



PRESIDENT'S REPORT

Detailing Board Meeting held February 24, 2025

Greetings/Bienvenue!

As we turned the calendar on a new year, the Board gathered on February 24th to tackle some of our most forward-looking conversations to date. With Strategy 2025 nearing its conclusion and Strategy 2028 now taking shape, we find ourselves in a moment of both reflection and ambition.

The meeting opened with Board Vice President Jennifer Hodgson chairing in my temporary absence—thank you, Jennifer, for your leadership. We began with a comprehensive update from CEO Meg Krueger, who walked us through the Winter 2025 Management Report. EC has maintained an 80% progress rate on quarterly goals thus far, and departments are aligning with our strategic objectives. We will be introducing new operational committee reporting structures into the Quarterly Management Reports next fiscal year, to ensure operational voices are heard and reflected.

A significant motion was passed during this meeting: the formal adoption of the **Canadian Safe Sport Program (CSSP)**, now administered through the **Canadian Centre for Ethics in Sport (CCES)**. While the transition brings added complexity—especially in increased manual tracking—it is essential for EC to remain in full compliance. We thank our staff, especially Rachel Huebert, for leading this transition with diligence and care.

Strategic Planning: Toward Strategy 2028

With the LA 2028 Olympic and Paralympic Games on the horizon, we reviewed a draft of EC's new strategic plan, **Strategy 2028**, which builds upon the foundation laid by Strategy 2025 and aligns with our longer-term **Imagine 2030** vision. The new plan places strong emphasis on sustainability, accountability, technological advancement, and sport system alignment. Board members provided feedback, and further engagement with committees is planned. We look forward to revisiting this plan in more depth at our next meeting.

Building Trust and Listening More Deeply

In my President's Update, I spoke about the need for courage—both in governance and in communication. All levels of sport are navigating disruption and uncertainty, and EC is no exception. But what is exceptional is our commitment to transparent dialogue, listening with intention, and showing up in ways that rebuild trust.

To that end, our "**Coffee Chats**" with Voting Members have been well received. These conversations are candid, constructive, and long overdue. Meg and I are both committed to continuing them, along with the



upcoming **Spring Forum** for operational committees. Our goal is to remove barriers, eliminate speculation, and build clarity in both directions.

Athlete Representation on the Board

One of the most outcomes of this meeting was the Board's unanimous approval of a new **Athlete Director** position—a full-voting Director who will represent our national team athletes at the governance table. This is a big step forward for the athlete voice at EC, and I commend the Governance & Ethics Committee and staff, particularly AJ Dallaire and James Hood, for guiding this initiative forward.

We also confirmed that EC's **2025 AGM** will move to **May 27th**, better aligning with our fiscal year-end. This shift brings clarity and rhythm to our Board cycle—and will strengthen future planning.

Finance & Audit Committee

The FAC, chaired by Jennifer Hodgson, presented a robust overview of EC's Q3 Financial Statements, cash flow reports, and the draft FY26 Quad Budget. We welcomed our new Director, Finance, Lisa Sheppard, who is already making strides in tightening reporting and forecasting systems.

With the approval of the **FY26 Quad Budget**, we officially pivot away from a deficit-based mindset toward balanced departmental planning. The journey isn't over, but we're making solid progress. We also approved a revision to several **FEI fees** to accommodate exchange rate fluctuations—important for financial accuracy, especially as EC passes these fees directly to the FEI without markup.

Governance Handbook Updates

The Board approved five foundational documents as part of EC's new **Director Handbook**, which will replace the former Governance Manual. These include updated Terms of Reference for all Board committees and a new Code of Conduct for Directors. Thanks again to AJ Dallaire and Janis Riven for their leadership in ensuring our governance is modern, responsive, and aligned with Sport Canada's expectations.

In Closing

We concluded the meeting with In Camera sessions, where no motions or votes were held.

As we move into this new quad, I am more confident than ever in our capacity to lead—not just with policy and planning, but with principle and purpose. Thank you to my fellow Directors, to Meg and her team, and to our community members who continue to speak up, show up, and move EC forward.

Giddy up!

Lisa Robertson, President

On behalf of Equestrian Canada and its Board of Directors, this concludes the President's Report of the Board Meeting held February 24, 2025.

Fostering a love of horses and sport, for life.