



EQUESTRIAN CANADA ÉQUESTRE

BOARD OF DIRECTORS

2021-2022 Annual Report of Activity

2022-09-20



PRESIDENT'S REPORT TO THE AGM

Introduction

It is with great pride that I present the following documents to our community on behalf of your 2021-2022 EC Board of Directors, all our volunteers, and the entire operations team.

The 2021-2022 Board of Directors (BOD) took on their responsibility over the past year with great determination, commitment to the community, and awareness of the challenges that faced the organization and our community, both old and new. At the first meeting following the 2021 AGM the BOD re-elected Chris Sorensen as President, Lisa Robertson was elected as Vice President 1, and Charles Que was re-elected as Vice President 2.

The BOD went on to hold a total of 12 board meetings, 40 board committee meetings and 20 task force meetings over the course of the Board year.

In 2021-2022, EC as an organization faced many of the same challenges as the rest of the world. Emerging from a pandemic, EHV-1 and years of stability issues. The 2021-2022 Board year was a critical time for EC as an organization and for the community we represent. EC needed to juggle many priorities to move forward in an effective, sustainable, and impactful way. We needed to meet people where they were in order to plan a path forward together, both for the people within the organization and the whole community.

Significant priority was put into stabilizing and strengthening our operations team. Under the leadership of Meg Krueger as CEO, we have continued to restructure the operational team to make our operations more rewarding and productive for both our staff and our community. Meg has actioned some key additions to the staff to add strong skillsets to the team in addition to some impactful hires the year prior. High priority was put on ensuring EC has the ability to retain our valued employees as well as and attract new talent capable of embodying the level of service, excellence, culture, and values EC needs to stand for. To be a world class organization, we need to invest in our team to deliver value to our community.

Operations

The operations team worked tirelessly through the pandemic to keep the organization afloat, as well as delivering many critical programs, new and old. Led by James Hood, the High-Performance department delivered an Olympic and Para Olympic experience for our athletes despite many logistical, health, training, and transportation challenges. The Sport Development team, led by Douglas Duncan, and the Sport Operations team, led by Rachel Huebert, have now been merged into one domestic sport department for efficiency and program delivery. Additionally, those teams impressively continued to roll out Coach Licencing and Safe Sport by adding significant online content and training to support our community. Safe Sport is mandated by Sport Canada and is critically important to protecting our community. It will have a growing presence in the Canadian sport system and Sport Canada's funding models. To empower and educate our community, EC has created the E-Campus to ensure the knowledge is available and can be scaled to deliver the education cost effectively nationwide. The EC operations team also began a full assessment and phased implementation of an Inclusion and Diversity audit to ensure EC is on a path to be a leader in this space. The EC team also undertook a project to review and modernize our relationship with our PTSO partners, to make sure the relationship is strong, clear, and best positioned to collectively serve and grow our community at all levels. Additionally in partnership with PTSOs, Covid relief funding was attained



from Agriculture Canada to support our struggling community and resulting in millions of available grants through PTSOs.

The stability and increasing strength of our operations team emerging from the pandemic has allowed the BOD to fully shift into its intended role as a Governance BOD. The BOD filling this Governance based role is critical for the functionality of the organization and is becoming increasingly critical to meet Sport Canada's mandates and funding models. EC is committed to moving towards best practices within the National and International sport and equestrian governance models. This will allow EC and our partners to ensure that as much funding as possible is available to put into our sport and industry. This will also position EC and our partners to diversify and grow funding for the community. We as a community have to embrace the change towards these best practices to ensure the health of our sport and industry in ever changing times.

With a Governance focused lens your EC BOD prioritized some key projects this year to position the organization to recover from the past few years as well as set a trajectory and vision for years to come.

Strategic Initiatives Planning Committee

The Strategic Initiatives Planning Committee chaired by Lisa Robertson completed a two-year project that included working groups, task forces, and multiple rounds of community involvement to set a Vision 2030 and a clear North Star direction of what the organization should look like to be world class and empower all our stakeholders in their many different equine endeavors. This included a review of our Mission, Vision, Values as well as Strategy 2025 that gives EC specific targets, project mapping and fund-raising goals for the next few years to set us on course for Vision 2030 and what we want EC to look like at that time. This will include building a strong foundation, investing in our programs and people, and a focus on serving our community. This Vision 2030 will include many projects but will allow EC to modernize our business model with our partners and review our sanctioning and membership models to create an industry that is growing in all sectors and delivers a clear value proposition to everyone who engages with EC. EC now has a clear Vision of what it needs to be and a plan for the first part of that journey.

Finance & Audit Committee

The Finance & Audit Committee chaired by Rob Mitchel has been diligent about ensuring EC's economic stability as we juggle the challenges of coming out of the pandemic, decreasing Covid support funding, investing in the future vision of EC, implementing the new EC Corporate Reserve Fund policy, delivering a delayed Olympics in 2021 and preparing to support our athletes at the World Equestrian Games. As with any organization coming out of a crisis we need to plan carefully and conservatively for the health of the organization while still investing to emerge as a stronger and more valuable organization for our community in the future. Long term multi-year budgeting in combination with accurate real time tracking need to work hand in hand in ever evolving financial times. This is an extremely delicate balancing act carried out with cooperation between our Finance & Audit committee and Finance department and will be critical moving forward as EC pursues Vision 2030.

Governance & Ethics Committee

The Governance & Ethics committee was chaired by Charles Cue. Governance has long been a hot topic at EC. Given that reality, the Governance & Ethics committee supported the operations team in applying for and receiving a grant for a full Governance review. This grant from Canadian Olympic Committee, and in



alignment with Sport Canada, will provide funding for a third party to review our entire governance and support EC and its stake holders in a collaboration to improve it. This grant not only provides the funds and expertise but comes with the full support and backing of Canadian Olympic Committee and Sport Canada to ensure EC Governance will be world class at the end of this process. EC needs Governance that is effective, clear and works as a tool to be collaborative and productive instead of being cumbersome and confusing. To this end, the Governance committee also supported Meg in the development and release of an RFP and engagement of a contractor to begin this project as a high priority and in fulfilment of commitments made.

Human Resources Committee

The Human resources committee chaired by Doug Orr has worked to support the onboarding of Meg Krueger to insure the organizational stability and leadership long term as well the entire staff through these times. In collaboration with our HR consultant, multiple projects around reorganization and fair market salaries have continued in order to demonstrate our commitment to our dedicated employees and our commitment to being a leading organization through being able to attract and retain the best and brightest. EC's future depends on having the best people to create value and leadership for our community.

Nominations Committee

The Nominations committee, chaired by Wayne Burwash, has overseen a smooth and well-run election that will complete the EC board moving to 9 Board members. This will allow for a nimbler, effective board, clearly focused on Governance. For the 2022-2023 Board year we are excited to have 3 new directors join the BOD. It is critical to the organization that we continue to have highly qualified and knowledgeable volunteers. Both on operational committees supporting the operational team on managing our sport and industry and adding their invaluable knowledge, but also on our Board of Directors that will focus on the bigger strategic long-term picture for the organization. These Board members are critical in managing the risks, policies and finances of the organization. They must ensure our governance and policies empower the strategic plan Vision 2030 to take place and EC to fulfil its potential.

Conclusion

In closing I would like to thank our departing Directors. **Doug Orr** has served on the Board since 2016 and who has been a foundational part of the organization through so many changes. Doug provided steadfast, wise guidance, chairing the Finance & Audit committee (2 years), the HR committee (4 years) and has been on the executive from 2017 as 'acting executive', and from 2018 to 2021. Doug also served as Chair, Equine Health & Welfare committee from 2017 until it became an operational committee. **Carla Robin** has been on the Board for 5 years. Her industry knowledge and attention to detail has been critical as well as her rolls chairing the Strategic Initiatives Planning Committee as well as Secretary for the BOD. **Mark Goldman** has served on the BOD for 3 years, has chaired the Nominations Committee and we have been very lucky to have his knowledge about governance and communications throughout his term.

It has been one of the biggest privileges of my life to be President of Equestrian Canada and support the organization through integrity and collaboration. Over my 5 years on the Board, I have been honored by the support we have received from the community at each twist, turn and trial the organization has faced; persevering by holding ourselves and the organization to the highest standards. Our community is very diverse, and this is one of our biggest strengths. Change is hard but we must evolve as an organization and an industry to meet future challenges. Sport is becoming more competitive for funding and participation. There are welfare and social licence issues, but we simply have to rise to the occasion and address these



risks. This it is the right thing to do for our equine athletes and for it is the love of these partners that brings us all together. Safe Sport, inclusion and diversity and professionalizing our sport through Coach licencing is the new reality in sport worldwide. Being excellent in this space is our best way to protect our participants, athletes, professionals and our sport and industry. We must embrace it and be leaders in it. In such a fantastic sport and industry steeped in tradition it is easy to stay stagnant if we are not careful.

We must use our positive collective knowledge to forge a new trail towards Vision 2030, the survival and growth of what we all love depends on it. We need to ensure we find commonality in our differences. We have to make sure our community is a catalyst for positive change and not our biggest obstacle. We must all look forward to the future with a solution orientation. EC is not a faceless large organization at the center of all that is wrong with our sport. EC is people, people who read each message, each email, each post, people we know in our community, knowledgeable people, people who care, people who live and breathe our sport and industry all day, every day and the people ready to improve our whole industry when the community is behind them. EC's value and survival as an organization lays in the strength of our people to deliver programs and service of value to our community. These people of EC stand ready for their community to empower us all... Fostering a love of horses and sport for life!

With my sincerest appreciation,

Christian Sorensen
Equestrian Canada President 2021-2022



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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 & Ethics Committee (GEC) to the Voting Members at the Annual General Meeting on September 20, 2022.

Administration

The Committee members are:

- Charles Cue, Chair of the Governance & Ethics Committee and Equestrian Canada Board Director;
- Mark Goldman, Equestrian Canada Board Director; and
- Janis Riven, Registered Participant.
- Meg Krueger, Chief Executive Officer, Ex-Officio Member
- Chris Sorensen, Equestrian Canada President, Ex-Officio member

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

Context

The Governance and Ethics Committee has used four principles to guide discussions and determine outcomes. They are:

- **Simplicity** – making EC’s governance structure less complex
- **Relevance** - ensuring EC is relevant to those that use EC services
- **Inclusive** – ensuring EC is accessible to all with clear pathways for a member’s voice to be heard
- **Good Governance** – adopting recognized best practices in governance

Accordingly a number of bylaw changes were proposed for AGM 2021 that would have significantly reduced complexity, clarified some areas of confusion and better aligned EC’s governance with recognized best practices. The bylaw changes proposal was withdrawn prior to the AGM when it became clear that there was a good likelihood that the Voting Members would not approve those changes. It was clear that more discussion and better communication of the effects of these changes needed to occur to achieve consensus.

Even though the changes that were proposed didn’t effectively change the role and influence of Voting Members, the complexity of EC’s governance structure and the lack of time to better communicate the proposed outcomes created uncertainty over the proposal. As a result, the Governance and Ethics



Committee initial discussions were focused on how to move forward to create the conditions that would generate solutions that could be embraced by EC's stakeholders.

Activity October 2021 to August 2022

The following activities were conducted regarding the governance framework:

- COC Governance Grant, and next steps for Articles and Bylaws revision – This grant provides an opportunity to have external governance expertise to help guide EC to create the conditions for governance change consensus. As a result the committee agreed that any changes to the governance structure would wait until a contractor was in place. This would also allow upcoming new federal government directives to be factored into the change process. As well, a robust collaboration plan could be included in the strategy. The committee supported and advised the CEO in the preparation of the Request for Proposal (RFP) for the EC governance review.
 - o The approved purpose of the RFP and the Grant is to: Develop A comprehensive strategy to complete revision of EC governance structure in full alignment with Canadian Sport Governance Code and the Sport Canada Report Card.
 - o The RFP was posted in July 2022 and the CEO will select the consultant by August 30, 2022.
 - o The Governance Review must be completed no later than the AGM 2024.
- Safe Sport – The committee reviewed and recommended to the Board of Directors the signing of the Sport Dispute Resolution Center of Canada (SDRCC) pledge (Board of Directors signed the pledge in May 2022).
- Assessing the new criteria and requirements of Sport Canada through the Office of the Sport Integrity Commissioner (OSIC) and the adoption of the Universal Code of Conduct for Maltreatment in Sport (UCCMS).
- Governance Manual – edits were completed (minor/administrative), translated and uploaded to EC website March 2022.
- Equine Welfare Code of Conduct - The committee reviewed the policy prior to approval by the Board.
- Director Absence – One Director missed 3 meetings. The Committee discussed the absences and provided a recommendation to the Board to ensure full participation of the Director in the future.
- Directors with Partial Terms – This is an area of confusion in the current bylaws whereby a new Director who fills the uncompleted 3 year term of a Director who has resigned can affect the desired outcome of having only 3 Directors elected each year. A change to correct this problem was proposed in the bylaw proposal that was withdrawn prior to AGM 2021. There are two Directors on the Board who are in this situation. Prior to the initiation of the Director election process, the two Directors in question were asked as to their intent on whether they planned to seek re-election knowing that they would only be able to serve one more year (no Director can serve more than 6 consecutive years). Both Directors graciously agreed not to run for re-election so that the predictable replacement of Directors would not be affected. Although the problem has not been
- fixed in the bylaws, there are now no Directors with partial terms which means that it will be a least 6 years before this problem can re-occur.



- Policy for directors or operational committee volunteers being paid as occasional service providers – The committee discussed the agenda item and confirmed that Directors may not be paid as occasional service providers as noted in Canada's Not for Profit Act, and that Committee Volunteers may be paid as occasional service providers but any proposed contract greater than \$10,000 CDN must go through a public Request For Proposal (RFP) process.
- Lack of Category Chairs – The committee discussed that two of the three categories have been unable to select a chair this year (lack of interest or availability). The committee also advised the Nominating Committee to produce responsible reporting to note that four Voting Members did not attend the 2021 AGM and one Voting Member did not vote in the 2022 Director election.
- PTSO fee structure change by law impact – The committee discussed the PTSO Fee Structure Proposal that was developed by the Fee & Accountability Working Group (FAWG) and CEO and discussed the impact on bylaws.

Conclusion

EC's governance structure with its complexity and difficulty to administer still continues to affect the efficiency and effectiveness of EC as well as creating some barriers for inclusion. That being said EC's governance structure in its present form is able to meet the needs of EC members.

The next Board year will be a pivotal year for governance. The governance review should be a positive catalyst for creating the conditions for change. With the work of the SIP committee providing better clarity on EC's future endeavors, the governance review will have greater insight into how to ensure EC's relevance in the future. From a Safe Sport perspective, the governance review will drive alignment with the Office of the Sport Integrity Commissioner (OSIC) and the adoption of the Universal Code of Conduct for Maltreatment in Sport (UCCMS) within the timeframe set by Sport Canada. Finally, the governance review should identify barriers to ensuring diversity and inclusiveness in all EC activities.

Respectfully 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 2021-2022 committee is comprised of:

Chris Sorensen – President EC
Lisa Robertson – Vice-President EC
Charles Cue – Vice-President EC
Doug Orr – HRC Chair
Meg Krueger (ex-officio) – Chief Executive Officer 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 Directors (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 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 plans;
- c. Periodically reviewing the competitiveness of salary, incentive awards, benefits, 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 2021-2022 term, in addition to attention to routine human resources issues; HRC has dealt with matters related to (a) the planned on-going implementation of significant organizational restructuring, and (b) extraordinary issues associated with the continuing impact of the Covid-19 pandemic on EC staffing and operations. In addition to these matters, HRC has attended to

- Alignment of staffing with organizational Objectives and Key Results (OKRs), Budget and Strategic Plan



- Continuation of the Job Description project and concomitant salary alignment
- Development of “Fair Market Salary” assessment
- Remote workplace options
- Development of CEO OKRs relevant to Performance Review and Salary Review protocols
- Staff training and skill development initiatives
- Support for equity, diversity, inclusion and safe sport initiatives
- Enhancement of communications and marketing
- Stewarding an environment of positive organizational culture
- Support for online educational initiatives

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 (mkrueger@equestrian.ca)

Respectfully Submitted by Doug Orr, Chair EC Human Resources Committee



NOMINATING COMMITTEE ANNUAL REPORT TO THE AGM

As Chair of the Nominating Committee, I am pleased to present the Committee's annual report on the 2022 Equestrian Canada (EC) nomination and selection process for the election of Directors.

The EC Nominating Committee was made up of the following members:

Dr. Wayne Burwash (EC Director and Chair) – Calgary, AB
Doug Orr (EC Director and Observer) – Rocky View County, AB
Jill Barton – Odessa, ON
Dominique Chagnon – Calixa Lavallee, QC
Iris Davies – Dewberry, AB
Tegwyn Harper – Black Creek, BC
Anne Welch – Aurora, ON

Vacancies and Term per Bylaw 4.2

Due to the board of directors' decision to transition from 12 directors to 9 directors, in 2022 there were three (3) vacancies on the board.

The three (3) positions will be for a three (3) year term ending in 2025.

The election of the three (3) Directors was the responsibility of the twenty-seven (27) EC Members of the three (3) Categories.

Term Limits: Per Bylaw Article 4.10

Directors shall be eligible for re-election, but no Director may serve for more than six (6) consecutive years. After serving six (6) consecutive years as a Director, an individual may be elected or appointed to serve another term after an absence of at least nine (9) months from the date he or she last served as a Director.

Applicants and Candidates

The Nominating Committee, in building its slate of recommended candidates for election, sought to select individuals who, along with the CEO and staff, would best guide EC in pursuit of its aspirational goal of being a world-class national equestrian and equine organization. Priorities and skills sought, in no particular order, included:



- Ability to strengthen the Board's skills in business acumen including legal, financial, marketing, human resources, communications and public relations;
- Broad based knowledge and experience in equestrian sports and the equine industry;
- Excellent communication and networking skills to strengthen EC's international/national partnerships and stakeholder relationships;
- A strong understanding of a Director's fiduciary responsibility and governance role;
- Ability to work effectively with the CEO and executive management team;
- Experience with organizational transformation and change.

Equestrian Canada received seven (7) applications by the May 16, 2022, deadline; there were no incumbents in this year's director applications. It was mandated that a minimum of four (4) and maximum of six (6) applicants needed to be selected as candidates to present to the Category Voting Members for the election

The Nominating Committee met via videoconference to conduct an initial evaluation of all seven (7) applications and determined that all seven (7) candidates be put forth to the interview process. The Nominating Committee conducted videoconference interviews with each of the seven (7) candidates. Board member and Nominating Committee Chair, Wayne Burwash, as well as Board member and Nominating Committee Observer, Doug Orr, participated in the interviews in the role of observers. After the interviews, the Nominating Committee met again by videoconference to discuss the results of the interviews and then for each of the Nominating Committee members to rank all candidates in order to finalize the list of candidates to be presented to the Category Voting Members. The Nominating Committee selected five (5) candidates to present the Category Voting Members for the election of three (3) Directors.

The five (5) candidates presented on the election ballot were as follows: (listed in alphabetical order by last name)

- [Vanessa Couillard](#) – Bromont, QC
- [John Gallinger](#) – Richmond Hill, ON
- [Kelly Gravelle](#) – Bethany, ON
- [Jennifer Hodgson](#) – Hudson, QC
- [Todd Sikorski](#) – Toronto, ON

The candidate profiles were posted on the EC website on June 23, 2022: <https://www.equestrian.ca/about/governance/board>



Key Timelines for Selection of Candidates and the Election Process

May 16, 2022	Call for Nominations closed at 4pm ET	Completed
June 9, 2022	Nominating Committee completed review of applications and made selections for the ballot.	Completed
June 23, 2022	All candidates notified of selections for ballot; NC Chair Interim Election Report to Board and CEO; EC Communication Release on the slate of candidates for election to stakeholders and the public. Category Voting Members received the list of candidates, along with their Curricula Vitae, Letters of Interest	Completed
July 4-21, 2022	Category Voting Members met with their respective representatives on the Nominating Committee to discuss the candidates on the Ballot.	Completed
July 25–29, 2022	Category Voting Members cast their ballots.	Completed – 26 valid ballots were cast, from a possible 27 ballots
August 11, 2022	Election results announced on or before August 11.	Completed
September 20 2022 Annual General Meeting	Introduction of Board members for the coming year to the EC Category Voting Members.	To be completed

Voting Procedures and Guidelines

The voting was conducted by secret electronic ballot between July 25-29, 2022. The 27 Category Voting Members from the 3 Categories received an email from “*Simply Voting*”, an independent voting platform, with their ballot that was completed electronically and submitted back to “*Simply Voting*”. The Category Voting Members were required to rank all five (5) candidates in order of their preference with one (1) indicating their most favored candidate and five (5) indicating their least favorite candidate. **All five (5) candidates had to be ranked in order for the ballot to be valid.** There were 26 ballots cast of a possible 27. Once the ballots were validated, the rankings were tabulated automatically by “*Simply Voting*” and submitted to the EC Scrutineers.



The scrutineers for the voting were the Chair Nominating Committee – Wayne Burwash, EC lawyer - Gord Peterson, and EC CEO – Meg Krueger, and assisted by Marilyn Korim, Nominating Committee staff liaison.

Results of 2022 Election to the Board of Directors (in alphabetical order by last name)

Name	Hometown	Results
Vanessa Couillard	Bromont, QC	Not elected
John Gallinger	Richmond Hill, ON	Elected for a 3-year term
Kelly Gravelle	Bethany, ON	Elected for a 3-year term
Jennifer Hodgson	Hudson, QC	Elected for a 3-year term
Todd Sikorski	Toronto, ON	Not elected

Recommendations for any additions and/or changes for the nominating and election process will be drafted at the last Nominating Committee meeting scheduled for August 16 and submitted to the Board for their consideration.

Respectfully Submitted By: Wayne Burwash, Chair of the Nominating Committee



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 2021-22 members of the committee were:

Lisa Robertson (Chair) – Vice President, EC
Meg Krueger – CEO, EC
Melanie McLearn - Director, Marketing & Communications, EC
Carla Robin – EC Director at Large
Lisa Robertson – EC Director at Large
Chris Lowe – EC Director at Large
Gilles Seguin – Volunteer, EC
Douglas Duncan – Consultant, Sport Development

The 2021-22 focus of the committee was the development of EC's next strategic plan. In close collaboration with EC's leadership team and the EC Board, the SIP Committee worked through the process of creating the **2022-25 Strategic Plan: Building for a Better Future**. This work included a new vision, new values and reworking of the organizations mission. The plan is laser focused on 2022-2025 but recognizes the complex work needed to be done to rebuild, so looks forward to 2030 as north star of the vision of **Fostering a Love of Horses and Sport, for Life**.

The work on the plan was done over two years and was collaborative with our stakeholders and EC staff. The following is snapshot of the committee's work:

- (1) SIP Committee 2020-21 work included: SIP Taskforce populated by a diverse group of EC stakeholders including industry, sport, PTSO, facilities and competition organizers, Taskforce provided feedback on past strategic plan and built a draft model for future state of EC (referred to as the "straw dog") their work was presented to the Board in
- (2) spring of 2021 which provided a basis to launch the 2022-2025 Strategic Planning process
- (3) SIP Committee 2021-22 met 9 times beginning in early December, the plan was



approved in principle by the BoD, at the June 13th meeting and passed along to the CEO and Leadership Team to finalize work on the operations plan, the sequencing and the OKRs – final approval of the document will take place at the August 8, 2022 BoD meeting.

(4) Stakeholder feedback and key inputs for the plan took place over multiple committee years and included:

- 2020-21 Taskforce
- 2019 Competition Structural Alignment Committee Report
- 2019 PTSO SWOT Analysis
- 2022 True Sport Report
- COVID 19 Active Equine Survey
- REDI Audit
- Sport Canada Governance Report Card
- PTSO input on Strat Plan pillars, vision and strategic objectives
- EC Leadership Team and Staff engagement, surveys and input on Mission, Vision, Values, Pillars and Strategic Objectives
- EC Board of Director inputs and feedback over three meetings

(5) Full strategic plan public release is planned for Fall 2022.

Concluding Comments:

In closing, I'd like to acknowledge and thank the many people involved in this immense project:

Chris Sorensen
Meg Krueger
Douglas Duncan
Melanie McLearn
Kristy Laroche
SIP Committee Members
SIP Taskforce Members
EC Leadership Team
EC Staff

I'm very proud of the thoughtful and courageous work that was done by these individuals and groups to set a new course for EC. Our eyes are set firmly on our vision of **Fostering a Love of Horses and Sport, for Life.**

Respectfully Submitted By: Lisa Robertson (Vice President), Chair of the Strategic Initiatives Plan Committee



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