



January 27, 2017

Dear Pam,

I am writing to you on behalf of the Board of EC. I would like to thank you for the very open conversation we had two days ago. I will address here what I believe are the critical points raised in your letter dated January 18th, 2017.

As I previously advised, your letter was forwarded to the Board and your comments and concerns have been given all the importance they deserve.

We the Board of EC, are fully committed to ensure that our Federation functions in an efficient, transparent and collaborative fashion with all Sport Discipline Committees and our community at large.

We, in conjunction with our CEO and her team, have already begun an internal review of processes that addresses the specific issues raised in your letter and further questions raised in our conversation. We expect to be able to invite you and your committee, within the next 10 days or ideally earlier, to meet with our entire HP Team including the Director, Sport, Jump Manager and other members of the management team, as well as myself and our CEO, to carefully review, discuss and seek to reconcile and clarify all matters of concern.

Please find below further actions and/or comments to address some of the specific questions presented in your letter.

Finance

We have asked the Chair of our Finance Committee, Doug Orr, to arrange for a presentation to the Jump Committee including any other specific individual from the Jump community that the Committee wishes to have attend. The presentation will be made by Doug, and Mike Mouat, our Director of Finance, and our CEO will also be available to provide full disclosure about the current state of our finances, financial processes, and the implementation of the new accounting system. This should provide a platform for questions to be relayed and answers given by our team.



We will also arrange to provide the same update to the Member categories and other Discipline committees.

Should you feel that after this presentation there remains a need for a further meeting, we will be happy to schedule something to keep the lines of communication open.

Jump Restricted Fund

There is full recognition within our Board and Management that these Restricted Funds are collected through EC's administrative processes to be used by Jump for the benefit of the Jump discipline. Suggestions that EC is, or may try to get control of your funds are ill-founded. Our challenge with your restricted funds centers on the accountability and reporting of the funds.

As the collection and spending of these moneys are part of the Federation's audited statements and financial reporting processes we need to be able to properly document expenses and financial transactions through invoicing duly approved by your Committee and to have proper and legal contracts in place where contractual arrangements bind EC.

Transparency

I would like to refer to your question about transparency as a question of poor communications on our part, as our Board Policies and Decisions are part of our public record.

You and I discussed this issue at length. I want to confirm to you that I have made further inquiries about your concerns about poor communication or lack thereof. This concern was also expressed by other segments of our community.

Specifically at the Jump Discipline level, I can assure you that we have no intent to "direct" your Discipline or any other Discipline for that matter. We are fully cognizant of the expertise that exists within your volunteer committee and within the Jump community. Decisions, changes and programs impacting your Discipline must and need to be defined and created by your Discipline Committee and implemented by the Discipline Manager as applicable with full support and consultation with your Discipline Committee. These issues and processes can be further addressed in our proposed meeting to ensure clarity, practicality and legal compliance where relevant.

Chef d'Equipe



It is our understanding that the role and reporting requirement for the Chef d'Equipe is still governed by his contract dated June 2013. From our understanding, the Chef d'Equipe Chairs Jump's High Performance Committee, which reports to the Jump Committee and liaises and coordinates with EC's office through the Discipline Manager and the Director of Sport.

Rule Changes

Doug Orr and Peggy Hambly, both EC Board members, sit on the National Rules Committee. I will ask them to address your question regarding the lack of review of the rules as noted in your letter as they are best positioned to address this from first-hand experience and participation in the entire 2016 rules process.

Competition Governance and High Performance Review

As I have already mentioned to you, any actions taken on the recommendations that come from these two important reviews must be owned and supported by the Discipline Committees where the recommendations directly impact the Disciplines. The process to review the recommendations and develop solutions will be a highly collaborative process between EC, the Discipline Committees and the Provinces and no actions will be taken without that dialogue taking place.

Mutual Respect

We cannot operate our Federation without fully understanding and respecting each other's roles as Volunteers and staff at all levels of the organization. We can demand and expect from our staff to treat all volunteers respectfully, not only as a common courtesy, but also on account of their knowledge and technical expertise. We of course expect that our staff be afforded the same courtesy by the Volunteers.

Pam, our Board has taken notice of the concerns raised by Jump and some of the other Disciplines. We are determined to deal with the issues presented to allow for a collaborative and effective approach to managing all aspects of our Federation's business and to deliver on our mandate.

I hope you, and the Jump Committee remain open and prepared to work with us to create a workable and collaborative environment in short order for all involved and for the ultimate benefit of the Canadian equestrian community.



Sincerely

A handwritten signature in black ink, appearing to read "Jorge Bernhard", written over a horizontal line.

Jorge Bernhard on behalf of the Board of Directors
President
Equestrian Canada