



PRESIDENT'S REPORT

Detailing Board Meetings held February 9, 17 and 24, 2026 Regular and Special Meetings

Greetings/Bienvenue!

In February, the Board of Directors convened for one regular meeting and two special meetings to address a combination of strategic, governance, and emerging organizational matters. Across all three meetings, the Board remained focused on its core responsibilities of governance oversight, financial stewardship, and ensuring alignment with federal requirements and organizational policies.

At the February 9 regular Board meeting, the Board received comprehensive management updates covering both Q2 and Q3 of the fiscal year, as well as a progress update regarding Strategy 2028. Discussions reflected a continued emphasis on strengthening planning discipline through the integration and alignment of “Run Work” (operations planning) and “Change Work” (strategic planning), with a clear focus on measurable outcomes, transparency, and accountability. The Board approved the FY2027 budget, supported by the Finance & Audit Committee, recognizing both the investments required to advance strategic priorities and the need for ongoing cost management, particularly in areas such as Safe Sport. In addition, the Board approved the Safe Sport Recommendations report (2026–2030), reinforcing its commitment to a structured, multi-year approach aligned with federal frameworks and capacity realities.

Governance and stakeholder alignment were also central themes. The Board received updates from the Governance & Ethics Committee, including the nominations process for the upcoming Annual General Meeting (AGM) on May 26, 2026, and engaged in discussions regarding Category Voting Member relationships, the role of Board Category Liaisons, and the importance of the Board of Directors maintaining clear boundaries between governance and operations. The Board also advanced work related to national and international partnerships, including the renewal of the EC/USEF reciprocal agreement, which is set to renew in November 2026.

Two Special Board meetings were convened on February 17 and February 24 to address time-sensitive matters related to Voting Member relations, governance clarity, and organizational risk. The February 17 meeting focused on reviewing and refining the Board’s response to correspondence received from Category B members, with an emphasis on clearly separating bylaw-driven requirements, such as fee obligations, from broader governance and operational discussions. The Board supported moving forward with a revised response to ensure clarity, consistency, and alignment in communications.

At the February 24 Special Meeting, the Board undertook significant governance decisions. This included approving a motion to adhere to the Affiliate Not in Good Standing Policy, formally recognizing multiple



Affiliate Voting Members as Not in Good Standing due to non-payment of fees in accordance with the by-laws, while also directing leadership to communicate clearly on remedies and pathways to reinstatement, including the extension of a grace period for payment of 2025 dues. The Board also approved two forward-looking governance initiatives: the establishment of an ad hoc committee to develop a proposal for an independent Organizational Effectiveness Review, and the initiation of a legal and governance review of the organization's Articles and By-laws to explore the potential introduction of category-designated director positions. These decisions reflect the Board's commitment to continuous improvement, transparency, and strengthening national alignment across the organization.

Throughout these meetings, the Board demonstrated a disciplined approach to governance, including thoughtful use of Special Meetings to address complex issues, engagement with legal and governance experts, and a continued focus on acting in the best interests of the organization as a whole. The Board remains committed to working constructively with all stakeholders to support stability, rebuild trust where needed, and position the organization for long-term success under Strategy 2028.

Respectfully submitted,

Lisa Robertson

President

On behalf of Equestrian Canada and its Board of Directors, this concludes the President's Report of the Board Meetings held February 9, 17 and 24, 2026.

Fostering a love of horses and sport, for life.