sanction both provincially and nationally.

EC's office is located in Ottawa but was subleased in January 2023 for the remainder of the term. The \$72,000 you see in the audited financials note is not an expense, but it is a possible future commitment EC may be responsible for should anything happen with the sublease tenant.

The reason individual emails and phone numbers have been removed from the website is because we were having a difficult time tracking response time and making improvements with the prior decentralized customer service process where anyone could email over 50 email addresses that were posted on the website. Our new approach centralizes all incoming calls and emails through one single pathway, so inquiries can be effectively triaged and response times measured for training. This is a common practice for companies and helps to improve customer service issues faster.

The final question was discussed at the AGM in 2023, however here is the answer again: In FY24, expenditures on salaries were up over the previous fiscal year by 26.6%. The expenditure increase was budgeted although end of year results were 2.3% higher than budget. Primary reasons for the planned salary increase include: new hires to support return to pre-COVID-19 activity levels, transition from contractor roles to salaried employees (note that professional and contractor expenses decreased by 56% when comparing FY 22-23 to FY 21-22), the increase of federal payroll contributions in January 2022, and cost of living increases to match inflation.

**Some questions I and my team have about the financial statements:**

1. Accounts receivables went from 1M in 2022 to 200K in 2023 and now it's back up to 286K in 2024. Could you please explain the fluctuations in your receivables?
2. Prepaids Expenses have almost doubled from 2023 to 2024, please explain the increase.
3. EC's Deferred Revenues have pretty much doubled since 2020. Please explain what the \$255K in deferred donations is and what the \$225K in Deferred Other revenue is.
4. It appears that EC has drawn down on Unrestricted investments to make up for the deficit from 2023 and again for 2024. What is EC's plan to stabilize things to avoid further deficits and drawing down of the investments. Or are there further plans to draw down on the investments for further organizational & structural change or redevelopment?
5. The annual report speaks heavily about system streamlining and optimization with a goal of reducing manual work by 50%. I also noted that you saw a savings of just under \$100K in salaries and benefits, due to attrition and changes in vacation policies. Is EC going to be further reducing their administrative costs via staffing adjustments?
  - a. If so, can the PTSO's expect more support from EC through funding to run EC programming such as the LTR and Coaching Education and Certification?
  - b. With your payroll costs between 40%-50% of your annual expenses how do you justify EC programming being conducted/administered by the PTSOs out of their own budgets?
  - c. The PTSOs run EC programs which we have little input into. Can we expect EC to start inviting the PTSOs to help develop content for programming, curriculum and materials going forward?
  - d. Alberta has run into delays and shortages of receiving LTR manuals and have had to refer members to other provinces at times so they could obtain manuals – will EC make the print templates available to the PTSOs so that we can have them printed locally instead of waiting for EC to print and deliver them?



- e. There has been little interest in Rookie Riders program – part of the issue is the cost of accessing the equipment and governmental cuts to education. Will EC be sharing the specs of the Rookie Rider barrels, so we can have them produced locally instead of having them shipped to the west which incurs very high costs?
  6. It appears that 20% of your revenues (about \$1M) come from Government funding. AEF is not so fortunate, and our Provincial government funding has been stagnant at about \$80k per year since 2019, which is about 5% of our revenue, making us very much reliant on membership fees and donations in order to run EC’s programs. This leaves us very little for provincial programs and recreation. How is EC planning to help the PTSOs in either advocating for funding from the government for sport, or assisting with funding for programming?
1. The AR breakdown is reflected in note 3 of the financials. “Other receivables” is the line item that fluctuates the most, as it is this account where Finance records/accrues for receivables (revenue) that have been earned but not yet collected by the end of the fiscal year (FY); Government funding being one example of what gets coded in this account. Late FY23-24, EC was granted additional funding which we knew wasn’t going to be received until April (FY24-25). This was therefore recorded in ‘Other’. The large ending balance in FY21-22, as shown in note 3, is due to a Recovery Grant awarded to EC for that fiscal year, which was not yet collected/received by end of the FY.
  2. This account can fluctuate each Fiscal Year-End (FYE) due to invoices being paid in the current FY (FY23-24) that pertain to the next (FY24-25). In the case of FY24, the increase is due to Paris 2024 expenses that had payment deadlines in FY24, along with other items such as FY24-25 insurance (due by Mar 31st), flights paid for travel in FY25, and memberships related to Equine.
  3. The increase in deferred revenue at FYE24 is related to Paris 2024 (funds received in FY24 to be recognized in FY25 at time of Olympics), as well as the National funds (education and emergency response) that accrue for PTSOs.
  4. EC drew from the Unrestricted investments in FY23 as approved by the Board to support the 3 Olympic disciplines to attend the FEI World Championships in 2022, which was an objective of the Strategic Plan. The withdrawal was accompanied by a replenishment program which was paused for FY24 and FY25. It will be accelerated and replenished in FY 26, 27, 28, 29. EC did not draw from Unrestricted investments in FY24. There is no further plan to draw down on the Unrestricted investments at this time. The capital campaign EC discussed last year at the AGM has evolved and will comprise of 3 funds that will support HP, competitions and grassroots. These funds are scheduled to launch in FY25.
  5. EC will not be reducing administrative costs via staffing adjustments as a solution for addressing the strategic plan (reducing manual processes by 50%).
    - a. EC has 2 full-time staff and 1 part-time contractor in the sport development department who are 100% focused on Learn to Ride and Drive (LTR/D), Rookie Riders and coach education and National Coaching Certification Program (NCCP). At this time, we do not have a plan to allocate more resources to the LTR/D program, however, we work with several contractors and PTSOs to achieve the work in the most effective way possible.
    - b. EC staff design, market and track progress for nationwide programs. PTSOs deliver the programs within their province or territory (which requires administration). We embrace our relationship and the importance of empowering PTSOs to deliver in their own region and expect that they will be able to fund this delivery work within their budgets. We offer \$50,000 per year in national education grants to PTSOs to support their expenses and desired initiatives related to these programs. We also offer to do the administration of volunteer based PTSOs who request assistance.



- c. We welcome PTSOs to attend monthly coaching meetings and quarterly leadership meetings to discuss program content, direction and share input. We will continue to expand these engagement opportunities and welcome AEF's participation.
  - d. We do not offer digitized manuals at this time, but we are planning this for the future. We had a one-time supply delay this summer, after we changed to a new service provider. The matter was resolved in August and is back on track, so you should not experience any further delays.
  - e. EC will continue to centralize the production of Rookie Riders barrels, but we are investigating ways to make the barrels more accessible nationwide. This includes a potential barrel rental program which would provide access to facilities that have only a short-term need for the barrel. We are also looking to ensure that shipping from central Canada is affordable to the eastern and western regions. We are currently involved in the process of obtaining program endorsement for Rookie Riders from Physical and Health Education Canada which will support the goal of getting the program accepted by school boards for delivery as part of a Phys-ed program in schools. Additionally, EC has recently obtained conditional approval from the Coaching Association of Canada for a community coach context that will train instructors be able to deliver the Rookie Riders 1 program in facilities.
6. We are sorry to hear that your province has not increased funding since 2019. Canadian National Sport Organizations, including EC, have not received a Federal Funding increase since 2005. With the cost of inflation over that period, this equates to a defunding 30% of funding over two decades. For this reason, EC is investing in revenue generation and operational efficiency, so we can continue to deliver on our expected federal mandate, serve our community and diversify revenue. In FY24, we hired a Business Development Officer to lead this initiative forward. As it relates to PTISO support, EC will brainstorm with PTSOs as they request to help them in their pursuit of provincial funding. In 2021, EC and PTSOs collectively lowered the PTISO membership fee from 10% per member to \$2.50 per person, releasing approximately \$200k back into provincial budgets starting in 2022. EC also allocates between \$80,000-100,000 per year in grants accessible only to PTSOs for education and emergency response. EC will be launching a new Sport Development Fund in the next Quad to enable additional funds to be available to the grassroots. Further to these strategies, we welcome PTISO suggestions.

**And some questions related to Olympic participation:**

1. With the Olympics just over, it is at the top of our minds. In 2023 EC made a significant investment of \$270K into the Canadian Olympic Foundation endowment fund, which as noted in the Financial Statements may be refunded all or in part to EC.
  - a. Will these funds be refunded all or in part to EC?
  - b. What were these funds used for?
  - c. How can the PTISO's gain access to these funds to help with developing our grassroots riders into high performance athletes?
  - d. With allegations about nepotism and large financial barriers to entry into high performance levels of horse sports, how is EC going to help the PTSOs make things more accessible?
  - e. With Equestrian Sport always tenuously on the verge of being eliminated from the Olympic roster of sports, especially with the scrutiny some of the disciplines and individuals have faced, what's EC's plan to cement equestrian sport in the Olympics?
  - f. Has there been any discussion with COC, IOC, USEF, FEI or any other NSOs on introducing any new horse sports, such as barrel racing, reining, western dressage, or working equitation to the Olympics in future years?





The 2024 AGM covers the FY24 year (April 1, 2023-March 31, 2024), so we are reporting on the year we attended the Pan American Games. Olympic and Paralympic reporting will take place at the 2025 AGM. The questions are answered with this in mind.

1. Response to the question about the Canadian Olympic Foundation (COF) and Olympics
  - a. EC uses the COF to support our fundraising goals. Our seed fund within the COF is called the Horsepower foundation. The purpose of the fund is: To provide athlete and coaching awards and unrestricted support to Equestrian Canada. The COF charges a 5% fee to EC, but outside of that fee, 100% of the funds raised in the COF Equestrian Canada seed fund, including the funds referred to in the question will be used by/refunded to EC.
  - b. The current balance in the COF EC seed fund will be used to support Major Games expenses.
  - c. EC does not currently use this fund for grassroots development or NexGen. EC has a Sport Development Fund and encourages the PSTOs to participate in this fund in future years to collectively work on athlete development across the country.
  - d. EC and the PSTOs have an opportunity to address some of the challenges posed by the Canadian sport system and the costs of owning horses and participating in equestrian activities at all levels of involvement. Together, we can invest in community sport for all initiatives, including the Rookie Riders program, which reduces barriers and enables schools and community centers to have easy access to the program, so we build a larger pool of equine enthusiasts. We can support a strong sport pathway, by working together and collaborating to reduce duplication within provincial and national competitions and ensure that NCCP coaches are coaching at all levels of competition in Canada. As our guest athlete shared at the AGM, high-performance athletes need a strong sport pathway and an opportunity to develop students and compete within Canada, so we don't lose our athletes to other regions and nations. We can develop sponsorship and grant programs to offer athletes as they move into talent ID and NexGen programs, and as they progress to be named to the national team. Development of inclusive initiatives that produce impactful results is a responsibility and opportunity for all sport administrators, and success will be greatly increased when EC and PSTOs work closely together.
  - e. Cementing equestrian sport in the Olympics is not EC's mandate or purpose, as our mandate is focused on equestrian sport in Canada. The IOC, COC, CPC and FEI work actively to support and expand the sport globally. EC is not aware of any risk of our sport being excluded from the Olympics or Paralympics.
  - f. The FEI previously introduced reining as an FEI sport, however it was removed in 2021. To our knowledge there are no current discussions internationally to add new horse sports.

Good morning. My question for all three categories is as follows.



We are currently 13 months into the Canadian Government declaring intimate partner violence, thus violence against women, an epidemic. With so many women involved in the equestrian sport, but particularly rural women who have a different role with their farming spouse, and are removed from resources in certain rural areas (particularly city of Ottawa rural areas, interestingly as opposed to Renfrew County which has a notably higher rate of IPV), are your organizations aware of the rate of IPV and VAW amongst your members? Are you offering resources for recognizing IPV/VAW in our clients or fellow members? As many industry professionals have a duty to report, it would be important to understand how the current epidemic is impacting our immediate community. There is such an opportunity for the equestrian sport as a whole to serve as a beacon of hope and comfort during a challenging process. I do hope this issue begins to gain the traction it deserves.

Thank you for bringing forward this important and very concerning topic about intimate partner violence. While some of our safe sport education touches on aspects of it such as how to recognize signs of abuse as well as reporting, we don't have any dedicated resources on IPV specifically. We will take this into consideration when developing resources and supports for the community and with community partnerships into the future.

#### Concerning the Dressage Criteria for the Paris Games 2024.....

1. How/who made the decision to NOT stick to the qualifying score criteria? Also, was this announced anywhere - anytime?
2. Will there be a „wrap up“ statement/debrief from the Hi Performance Committee outlining what they felt worked well, and what in hindsight not so well?
3. Is there some mechanism the dressage community and competition organizers could employ in 2025 that would address the fact that our precious few competitions are often too close together, especially those between Bromont, Ottawa, and the Toronto area. Back To back weekends or identical weekends negatively impact the entries at both shows.
4. The FEI is holding a Stakeholder Meeting on the Sport of Dressage coming quite soon... Is E.C. Planning to attend?





1. The High-Performance Advisory Group (HPAG) Dressage met in April and reviewed the performance level and the criteria. The determination was made by the HPAG Dressage that Canada would field a team even though the standard set would not be achieved.
2. Following every selection or nominations, there is a review that happens on the criteria and the considerations and areas for improvement. The review will include the HPAG considering the application of criteria, the outcome of the SDRCC appeal and the ITP outcomes from the cases this summer. Those outcomes will help to set the changes and considerations for future criteria and composition of the selections.
3. There currently isn't a mechanism which formally addresses back-to-back competitions on the calendar. Competitions submit their dates to EC and there are processes to deal with dates that are directly conflicting. There are factors that impact dates such as venue availability (in the case of rentals). We have annual round table discussions with competition organizers, and we will add the topic of back-to-back dates and the impact on opportunities for athletes and competition viability this year.
4. The FEI meeting has a limited number of participants and the National Federations are not part of that consultation process. That said, the Pan American Equestrian Council (PAEC) Chair will be in attendance at the FEI Dressage sessions. To ensure that the position and knowledge of the National Federations (NF) are included, Mr. Cesar Hersh, PAEC ran a session with representatives invited from all the NF that make up the PAEC group. The session occurred on Sept 16 and Canada had 1 athletes rep and 1 coaching representative present. Additionally, the FEI Vice President and current Chair of Group IV Mr. Mark Samuel was in attendance and will be part of the FEI session. This session was purposefully scheduled to allow for feedback and positions to be able to be brought forward in advance of the FEI session on October 1.

Has EC restored the levy funds appropriated to general revenues last year to their original purpose, or are they lost?

All EC levy funds collected are allocated to the discipline for which they are collected, in the year they are collected. We did not have any levies in FY24 that went to general revenues. Your question may relate to a donation that was made in the amount of \$19,414.90 in FY23, with the donor direction that it be used for the National Team activities in FY25. It was initially incorrectly allocated to FY24 to cover Pan American Games expenses for jumping. However, after discussion with the donor, the amount was corrected and deferred to FY25, as the donor requested. The matter was successfully resolved before the Fiscal Year End and the audit.



### Where is the first promised repayment of \$150,000 to the Reserve Fund?

In FY23, we utilized \$770,500 from the EC Corporate Reserve to send our athletes to the FEI World Championships in Herning, Denmark and Prato, Italy. The replenishment strategy was approved to replenish \$150,000 each year for 5 years into the Reserve. In FY24, we chose not to replenish the annual funds, as discussed at the AGM. The reason for this decision was that EC learned in July 2023 that there would be cuts in COC funding for the Pan American Games (PAG) in the amount of \$180,000. These cuts were due to the PAG host organizer reducing the contribution that they were providing, which resulted in the COC reducing their support to EC by \$180,000. In addition, a meaningful increase to the cost of horse transport to Chile for the PAG was also an unexpected increased expense due to market pressures, as well as additional fees that were taken by the organizing committee for ground transportation.

However as of the New Quad, starting in FY26, we will recommence the replenishment, targeting an accelerated replenishment over 4 years, completed by FY29.

### Why do we have to pay sport license fees? To me it's a money grab

If you wish to compete as a rider, driver, owner or coach at EC sanctioned competitions across Canada, you must purchase an EC sport licence.

Having an EC sport licence enables you to access the following benefits:

- Compete at EC sanctioned horse shows
- Earn national ranking points and year end awards
- Exclusive member discounts with our official sponsors
- Free eLearning courses for Safe Sport and Concussion education
- Free eLearning course for the new Equine Care Program and Equine Welfare
- Volunteer on operational committees or task forces
- Eligible to make rule change suggestions and proposals
- Access to our quarterly EC Insider eMagazine
- Rankings, results and competitions event calendar look-up
- Apply for national grants and bursaries

Revenue generated from sport licence sales represents 23% (\$1.5M) of EC's total revenue (\$6.5M) each year. This revenue is used to fund sport administration and programs that support domestic competitions, sport development, coaches, athletes, Major Games, equine welfare, marketing, fundraising and grassroots programs.

This is the breakdown of how EC spends each dollar received:

- 46.6% goes to High-Performance
- 24.1% goes to Sport Operations
- 11.7% goes to Sport Development
- 12.7% goes to Marcoms/Business Dev/Corp
- 4.9% goes to Welfare



Horse Sport Questions:

**1. Why has the Discipline General Revenue increased by \$321,000?**

The increase is due to the cost recovery funding we received from the COC and PAG OC for Pan Am Games expenses.

**2. Why has the Discipline expense increased by almost \$1 million? (Note that Major Games expenses are a separate item)**

The variance occurred in FY23 when EC received federal Covid-19 relief subsidies in the amount of \$916,915, as disclosed in the FY23 Audited Financial Statements. These subsidies were used for discipline program costs that would typically be captured in the Discipline expenses line. In FY24, EC did not receive any federal Covid-19 relief subsidies and all of the discipline expense costs are captured in the Discipline expenses line.

**3. What reason did the COC give for reducing the Pan American Games funding by \$180,000 at such a late date?**

During the quadrennial cycle, the COC budgets their support based on their revenue and expenses and the contributions from the organizing committees towards travel grants for games. For the 2023 Pan Am Games, the host organizer from Chile reduced the contribution that they were providing to the COC, which resulted in COC needing to reduce their support by \$180,000. Notification of this reduction from the host organizers was late in the funding cycle and resulted in a July notification to EC. EC finalized our budget much earlier in the year (February 2023).

**4. With the massive lack of money being such a major issue affecting all aspects of EC, why did they wait until May 2024 to hire a Business Development Officer?**

The Business Development Officer started on April 2. We had previously hired a Sponsorship Manager who worked with us between April 2023 until late 2023. Upon that departure, we began recruiting for a more senior position called the Business Development Officer in January-March, and the position was filled in March, with a start date of April 2, 2024.