



**EQUESTRIAN
CANADA
ÉQUESTRE**

BOARD OF DIRECTORS

2020-2021 Annual Report of Activity

2021-09-07



PRESIDENT'S REPORT TO THE AGM

Introduction

This report summarizes the annual activity of the 2020-2021 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 2020-2021 Board of Directors took office at the conclusion of the 2020 AGM: September 22, 2020. This year's Board held 10 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 2020-2021 Board year set out in October 2020 with the Board's commitment to work with EC operations to align the 2018-2022 Strategic Plan in an operational work plan, address solutions for fundamental challenges and threats to the EC business model and focus on projects that deliver value-add benefits to EC membership, licence holders and affiliate/partners in order to successfully recover from impacts and changing market influences as we emerge from the COVID-19 pandemic.

Three months after the commencement of the 2020-2021 Board year, EC's Interim CEO, Yves Hamelin unfortunately left his position for a new career opportunity. In response, the Board offered the CEO role to Meg Krueger, who resigned from the role as President in January 2021 to take the role as CEO in February 2021. VP1, Chris Sorensen, assumed the role of President, with Doug Orr taking VP1 and Charles Cue appointed as VP2.

EC and the Canadian Sport System

Central to EC achieving its mission is the ability to provide effective leadership, balancing the needs and wants of a diverse group of stakeholders united by their love and passion for equine activity. As a sport system leader, EC recognizes the importance of collaboration by providing forums for discussion and opportunities for all stakeholders to be heard. However, as the government-recognized leader, EC also has a responsibility to deliver on the mandates of government and the sport system to safeguard the organization, equestrian sport and the equine industry from risks.

The Government of Canada defines the role of a National Sport Organization (NSO) as follows:

National Sport Organizations (NSOs) - sometimes referred to as National Sport Federations (NSFs) - are the national governing bodies for given sport in Canada. These organizations serve many important functions, including:

- governing all aspects of a sport within Canada;
- managing their high performance programs;
- selecting and managing their national teams;
- implementing national initiatives to develop and promote their sport;
- sanctioning national level competitions and tournaments;
- providing professional development for coaches and officials in their sport; and,



- proposing and supporting bids for international competitions in Canada.

EC's operational structure includes both staff teams and volunteer committees working together in the achievement of the Board's strategic goals and plan. Operational committees are critical advisory committees that specialize in discipline and sport/industry specific sectors. EC staff and volunteers work hand in hand to launch relevant and impactful programs that meet both the strategic intent set by the Board and adjust to societal and industry influences and opportunities.

EC's operational committees are governed by an Operational Manual, which outlines committee terms of reference, mandates and guidelines governed within. Committee terms are April 1 through March 31 of each year (aligned with the fiscal year). In the 2021-2022 fiscal year, first quarter, regular financial meetings have taken place, to align reporting expectations with the budget/actuals in EC's QuickBooks and to the annual strategic work plan. All committee members are required to complete Safe Sport training and screening, with any committee members who have not completed the necessary training requirements becoming ineligible to attend committee meetings until the criteria are completed.

Current PTSO Affiliate Structure

Provincial/Territorial Sport Organizations (PTSOs) play a critical role in delivering equestrian sport and activities in Canada. From at least 2016-2020, EC maintained a Memorandum of Understanding (MOU) or Memorandum of Agreement (MOA) with its PTSO affiliates identifying shared priorities and roles and responsibilities. Prior to that, accords were signed on a regular basis to define priorities.

Following the Montreal EC/PTSO Summit in January 2018, the 2018-2020 MOA was signed. The MOA included a specific timeline, series of deliverables, budget and a joint committee called the Canadian Equestrian Development committee (CED) was given oversight on behalf of all parties to the details within the MOA. An addendum to the MOA included adjustments to the PTSO/EC relationship regarding competition sanctioning and the use of EC officials.

Several sport development initiatives began to benefit from progress under this MOA including:

- the development of the Rookie Riders program;
- review of the Learn to Ride/Drive and NCCP programs;
- development of a coach licence program;
- ECampus on-line education platform and learning management system;
- safe sport was added as a critical component, with educational elements now implemented to be addressed through all programs in alignment with the Government of Canada mandate.

Early in the MOA, it was identified that it would not be realistic to complete all deliverables in the initial time frame and budget. Several underlying structural issues related to EC's business, membership, sanctioning, and program delivery models were identified early in the project. The risks and limitations were shared with and acknowledged by all parties at the Winter 2019 PTSO summit.

In March 2020, the MOA expired, and the projects, responsibilities, and relationship between EC and the PTSOs continued as outlined in foundational documents: Bylaws, Strategic Initiatives Plan, and the Schedule of Fees. In addition, EC and PTSOs meet monthly, to discuss operational matters of significance, marketing/communications, and other related matters



The Redesign

A significant focus in the current Board year has been the formation of a Strategic Plan Task Force, chaired by Lisa Robertson (Director) and populated with individuals representing a broad range of experience, backgrounds, geographical and sport/industry expertise.

The SP Task Force met seven (7) times in the first six months of 2021, assessing the current EC membership and sanctioning business model, and approving recommendations that will help EC shift and adapt to changing market pressures and consumer demands. Their contributions have been instrumental in helping EC set its strategic direction for the coming years, which will be progressively released through the later part of 2021 and early 2022. We greatly appreciate and thank the SP Task Force members for their vision and contributions towards helping position EC as a leader in innovative thought and in the betterment of our sport and industry in Canada:

Deanna Phelan, Tracey McCague-Elrea, Chris Pack, Gilles Seguin, Shannon Townsend, Gary Yaghdjian

Conclusion

Though the pandemic has impacted the achievement of many of the priorities over the past two years, it is clear that return to competition and sport/industry activity in the 2021 competition season has been very strong, and the community is eager and ready to resume participation in EC sanctioned activity.

Our team has shifted to roll out exciting programs such as national rankings, officials' temporary status pilots, increased access to e-learning programs, etc. to help adapt to changing social and economic environments and improve EC's value add and service to our customers and community.

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. We extend our sincere gratitude and appreciation for their continued dedication and teamwork.

I would like to extend a special thank you to Jane Milton, who was elected to the Board of Directors in 2018, and Craig Collins, who was elected to the Board in 2017, This year concludes their -respective terms on the Board of Directors. The Board has been very grateful for Craig and Jane's service and contributions over the time of their service, and we wish them continued success in their future endeavors.

The 2020-2021 Board of Directors have prepared the following Board Committee Annual Reports for disbursement and review of the Voting Members and the general public at the Annual General Meeting on September 28, 2021. You will find enclosed in this master report the activities undertaken by Board members and Board committee volunteers from October 2020 through August 2021.

Respectfully submitted by: Chris Sorensen, President Equestrian Canada



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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 (GEC) to the Voting Members at the Annual General Meeting on September 28, 2021.

Administration

The Committee members are:

- Charles Cue, Co-Chair of the Governance and Ethics Committee and Equestrian Canada Board Director;
- Jane Milton, Equestrian Canada Board Director;
- Craig Collins, Equestrian Canada Board Director; and
- Mark Goldman, Equestrian Canada Board Director.

The CEO and President of Equestrian Canada attended most GEC meetings

From time to time, the Committee has called on EC's legal counsel to provide guidance, consulted with Janis Riven from Governance and Compliance Solutions and Steve Indig from Sport Law & Strategy Group.

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

Context

After three years of operational use with the current governance structure, its complexity and difficulty to administer continues to affect the efficiency and effectiveness of EC. Last year's report to the Voting Members noted this problem and stated: *"a more fulsome discussion on substantive changes to the Category system will commence after AGM 2020."* Within the Board there was significant discussion on the voting structure with the realization that until the Strategic Initiatives Plan (SIP) Committee developed a business framework, putting forward a new voting structure to the Voting Members was premature. Seeing the relationship between the framework and the voting structure is essential to developing a new voting structure that will be supported by the Voting Members. The SIP and GEC committees through the Chairs coordinated their activities.

COVID 19 restrictions and their effect on EC's financial position and capacity to conduct activities continued to challenge EC's ability to address new initiatives. In addition, changing CEOs in January resulted in some reprioritization and activities being adjusted as the new CEO transitioned into the position.



Activity October 2020 to August 2021

The following activities were conducted regarding the governance framework:

- Governance Manual Revision
 - The revised Governance Manual incorporating the effect of the changes to the Bylaws approved at the AGM was published
- Rewriting Rules and EC Policy Development
 - As noted in last year's report, there is a lack of clarity of how policy is developed and approved in EC. As well, the EC Rule book is in desperate need of revision.
 - The committee proposed contracting out this work to a firm that specializes in policy development and policy writing. The committee felt that the inability of EC to address these areas over the years meant that the only viable way of moving forward is to bring in outside experts. The financial effects of COVID 19 restrictions have delayed addressing this initiative until at least the fall.
- Governance Structure. The GEC committee addressed the following:
 - Board Size. The committee reviewed the proposal to reduce the Board to 9 Directors. EC documents of incorporation allow for a minimum (7) and maximum (14) number of Directors. With an existing vacancy and a new vacancy as a result of a director becoming the CEO, the transition to 9 Directors could be achieved by limiting the number of director positions up for election to three. Board approved proposal.
 - Category System. The governance framework provides for three Categories of Voting Members to elect Board Directors, vote at the Annual General Meeting, and approve changes to the By-laws. There is much debate as to whether there should be other roles for the Categories. The complexity and confusion associated with the Category system led to discussions on simply eliminating the Categories with no other changes to creating a more proportional and representational system. The committee agreed that simply eliminating the Category system and having one class of Voting Members would reduce the complexity and administration burden but would only be an interim step. A simplified and more representative voting structure that has a degree of proportionality is what is needed. To achieve this goal, the work of the SIP committee needs to guide the development of that structure. With both components complete, consultation with the Voting Members could occur.
 - Directors Serving Partial Terms. The effects on Board stability and transition were considered as changes were developed to provide greater clarity on Directors serving partial terms (less than 3 years) as a result of a director resignation. The changes proposed allow the Director Voting cycle to remain unaffected by a resignation.
- By Law Changes. Two changes have been identified to change the definition of a sports committee to include other than FEI recognized sports and to provide better clarity on Directors serving partial terms.
- Member Not in Good Standing Policies. Policies developed, revised, and published.
- Inclusion, Accessible and Diversity Policy. The committee discussed the need to move forward on developing this policy. Consideration should be given to what other sports organizations have put in place. CEO has engaged contractor to support development of policy.
- Discipline, Complaints and Appeal Policy. The committee reviewed the policy prior to approval by the Board.
- Extending Rule, Review and Change Process. The committee reviewed and concurred with the CEO's request to extend the process into next year and better define the cycle for reviewing policy



- Various EC Policies. At the request of the CEO, the committee reviewed the *PTSO Application Form*, the *Safe Sport Addendum* and *Guest Officials* proposal. The committee concurred with the direction of these documents and provided feedback to the CEO.
- On Boarding Book for Directors. The requirement and content for a book to allow for a quicker transition of new Directors was discussed. CEO tasked staff to develop an electronic book.
- President's Advisory Council Proposal. The pros and cons of creating an advisory council that reports directly to the President were discussed. Changes in CEOs and other priorities have put this proposal on hold for the moment.
- Conflict of Interest.
 - The various scenarios associated with the resignation of the CEO and the acknowledgement that a director was seeking the position were discussed in detail to provide advice on how to move forward.
 - Changing the Chair of the Nominations was discussed due to Chair being up for election. It was recommended that the Chair step down once a call for new directors was released.

Conclusion

EC's governance structure continues to be debated. As previously noted, some aspects of it are not enabling our ability to work together as intended. A better understanding of what EC's future business model entails will drive the alignment of the voting structure with that business model over the next year. Building on that foundation a more effective governance structure that enables better outcomes for the equestrian community will be achieved.

Submitted by: Charles Cue (VP2) Chair of the Governance and Ethics Committee



HR COMMITTEE ANNUAL REPORT TO THE AGM

The Human Resources Committee (HRC) of Equestrian Canada (EC) is directed to assist the President and the Board in fulfilling oversight responsibilities in relation to EC human resources. In accordance with the revised Terms of Reference for the HRC, the 2020-2021 committee is comprised of:

Chris Sorensen – President EC
Charles Cue – Vice-President EC
Doug Orr (Chair) – Vice-President EC
Meg Krueger (ex-officio) – CEO EC

Additionally, EC's human resources consultant and EC's human resources 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 Director (BoD) of EC, the Human Resources Committee, in collaboration with the Chief Executive Officer (CEO), is responsible for

- a. Reviewing and recommending to the Board employee policies and such other human resource matters within the mandate of the Committee;
- b. Annually reviewing and recommending to the Board the annual aggregate total compensation budget for employees and contract personnel, consisting of aggregate annual base salaries, annual incentive awards and benefit plan;
- c. Periodically reviewing the competitiveness of salary, incentive awards, benefit, and pension arrangements consistent with sound financial management, excellent employee-employer relations and the EC's desire to attract and retain above-average employees.
- d. Provide general oversight of policies and processes that ensure EC's compliance with occupational and environmental health and safety legislation, relevant regulations, standards and codes of practice;
- e. Reporting to the Board of Directors (BoD) on issues regarding human resources which require board input and or decision.

Additionally, regarding matters related to the Chief Executive Officer, the HRC

- a. Advises on Board policies pertaining to the search for, appointment of, review of and compensation to the CEO;
- b. Reviews succession planning for the CEO and advises the Board on any necessary policies or actions;
- c. Receives from the CEO their proposed priorities for each forthcoming year and performance goals and objectives for the CEO that are linked to the EC's goals, objectives, and priorities;
- d. Monitors trends for the compensation of the CEO with reference to other national sport organizations and relevant sectors and advises the Board on the frameworks and policies for the CEO's remuneration, compensation, and retirement.

The Human Resources Committee works in close collaboration with the CEO and the President to address matters which fall under its purview. During the 2020-2021 term, in addition to attention to routine human resources issues; HRC has dealt with matters related to (a) the planned and on-going implementation of significant organizational restructuring, and (b) extraordinary issues associated with the impact of the Covid-19 pandemic on EC staffing and operations.



Of significance, in addition to these exigent matters and following the departure of EC's Interim CEO in January 2021, the HRC expedited its CEO Search Process to secure the engagement of a qualified individual to assume the permanent role of CEO. Working with Executive Search and Human Resources Consultants as well as EC's HR legal counsel the Board of Directors has approved HRC's recommendation to secure a permanent employment contract with Megan Krueger to assume the position of Chief Executive Officer of EC.

Megan Krueger brings a plethora of relevant experience, an exemplary executive skill set and an amazing work ethic to this position. We are extraordinarily pleased to welcome Meg to the role of CEO.

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

Doug Orr – Chair HRC (doug.r.orr@gmail.com)

or

Meg Krueger – CEO EC (ceo@equestrian.ca)

Respectfully Submitted, Doug Orr (VP1) Chair, Human Resources Committee



NOMINATING COMMITTEE ANNUAL REPORT TO THE AGM

Attached as a separate document.



STRATEGIC INITIATIVES PLAN COMMITTEE ANNUAL REPORT TO THE AGM

The Strategic Initiatives Plan Committee, under the authority delegated to it by the BOD, is responsible for assessing all corporate strategic matters of EC, including:

- a) reviewing the existing strategic initiatives plan and drafting or revising it according to the direction of the BOD;
- b) reviewing and reassessing the Committee's Term of Reference regularly, but at least every quadrennial;
- c) overseeing the measuring and communicating of progress via a yearly report card;
- d) identifying future challenges and trends and making recommendations to the BOD to adjust the strategic initiatives plan for future needs;
- e) assessing strategic/collaborative/likeminded partnerships
- f) performing such other duties, specifically including strategic policy development or strategic relevance of subject as assigned by the BOD.

The 2020-21 members of the committee were:

Chris Sorensen (Chair) – President EC Yves Hamelin, succeeded by Meg Krueger – CEO EC

Carla Robin – EC Director at Large Douglas Duncan – Director, Sport Development

Lisa Robertson – EC Director at Large

Meg Krueger – President EC,
left vacant after succeeding to CEO role

Wayne Burwash – EC Director at Large

The 2020-21 focus of the committee was preparing EC to be able to successfully emerge from the pandemic and to initiate the development of EC's next strategic plan. In close collaboration with EC's leadership team and the EC Board, the 2018-2022 strategic plan was reviewed to focus on consolidating initiatives underway, while undertaking a review of EC membership and sanctioning structures and associated business modules as recommended by the Competition Structural Alignment Committee in 2019 to inform an overall program design to be implemented as part of EC's next strategic planning cycle.

The work was divided into 4 key areas:

- (1) Strategic Initiatives Taskforce to provide guidance to be able to initiate a re-design of EC membership and sanctioning structures. The details will be shared as part of the SIP AGM presentation.
- (2) EC Governance Committee to examine the governance framework to be able to effectively support a redesigned structure
- (3) EC Operations to consolidate work on strategic initiatives underway and address critical issues



- (4) Strategic Initiatives Plan Committee to develop the process and framework for the strategic plan renewal to be shared in conjunction with SIP AGM presentation.

Concluding Comments:

In closing, I would like to acknowledge the work and commitment of all committee members and EC staff in undertaking this work in a very challenging and uncertain environment of the pandemic. The work of the SIP committee members and taskforce has highlighted both the need for EC to transform itself as an organization, the need to be more directly connected to and engaged with our community and seek out partnerships to safeguard our sport and industry in what promises to be very uncertain times ahead. We look forward to continuing this work, providing opportunities for community engagement in moving us all towards ***a united Canadian equestrian community that inspires and serves people and their horses.***

Respectfully Submitted: Chris Sorensen (President), Chair of the Strategic Initiatives Plan Committee



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