



# **EQUESTRIAN CANADA BOARD OF DIRECTORS 2019-2020 ANNUAL REPORT OF ACTIVITY**

August 3, 2020



# PRESIDENT'S REPORT TO THE AGM

## Introduction

This report summarizes the annual activity of the 2019-2020 Board of Directors in their role of leading Equestrian Canada (EC), and our staff, volunteers, members and the Canadian equestrian sport & industry over the last 12 months.

The 2019-2020 Board of Directors took office at the conclusion of the 2019 AGM: September 25, 2019. This year's Board held 12 director seats. During the first Board meeting of the current Board year, the following officers were elected: President Meg Krueger, Vice President 1 Chris Sorensen, Vice President 2 Doug Orr.

The 2019-2020 Board year set out in October 2019 with the Board's commitment to complete the third and final phase of the organizational review, see the Interim CEO initiate full incorporation of the 2018-2022 Strategic Plan into operational management and planning, and complete the recruitment for a full time CEO with transition to follow the 2020 Tokyo Olympics in November, 2020.

Six months after the commencement of the 2019-2020 Board year, societal and health issues relating to COVID-19 significantly impacted our organization, society, and equestrian community, bringing unprecedented levels of stress, uncertainty and crisis management to the forefront of our day to day operation.

As a result, in March 2020, the Board of Directors and EC team quickly shifted priorities in order to navigate the COVID-19 related needs of our community; our competitions, our riding schools and boarding barns, the herd, and the financial and operational impacts faced by our organization. Since March, this time of crisis management has evolved in close partnership with the Provincial and Territorial Sport Organizations (PTSOs), the federal government, our funding partners, and with continuous input from community stakeholders, individuals and volunteers.

## October 2019-February 2020

Upon taking office, the core priorities for the 2019-2020 Board of Directors, in conjunction with the Interim CEO, Yves Hamelin, were defined and developed as follows:

1. Complete the final phase of the three year organizational review through the completion of the Governance Review.
2. Implement our new internal organizational restructure and operational committee revitalization.



3. Engage with operational and discipline committees on financial policy development for the reserve funds.
4. Prepare for a public recruitment for our full time CEO starting in 2020.
5. Prioritize business development in our continued commitment to diversify and increase revenue.
6. Roll out the coach licensing and respect in sport initiatives by spring of 2020 in partnership with our PTSOs.
7. Commence CSAC Phase 2.
8. Work with the National Rules Committee to review and update the rule book, which has not had a top to bottom review for many years.
9. Complete the new registration portal for its official launch next year to simplify the license and membership registration process.
10. Begin a dialogue with our Industry partners as to how EC can best represent the needs of industry in Canada.
11. Continue to meet milestone dates with our PTSOs in the Canadian Equestrian Development Plan, which was created in partnership with EC and PTSOs and centers on coaching and athlete development initiatives.

### March 2020-Current

During March through May, the Board of Directors held weekly COVID-19 meetings, working with the Interim CEO, PTSOs and partners to advise and respond to necessary operational changes throughout the crisis.

During May-June, the Board of Directors and team were eager to see and support safe return to training, activity, and in the weeks that followed, competition. The team, under the leadership of Interim CEO, Yves Hamelin, continue to navigate this challenging time along with PTISO partners, as public health approvals and states of reopening vary across the country.

Following initial approval of governance structural change recommendations set forward by the Governance Committee in June, the Board has proceeded with the preparation of bylaw changes that will be presented for vote at the 2020 AGM, in conjunction with board governance manual changes and operational committee revitalization. The combined initiatives aim to clarify roles and responsibilities for the:

1. Board: strategic planning, vision and mission; as outlined in our constating documents and to adjust based on emerging priorities; policy approval; fiscal responsibility and stewarding the director nomination process. Proposed reduction of Board committees for the 2020-2021 Board year.
2. Voting Members: electing directors, receiving the audited finances, approving bylaw changes.



3. Operations: integrated teamwork between staff and operational committees in the fulfilment and tactical implementation of the Board's strategic vision for the organization.
4. Community & Partners: affiliates; industry; participants of recreation, competition, learning, coaching. How their voice is heard, and how we effectively address their priorities and ensure our sport is accessible by a diverse population of Canadians.

## Special Dates and Events

- The Group Category Meeting took place November 2, 2019 and the PTSO Winter Summit took place November 3, 2019, both held in Toronto, ON with core discussion points on coach licensing, CED projects, safe sport and the Governance review (Industry and Category C discovery).
- Meg Krueger and Yves Hamelin attended the FEI General Assembly in Moscow, Russia during November 2019.
- Introduction of the monthly President's Report and adjustment of board minute format introduced in February 2020.
- Board approval of policies in March 2020: Abuse Policy (Individuals), Code of Conduct and Ethics, Concussion Policy and Concussion Code of Conduct, Corrective Actions during Events Procedure, Screening Policy, Social Media Policy.
- Board approval of active equine and active equine facility definitions at the April 27 board meeting, to be brought to federal agencies and Canada Revenue Agency.
- COVID-19 contingency budget approved in May 4 board meeting and implemented.
- Board approval of proposed revisions to governance voting member structure (in principle), and industry and recreation definitions at the June Board meeting.
- Communications policy underway June-August 2020.

## Conclusion

Though 2020 and COVID-19 have impacted the achievement of many of the priorities the Board set out to achieve this Board year, our focus remains that we operate with collaboration, transparency and effective communication. We recognize that this year has posed, and continues to pose many challenges in how we operate as an organization, as an industry and as individuals. The Board and organization continues to work on the organizational priorities noted above, either actively as you will read in the Board and Management Annual Reports, or with revised timelines.

We recognize the time spent by many volunteers, staff, partners and individuals across the country who continue to work together to achieve our goals for sport & industry in Canada, while also navigating their own COVID-19 impacted lives. We extend our sincere gratitude and appreciation for their continued dedication and teamwork.



I would like to extend a special thank you to Beth Underhill, who was elected to the Board of Directors last year for a one year term. The Board has been very grateful for her service and contributions during such a challenging year, and we wish her continued success in her future endeavours.

The 2019-2020 Board of Directors have prepared the following Board Committee Annual Reports for disbursement and review of the Voting Members and general public at the Annual General Meeting on September 22, 2020. You will find enclosed in this master report the activities undertaken by Board members and Board committee volunteers from October 2019 through August 2020.

*Respectfully submitted by: Meg Krueger, President Equestrian Canada Équestre*



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# BUSINESS DEVELOPMENT COMMITTEE ANNUAL REPORT TO THE AGM

The Business Development Committee was unable to make progress this Board year.

**Note:** As part of the Governance review process changes, it has been recommended that this committee be removed from Board governance and added to the operational committee structure. This change will take effect immediately following the 2020 Annual General Meeting (AGM).

*Respectfully submitted by: Meg Krueger, President Equestrian Canada Équestre*



# EQUINE HEALTH AND WELFARE COMMITTEE ANNUAL REPORT TO THE AGM

The Health and Welfare Committee (HWC) of Equestrian Canada Équestre (EC) is directed to assist the Board in delivering on its mandate of safeguarding and promoting the health and welfare of the horse for the Canadian equestrian and equine industry. As a reminder, in 2018 the HWC was restructured into two groups, the Health and Welfare Board Committee (HWBC) and the Health and Welfare Expert Group (HWEG). The HWBC was to be limited to 9 members and was to carry out items strategic in nature as listed below. The HWEG was to be a group of experts to act as resource people when drafting and implementing initiatives. The HWEG saw limited use this year because the HWBC was made up of what was considered to be an expert panel with three veterinarians, two leading stewards/show officials, one experience show organizer, and one industry/breed leader. This year an additional item, in regards to the governance of the HWC, was the consideration of moving the committee from being a board committee to an operating committee. This decision was deferred to next year.

The HWBC includes:

Dr. Bettina Bobsien (BC) – Committee Co-Chair  
Dr. Wayne Burwash (AB) – Committee Co-Chair  
Dr. Melanie Barham (ON)  
Caitlin Grguric (ON) Doug Orr (AB)  
Deanne Phelan (NS)  
Jan Stephens (MB)

The HWEG included:

Dr. Alison Moore  
Dr. Greg Evans  
Dr. Mary Bell  
Jill Barton

EC Staff Member

Kristy House, Manager, Welfare and Identification & Coordinator, Industry and Equine Development

Under the authority of the Board of Directors of EC, the Health and Welfare Committee is responsible for:

- Monitoring and making recommendations for policies to protect the health and welfare of horses at EC sanctioned competitions.





- Monitoring the status of current issues (and initiatives) surrounding equine health and welfare of the Canadian herd
- Providing regular updates to the EC Board on current (and impending issues) related to equine health and welfare
- Support the development of a national equine digital ID program
- Apprising EC registered participants of health issues that could potentially affect competition and the national herd.
- Providing recommended policy guidelines and position papers to the EC Board for their approval to stand as accepted EC policy
- Establishing and fostering liaisons with federal and provincial government agencies, with industry groups and with other equine health and welfare related groups
- Developing required expert resources to support the Committee's work.
- Other equine-related health and welfare activities and tasks as directed by the Board.

Up-to-date information and valuable resources regarding horse health and welfare can be accessed on the EC website at <https://www.equestrian.ca/industry/health>

The following are the major initiatives and accomplishments of the HWC this year:

- Drafting the three-part Extreme Environmental Conditions Policy and Guidelines for Competition and Training. This was completed and sent to Governance for review before final approval.
- Drafting a Rule Change Proposal (RCP) on the use and abuse of tight nosebands along with an implementation plan. The RCP was completed and submitted to the NRC.
- Reviewing the EC Welfare Policy that was originally submitted to the Governance Committee (GC) for approval in June 2019 and was referred back to HWC this year. The review was completed and sent back to the GC for final approval.
- In collaboration with EC staff and the Equine Industry Development Committee supported the process of selecting providers of a database and microchips for the Equine ID and traceability program.
- Continued to work in collaboration with the Horse Welfare Alliance of Canada (HWAC) in creating an awareness of the Code of Practice for the Care and Handling of Equines.

During the 2019-2020 year the HWC has continued to be involved with a number of other initiatives and activities which are listed below. Some of these items received little or no action during this year, in part due to the dominance of the COVID-19 pandemic, but are listed so they remain on our agenda.

1. Collaboration with Kristy House on key priorities in the area of equine health and welfare for competition horses and for the Canadian national herd including liaison with numerous governmental and non-governmental agencies (the prime ones being Canadian Food Inspection Agency (CFIA), the National Farm Animal Care Council, the National Farmed Animal Health and Welfare Council, National Federation of Agriculture, Canadian Animal



- Health Surveillance System, Equine Guelph, various federal and provincial veterinary associations, and the Horse Welfare Alliance of Canada) on issues and disseminate information.
2. Hosting the monthly *National Equine Disease and Welfare Surveillance Conference Call* in collaboration with the liaisons listed above. This monthly information conference call is open to the public, and recorded and posted on the EC website at <https://www.equestrian.ca/industry/health/disease>
  3. Request to FEI to allow pergolide as a permitted medication for horses with Cushing's Disease (PPID) in the discipline of vaulting.
  4. Initiating and coordinating national biosecurity and emergency action plan training seminars. Delivered via webinar to equine veterinarians, equestrian event organizers, and equine owners/producers, the outcomes of this program included:
    - a. increasing capacity of equine veterinarians to develop and review biosecurity and emergency action plans in Canada,
    - b. increasing the number of horse events and facilities who maintain written equine biosecurity and emergency action plans,
    - c. increasing general understanding of the concept and importance of biosecurity and emergency action plans.
  5. Disseminating information to horse owners about the impact and ramifications of changes to regulations regarding the import, purchase and use of antibiotic, antimicrobial and other equine medications.
  6. Collaborating with National Farm Animal Care Council on the *Code of Practice for the Care and Handling of Equines* (for which EC holds joint copyright). The Code can be accessed at <http://www.nfacc.ca/codes-of-practice/equine>
  7. Continue contact with CFIA on diseases of national significance such as Equine Infectious Anemia, Contagious Equine Metritis and Equine Piroplasmosis.
  8. Continue public communications regarding prevention of iatrogenic transmitted blood-borne diseases in general, to focus specifically on the safe use and disposal of needles, syringes, catheters, and other injection apparatus. Poster and social-media presentations are being developed.
  9. Review of rule proposal suggestions related to equine health and welfare issues, including this year:
    - a. vaccination requirements for competition horses at EC competitions,
    - b. veterinary on-site/on-call requirements for EC competitions.
  10. 1Collaboration and coordination with the Equine Medication Control Committee.
  11. 1Collaboration with EC staff, on a grant application to Agriculture and Agri-Food Canada – Canadian Agricultural Partnership fund for a major multi-year three-phase project: *Canadian Equine Sector Assessment* and Quality Assurance to include:
    - a. Equine Industry Economic Impact Study,
    - b. Animal Care Assessment Program Development,
    - c. Equine Identification Program Development.



**Note:** As part of the Governance review process changes, it has been recommended that this committee be removed from Board governance and added to the operational committee structure. This change will take effect immediately following the 2020 Annual General Meeting (AGM).

*Respectfully submitted by Co-Chairs Equine Health & Welfare Committee  
Bettina Bobsien, DVM  
Wayne Burwash, DVM*



# **FINANCE AND AUDIT COMMITTEE ANNUAL REPORT TO THE AGM**

Attached as a separate document.



# GOVERNANCE AND ETHICS COMMITTEE ANNUAL REPORT TO THE AGM

## Introduction

This is a report of the activities of the Equestrian Canada Governance and Ethics Committee to the Voting Members at the Annual General Meeting on September 22, 2020.

## Report

### Administration

- The Committee members are:
- Charles Cue, Co-Chair of the Governance and Ethics Committee and Equestrian Canada Board Director;
- Jane Milton, Co-Chair of the Governance and Ethics Committee and Equestrian Canada Board Director; and
- Mark Goldman, Equestrian Canada Board Director.

From time to time, the Committee has called on EC's legal counsel to provide guidance and has also consulted with the CEO to ensure that changes to governance were achievable within EC's corporate structure. In addition consultation occurred with Members and active participants on Terms of Reference (TOR).

The committee met formally four times. Informally, much discussion occurred between the members on specific work items outside of the formal meetings.

### Context

2018 was the first year that the current governance framework became operational and there were many observations on the complexity of the structure. In the last year's Governance and Ethics Committee report the following statement was made: *"The limited amount of time EC has had to operate under its new governance and the introduction of new elements means that there is still a large learning curve for everyone to understand the governance framework and limited past experience to guide future actions."* Now with almost two years of operating within that structure, the procedural complexity of EC's governance structure is proving to be burdensome to administer and difficult to understand. This has necessitated a significant amount of discussion on the way forward to resolve the procedural complexity.



The federal government directed national sports organizations to include a number of mandatory requirements into their training and complaints processes to address personal safety in sport and transparency in addressing complaints. As these changes are not discretionary, this necessitated a full review of how all complaints are handled and resulted in the implementation of a third party review complaint process. EC is now compliant with federal direction.

The Board has also come to recognize that too many of its activities are operational in nature. In accordance with best practices for Boards, the Board has set in motion in steps to devolve many of these activities to EC's operating committee structure and to ensure that the Board is focused on meeting EC's strategic needs.

## Activity October 2019 to August 2020

The following activities were conducted with regard to the governance framework:

- **Governance Manual Revision**
  - The publishing of the revised Governance Manual put on hold as potential changes to the governance structure was developed and discussed with Voting Members. If changes are approved at the AGM, the manual will be published shortly afterwards.
- **EC Policy Development and Approval**
  - There is a lack of clarity of how policy is developed and approved in EC. The absence of a clear understood process resulted in delays getting policy approved. This will be addressed in the upcoming year.
  - Policy development will also have to be aligned with the Board's desire to remain at the strategic level.
  - Both of the above points were evident in the review of EC's Horse Welfare policy and the ongoing review of EC rules.
- **Governance Structure.** A significant amount of discussion occurred with relation to the following:
  - **Board Structure and Composition.** The activities of the Board were reviewed with the result that the activities of a number of committees will devolve to the operational side of EC. As well, the size of the Board was considered in that EC documents of incorporation allow for a minimum (7) and maximum (14) number of Directors. An amendment to the By-Laws was put forward to allow the Board to exercise the option to reduce or increase the size of the Board within the minimum and maximum stated.
  - **Category TOR's.** The governance framework is very specific on the roles of Category Members with regards to electing Board Directors, voting at the Annual General Meeting and approving changes to the By-laws. There is much confusion as to what other role the Categories might fulfill. Discussions have occurred on reducing the procedural complexity of appointing Voting Members and a number of changes to the Governance manual have been proposed. A more fulsome discussion on substantive changes to the Category system will commence after AGM 2020.



- **Operational Structure.** The following three areas were noted:
  - **Operating Committees:** The existing committees need to be re-vitalized so that the TOR's are enabling work that aligns with EC priorities and the good work of these committees are reported to the Board and the membership at large.
  - **Integrated Activities:** The operating committees tend to be subject specific and with the exception of the Category system there is no place for integrated discussions. Accordingly, a number of integrated bodies will be developed by the CEO in the operational structure to allow interested parties to collectively discuss issues.
  - **Revitalizing Operational Structure.** Revitalizing the operational structure is a key step to enabling the Governance Structure. EC Voting Members, license holders, active participants and affiliates need to be able to clearly see how their voice can be heard on operational issues. A revitalized committee structure with the new integrated structures should allow the Board and Categories to stay focused on strategic issues and the operating side of EC to stay focused on operational issues. Changes to the Governance and Operating Manuals have been put forward to reflect this intent.
- **By Law Changes.** A number of changes have been put forward to remove transitional provisions and to support a number of the changes mentioned previously. The By Law changes also include the new definitions for industry, recreation, active equines and active equine facilities approved by the Board to provide better clarity on the role of EC.
- **COVID-19 Effects on Director Election Process.** A number of contingencies were researched and discussed with the President and the Chair of the Nominations Committee in the event that COVID-19 restrictions affected the election process. The election process did not appear to be affected by COVID-19 restrictions.

In addition to the governance structure the Committee was responsible for providing oversight for conduct and behavior. The following activities were conducted in this area:

- Continuing monitoring of the effectiveness of the new complaint process
- Ongoing identification of existing complaint policies that need to align with the new complaint process.

## Conclusion

EC's governance structure has moved from a transitional state to its steady state. Some aspects of it are not enabling our ability to work together as intended. This doesn't mean it is all bad, but some changes have to be considered to make it more effective. A number of changes have been proposed for AGM 2020 to start the process of evaluating some of the components of the structure. As noted in previous years, once we have a governance framework that delivers the outcomes envisioned, greater productivity will result as the focus will come off trying to understand the governance to having the governance enable our efforts to improve the equestrian community.



In closing, the Chair of the Committee wishes to thank:

- To the Members and Active Participants that the Governance and Ethics Committee consulted with, I thank you for your constructive and respectful discussions on how to move forward with changes to the governance structure.
- To EC staff, who behind the scenes, continually support EC' s governance structure by making the processes work, enabling the networking, and finding the answers to a myriad of questions.

Collectively we are developing solutions to overcome some of the structural deficiencies we are working with. The positive discussions so far indicate to me that in the upcoming year we are going to be able to implement meaningful change that will enable us to better address the needs of the equestrian community in these trying times.

*Respectfully submitted by: Charles Cue, Chair of the Governance and Ethics Committee*





# HR COMMITTEE ANNUAL REPORT TO THE AGM

The Human Resources Committee (HRC) of Equestrian Canada Équestre (EC) is directed to assist the President and the Board in fulfilling oversight responsibilities in relation to EC human resources.

The 2019-2020 committee is comprised of:

Doug Orr – Chair  
Mark Goldman  
Chris Sorensen  
Meg Krueger (ex officio)

EC Staff Liaison

Yves Hamelin  
EC Interim Chief Executive Officer

Additionally, the EC's human resources consultant and EC's legal counsel serve as special advisors to HRC, and attend committee meetings at the request of the Chair.

Under the authority of the Board of Directors of EC, the Human Resources Committee is responsible for

- In collaboration with the Chief Executive Officer (CEO) reviewing, reporting and making recommendations regarding specific human resources matters
- In collaboration with the CEO reviewing human resources arrangements consistent with sound financial management, excellent employee-employer relations and the EC's desire to attract and retain above-average employees
- In collaboration with the CEO reviewing plans for senior administration recruitment, career development, performance appraisal and succession planning
- Advising on Board policies pertaining to the appointment, performance review, and compensation of the CEO
- Reviewing succession planning for the CEO and advising the Board on any necessary relevant policies or actions
- Receiving from the CEO proposed priorities for each forthcoming year to establish key performance goals and objectives; and reviewing the President's annual performance review of the Chief Executive Officer against agreed key performance indicators.

Additionally, HRC serves as a general grievance committee to resolve disputes between employees and the CEO, and among Directors, Committee Chairs, other volunteers, and employees.



The Human Resources Committee works in close collaboration with the CEO and the President to address matters which fall under its purview. During the 2019-2020 term, in addition to attention to routine human resources issues; HRC has dealt with a number of extraordinary matters related to (a) the planned implementation of significant organizational restructuring, and (b) uncustomary events associated with the impact of the COVID-19 pandemic on EC staffing and operations.

Routine activities of HRC include:

1. Collaboration and consultation with EC's human resources consultant and legal counsel to assist in dealing appropriately and responsibly with the management of human resources and responding propitiously to human resources issues
2. Receiving from the CEO updates and reports on human resources activities, issues and related developments, including consultation with CEO on routine staffing issues
3. Assistance with the on-going CEO Key Performance Indicators (KPI) review process
4. Receiving from the CEO updates and information regarding implementation of staff training programs, efficacy and implementation of staff management protocols and systems, and the work of the human resources contract consultant
5. Consultation with CEO on the status of contract employees
6. Reporting to the Board of Directors (BoD) on issues regarding human resources which require board input and or decision

Other matters HRC has dealt with this term include:

1. Engagement of Yves Hamelin to fill the role of Interim CEO
2. Initiation of a CEO Search Process and Timeline to identify suitable candidates to interview for the permanent position of CEO of EC
3. Contracting of an Executive Search Consultant to assist with the CEO Search
4. Collaboration with CEO and President and concomitant recommendations to the BoD regarding initiation and implementation of the structural re-organization plan
5. Collaboration with CEO regarding staffing changes arising from the operational restructuring
6. In response to the COVID-19 pandemic
  - a. Extension of the CEO Interim Contract to facilitate consistent and congruent management of staffing and operations
  - b. Rescheduling of the CEO search process/timeline and extension of the consultant's contract
  - c. On-going collaboration with CEO regarding exigent staffing issues arising from the impact of the pandemic

For further information regarding the EC Human Resources committee, please contact

Doug Orr ( [doug.r.orr@gmail.com](mailto:doug.r.orr@gmail.com) )

or

Yves Hamelin ( [yhamelin@equestrian.ca](mailto:yhamelin@equestrian.ca) )

*Respectfully submitted by: Doug Orr, Chair of Human Resources Committee, VP2*



# **NOMINATING COMMITTEE ANNUAL REPORT TO THE AGM**

Attached as a separate document.



# RECOGNITION & AWARDS COMMITTEE ANNUAL REPORT TO THE AGM

The general purpose of the Recognition & Awards Committee is to assist the Board in determining those individuals and organizations that have made a special and significant contribution to equestrian sport in Canada and are deserving of recognition or honour. The Committee makes the nominee recommendations to the Board on all Awards with the exception of the Gold Award, which is determined at the discretion of the President.

## Projects and Activities Undertaken:

### 2 Top Goals Plus Unprecedented Year of COVID19 Activities

1. Goal 1: An Analysis of Existing Awards Criteria to ensure their meaningfulness and interpretation.
  - When analyzing the wording of the Health & Welfare Award, it was found that there were formerly two H&W awards just a few years ago. Through discussions with the Health and Welfare Committee we did a slight revision and clarification. The R&A Committee worked on examining historical information and updating the wording to reflect a comprehensive national award for the upcoming season. Done.
  - As well changes were made to the awards to reflect wording required pursuant to bylaw changes effected last year. Done.
  - It was also explored by EC Staff Team and discussed with the R&A Committee that only 4 of the EC National Awards are listed in the Rules of Equestrian Canada Section A. It will be explored as to whether all of the existing National Awards should be implemented into the Rules Section A or all National Awards taken out and becoming a program in Operations, creating a committee therein.
2. Goal 2: A Communications Campaign to the membership to promote the importance of the awards, to increase nominations, and create wider awareness and participation. Unfortunately not tackled due to COVID-19 and limited staff resources.

### 2019-2020 Unprecedented Year of COVID-19 Report for Recognition & Awards

Through various meetings and conversations, it was decided to celebrate and recognize the Recipients by creating a more 'inclusive' format with a hope to be more far-reaching to our community in 2018-2019. The intention for 2019-2020 recognition and awards was to follow the successful format of 2018-2019



and 'connect' the participants in the equestrian community by honouring the Recipients at 'local and active', meaningful venues (shows where they would be in attendance).

However, with the COVID-19 pandemic, an alternative format was quickly developed with the EC Staff Team. We would create a 'virtual' awards format with the Recipients creating 'homemade' videos accepting their award and speaking a bit about themselves. It was a lot of fun for everyone trying out their basic media skills! Photographs were also taken of the Recipients with their awards (glass trophies and coolerettes which were shipped to them) and added into the video production. As well, introductions to each Recipient were created by persons in our equestrian community who were very happy to do the honours. At the time of this writing, the production is in progress while we eagerly await the finished product celebrating and recognizing the Recipients for their achievements. It is anticipated that it will be done prior to the end of August 2020 for release.

### 2019 - 2020 Process Changes established:

Working on the success of this process implemented in 2018-2019, Recipients were initially informed by one of the EC President, R&A Committee Chair, R&A Committee Members or Nominators – a touch to make the announcement moment significant and exciting for everyone. All involved noted it was a lot of fun to share the excitement in this way. Official letters and all administrative details were handled by EC Staff Team.

- The Call for Nominations process and timeline are down to an efficient format, including the countdown push for nominations which made a difference in pushing for and obtaining more nominations. This is a step in developing a comprehensive communications strategy process for R&A.
- An important personal touch of communication included a handwritten note from the EC President being sent to Michael Boyd, long time volunteer on the Recognition & Awards Committee, thanking him for his years of dedication and wealth of information passed along.

### Concluding Comments:

We will seek out and review personal feedback from Recipients, as to their assessment of the COVID-19 production and use this information to develop guidelines for other such possible scenarios of media production for EC.

Other considerations will be budgetary, sponsorships and hopefully liaising with the Business Development Committee. Change is a constant and we greet any challenge with an opportunity to be creative and deliver a meaningful recognition and awards event for our deserving Recipients!



**Note:** As part of the Governance review process changes, it has been recommended that this committee be removed from Board governance and added to the operational committee structure. This change will take effect immediately following the 2020 Annual General Meeting (AGM).

*Respectfully Submitted: Carla Robin, Chair of the Recognition & Awards Committee*

With sincere thanks and recognition to the dedicated work of Committee Members: Jennifer Anstey, Mark Goldman, Peggy Hambly, Karen Sparks. *A special thank you to Michael Boyd for all of your prior years of dedication to the Committee – enjoy your retirement!*



# STRATEGIC INITIATIVES PLAN COMMITTEE ANNUAL REPORT TO THE AGM

In 2019-2020 the Strategic Initiatives Plan Task Force transitioned to the Strategic Initiatives Plan Committee. In keeping with the importance of accountability, and the goal of “Gaining Altitude”, the Strategic Initiatives Plan Committee goals for 2019-2020 were:

## **Goal 1:**

To provide another yearly Report Card update on the progress of the 2018-2022 Strategic Initiatives Plan. Through a transparent self-assessment process we will assess further progress on the initiatives, identify gaps and any significant changes, adjust accordingly for the future and communicate with the EC community in an effective and timely manner.

- The SIP Committee commenced monitoring the progress of the various initiatives in the Strategic Initiatives Plan which moved ahead last year, observing progress and noting gaps and concerns to address. While an accountability process with vital community feedback had been established with Operations last year to create both a Snapshot and full reporting, no Operations resources were assigned to assist the SIP Committee, and the creation of an updated Report Card for the membership was not viable to produce. With this reality, the focus shifted to concentrate on foundational issues.

## **Goal 2:**

Conduct a comprehensive process including an industry/category discovery meeting to clarify the role of Category C and Industry within the mandate of Equestrian Canada. This will involve the Strategic Initiatives Plan Committee and the Governance and Ethics Committee meeting with various committees and groups; undertaking a thorough review of documentation and preparation of recommendations to the Board of Directors.

- Working in collaboration with the Governance and Ethics Committee, what became known as “The Discovery” was undertaken to address foundational documents of EC as it was determined that EC had been “stuck” for many years, needing clarity and direction on its purpose to realize a defined and progressive sustainable future. Detailed processes were undertaken, involving detailed investigation, review and understanding of many documents, including the Constatting Documents of EC and its Raison D’être.
- A consultant was engaged to assist the SIP and Governance Committees in facilitating an efficient and effective working process in a short time frame. Dina Bell-Laroche of Sport Law &



Strategy Group facilitated a Discovery session with goal is to achieve significant outcomes including:

- Define the purpose of EC so that the organization can speak to what its core business is with conviction and confidence.
- Untangle the sport side so that EC will continue to fulfill our obligations as the NSO and address the needs of the animal athlete - the doorway through which we connect to “industry” as clarified.
- Clearly understand and create definitions where needed for EC so it is not left to interpretation.
- Identify who is EC here to serve to have clarity and be in a better position to set clear expectations.
- Subsequently, 4 pertinent definitions for clarification were well thought-out, proposed to and approved by the Board of Directors for:
  - Canadian Commercial (Active) Equine Industry Interpretation and Guidance Document - which defined Active Equines and Active Equine Facility.
  - It was defined that EC’s mandate and advocacy excludes all of the direct and indirect activities related to the processing and pharmaceutical industry uses of horses.
  - Industry definition.
  - Recreation definition.
- This work integrates with the Governance and Ethics Committee review of the purpose of EC, and the structural re-alignments needed.

### Concluding Comments:

While there is still a lot of work to be done, “The Discovery” has resulted in a comprehensive understanding and clarification of the accountability of EC, creating clarity of purpose and responsibility, resulting in proposing some changes to the By-laws at this time. The SIP Committee will continue to focus on key initiatives to move forward in EC’s 2018-2022 Strategic Initiatives Plan, while commencing to define those for 2023-2027. EC is determined to be a leader in Equestrian, Strategic and Organization Excellence.

*Respectfully Submitted: Carla Robin, Chair of the Strategic Initiatives Plan Committee*

*With sincere thanks and recognition to the dedicated work of Committee Members: Wayne Burwash, Charles Cue, Jane Milton, Chris Sorenson, Vice President and Megan Krueger, President.*