

# ONTARIO EQUESTRIAN FEDERATION

## BY-LAWS

Unanimously Voted and Approved by the Membership  
Special General Meeting June 3, 2016

### ARTICLE I GENERAL

1.1 Purpose – These By-laws relate to the general conduct of the affairs of the Ontario Equestrian Federation.

1.2 Definitions - The following terms have these meanings in these By-laws:

- a) *Act* – the Ontario Corporations Act or any successor legislation including the Not-for-Profit Corporations Act, 2010 (upon becoming law and adopted by the Corporation).
- b) *Auditor* – an individual appointed by the Members at the Annual Meeting to audit the books, accounts, and records of the Corporation for a report to the Members at the next Annual Meeting in accordance with the Act.
- c) *Board* – the Board of Directors of the Corporation.
- d) *Corporation* – Ontario Equestrian Federation.
- e) *Days* – days including weekends and holidays.
- f) *Director* – an individual elected or appointed to serve on the Board pursuant to these By-laws.
- g) *Officer* – an individual elected or appointed to serve as an Officer of the Corporation pursuant to these By-laws.
- h) *Ordinary Resolution* – a resolution passed by a majority of the votes cast on that resolution.
- i) *Special Resolution* – a resolution passed by a majority of not less than two-thirds of the votes cast on that resolution.

1.3 Registered Office – The registered office of the Corporation will be located within the Province of Ontario.

1.4 Corporate Seal - The Corporation may have a corporate seal, which may be adopted and may be changed by Ordinary Resolution of the Board.

1.5 No Gain for Members – The Corporation will be carried on without the purpose of gain for its Members and any profits or other accretions to the Corporation will be used in promoting its objects.

1.6 Ruling on By-laws – Except as provided in the Act, the Board will have the authority to interpret any provision of these By-laws that is contradictory, ambiguous, or unclear, provided such interpretation is consistent with the objects of the Corporation.

1.7 Conduct of Meetings – Unless otherwise specified in these By-laws, meetings of Members and meetings of the Board will be conducted according to Robert's Rules of Order (current edition).

1.8 Interpretation – Words importing the singular will include the plural and vice versa, words importing the masculine will include the feminine and vice versa, and words importing persons will include bodies corporate. Words importing an organization name, title, or program will include any successor organizational name, title, or program.

### ARTICLE II MEMBERSHIP

2.1 Categories – The Corporation has one (1) category of Member:

- a) Individual Member – Any individual (18 years or over) including but not limited to: a recreational rider, a competitive rider, a coach, or an official who is interested in the purposes of the Corporation, who wishes to compete in any competition organized by the Corporation, who has applied and been accepted as a Member, and who has agreed to abide by the Corporation’s By-laws, policies, procedures, rules and regulations.

### **Admission and Renewal of Members**

2.2 Admission of Members – Any candidate will be admitted as a Member or renewed as a Member if:

- a) The candidate member makes an application for membership in a manner prescribed by the Corporation;
- b) The candidate member was at any time previously a Member, the candidate member was a Member in good standing at the time of ceasing to be a Member;
- c) The candidate member has paid dues as prescribed by the Board;
- d) The candidate member agrees to uphold and comply with the Corporation’s governing documents;
- e) The candidate member meets any other condition of membership determined by the Board;
- f) The candidate member has met the applicable definition listed in Section 2.1; and
- g) The candidate member has been approved by Ordinary Resolution by the Board or by any committee or individual delegated this authority by the Board.

### **Membership Dues and Duration**

2.3 Year – Unless otherwise determined by the Board, the membership year of the Corporation will be January 1<sup>st</sup> – December 31st

2.4 Dues – Membership dues will be determined annually by the Board.

2.5 Duration – Membership duration is accorded on an annual basis and Members will re-apply for membership annually.

2.6 Deadline – Members will be notified in writing of the membership dues at any time payable, and if the membership dues are not paid within thirty (30) days of the membership renewal date or notice of default, the Member in default will automatically cease to be a Member of the Corporation.

### **Transfer, Suspension, and Termination of Membership**

2.7 Transfer – Membership in the Corporation is non-transferable.

2.8 Termination – Membership in the Corporation will terminate immediately upon:

- a) The expiration of the Member’s annual membership, unless renewed in accordance with these By-laws;
- b) The Member fails to maintain any of the qualifications or conditions of membership described in Section 2.1 of these By-laws;
- c) Resignation by the Member by giving written notice to the Corporation;
- d) Dissolution of the Corporation;
- e) The Member’s death; or
- f) By two-thirds (2/3rds) vote of the Board or of the Members at a duly called meeting, provided at least twenty-one (21) days’ notice is given and the Member is provided with reasons and the opportunity to be heard. Notice will set out the reasons for termination

of membership and the member receiving the notice will be entitled to submit a written submission opposing the termination.

2.9 May Not Resign – A Member may not resign from the Corporation when the Member is subject to disciplinary investigation or action of the Corporation.

2.10 Arrears – A Member will be expelled from the Corporation for failing to pay membership dues or monies owed to the Corporation by the deadline dates prescribed by the Corporation.

2.11 Discipline – In addition to expulsion for failure to pay membership dues, a Member may be disciplined in accordance with the Corporation's policies and procedures relating to the discipline of Members.

2.12 Dues Payable – Any dues, subscriptions, or other monies owed to the Corporation by suspended or expelled Members will remain due.

### **Good Standing**

2.13 Definition – A Member will be in good standing provided that the Member:

- a) Has not ceased to be a Member;
- b) Has not been suspended or expelled from membership, or had other membership restrictions or sanctions imposed;
- c) Has completed and remitted all documents as required by the Corporation;
- d) Has complied with the By-laws, policies, and rules of the Corporation;
- e) Is not subject to a disciplinary investigation or action by the Corporation, or if subject to disciplinary action previously, has fulfilled all terms and conditions of such disciplinary action to the satisfaction of the Board; and
- f) Has paid all required membership dues.

2.14 Cease to be in Good Standing - Members that cease to be in good standing, as determined by the Board or a Disciplinary Panel will not be entitled to vote at meetings of the Members or be entitled to the benefits and privileges of membership until such time as the Board is satisfied that the Member has met the definition of good standing.

## **ARTICLE III MEETINGS OF MEMBERS**

3.1 Annual Meeting - The Corporation will hold meetings of Members at such date, time and place as determined by the Board within the Province of Ontario. The Annual Meeting will be held within fifteen (15) months of the last Annual Meeting. Any Member, upon request, will be provided, not less than twenty-one (21) days before the annual meeting, with a copy of the approved financial statements, auditor's report or review engagement report.

3.2 Special Meeting - A Special Meeting of the Members may be called at any time by Ordinary Resolution of the Board or upon the written requisition of ten percent (10%) or more of the Members for any purpose connected with the affairs of the Corporation that does not fall within the exceptions listed in the Act or is otherwise inconsistent with the Act, within twenty-one (21) days from the date of the deposit of the requisition.

3.3 Participation/Holding by Electronic Means – Any person entitled to attend a meeting of Members may participate in the meeting by telephonic or electronic means that permits all

participants to communicate adequately with each other during the meeting if the Corporation makes such means available. A person so participating in a meeting is deemed to be present at the meeting. The Directors or Members, as the case may be, may determine that the meeting be held entirely by telephonic or electronic means that permit all participants to communicate adequately with each other during the meeting.

3.4 Notice - Written or electronic notice of the date of the Annual Meeting of the Members will be given to all Members in good standing, Directors, and the Auditor at least ten (10) days and not more than fifty (50) days prior to the date of the meeting. Notice will contain a reminder of the right to vote by proxy or by absentee ballot, a proposed agenda, reasonable information to permit Members to make informed decisions, nominations of Directors, and the text of any resolutions or amendments to be decided.

3.5 Waiver of Notice – Any person who is entitled to notice of a meeting of the Members may waive notice, and attendance of the person at the meeting is a waiver of notice of the meeting, unless the person attends the meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting was not lawfully called in accordance with these By-laws.

3.6 Error or Omission in Giving Notice - No error or omission in giving notice of any meeting of the Members shall invalidate the meeting or make void any proceedings taken at the meeting.

3.7 New Business - No other item of business will be included in the notice of the meeting of the Members unless notice in writing of such other item of business, or a Member's proposal, has been submitted to the Board sixty (60) days prior to the meeting of the Members in accordance with procedures as approved by the Board. Copies of all such proposals together with copies of any amendments thereto then proposed by the Board and copies of all resolutions put forward by the Board shall be sent to all Members with the agenda and the notice calling an Annual Meeting.

3.8 Quorum – Thirty (30) Members present or represented by proxy will constitute a quorum. If a quorum is present at the opening of a meeting of the Members, the Members present may proceed with the business of the meeting, even if a quorum is not present throughout the meeting.

3.9 Closed Meetings – Meetings of Members will be closed to the public except by invitation of the Board.

3.10 Agenda – The agenda for the Annual Meeting may at least include:

- a) Call to order
- b) Establishment of quorum
- c) Approval of the agenda
- d) Approval of minutes of the previous Annual Meeting
- e) Presentation and approval of reports
- f) Report of Auditors
- g) Appointment of Auditors
- h) Presentation of Budget
- i) Approval of membership dues and related fees
- j) Business as specified in the meeting notice
- k) Election of new Directors
- l) Adjournment

3.11 Scrutineers – At the beginning of each meeting, the Board may appoint one or more scrutineers who will be responsible for ensuring that votes are properly cast and counted.

3.12 Adjournments - With the majority consent of the Members present and quorum is ascertained, the Members may adjourn a meeting of Members and no notice is required for continuation of the meeting, if the meeting is held within thirty (30) days. Any business may be brought before or dealt with at any adjourned meeting which might have been brought before or dealt with at the original meeting in accordance with the notice calling the same.

3.13 Attendance - The only persons entitled to attend a meeting of the Members are the Members, the Directors, the auditors of the Corporation (or the person who has been appointed to conduct a review engagement, if any) and others who are entitled or required under any provision of the Act or the articles to be present at the meeting. Any other person may be admitted only if invited by the Chair of the meeting or with the majority consent of the Members present at the meeting.

### **Voting at Meetings of Members**

3.14 Voting Rights – Members will have the following voting rights at all meetings of the Members:

- a) Individuals Members will have one vote each.

3.15 Record Date – The date determined by the Board that will determine the list of Members who are eligible to vote at a meeting of the Members. The date will be no more than thirty (30) days prior to the meeting.

3.16 Proxy Voting – Every Member entitled to vote at a meeting of Members may, by means of a proxy, appoint a proxy holder, or one or more alternate proxy holders, to attend and vote on behalf of the Member. A proxy holder may represent only one (1) Member. The proxy holder need not be a Member. In order to be effective, a proxy must:

- a) Be signed by the Member;
- b) Be in a form that complies with the Act;
- c) Comply with the format stipulated by the Corporation; and
- d) Be submitted to the Registered Office of the Corporation at least two (2) business days prior to the meeting of the Members

3.17 Voting by Mail or Electronic Means – A Member may vote by mail, or by telephonic or electronic means if:

- a) The votes may be verified as having been made by the Member entitled to vote; and
- b) The Corporation is not able to identify how each Member voted.

3.18 Determination of Votes – Votes will be determined by a show of hands, orally or electronic ballot, except in the case of elections which require a secret ballot, unless a secret or recorded ballot is requested by a Member.

3.19 Majority of Votes - Except as otherwise provided in these By-laws, the majority of votes will decide each issue. In the case of a tie, the President of the Corporation (or designate) shall cast the deciding vote.

### **Recognized Affiliate Organization**

3.20 Recognition – Recognized Affiliated Organizations will be Equine Canada, and any other Equine PSO or Equine PTO recognized as such by Equine Canada.

### **Junior Associates**

3.21 Junior Associate – Any individual under eighteen (18) years, who has applied for registration as a Junior Associate with the Corporation, and who has agreed to abide by the Corporation's by-laws, policies and rules will be considered a Junior Associate.

3.22 Entitlement - Upon payment of an annual fee set by the Board, a Junior Associate shall be entitled to:

- a) Compete in any competitions organized by the Corporation;
- b) Be covered by any insurance purchased by the Corporation; and
- c) Receive newsletters, magazines and other informational documents from the Corporation.

3.23 Not Entitled to Vote - Junior Associates are not Members of the Corporation and therefore shall not be entitled to receive notice of, attend, or vote at any meeting of Members.

## **ARTICLE IV GOVERNANCE**

### **Composition of the Board**

4.1 Directors – The Board will consist of nine (9) Directors.

4.2 Board Composition During Transition - For the three years following the adoption of these By-laws, elections and term length will be held in accordance with Article XIV.

### **Eligibility of Directors**

4.3 Eligibility – To be eligible for election as a Director, an individual must:

- a) Be eighteen (18) years of age or older;
- b) Not be an employee of the Ontario Equestrian Federation;
- c) Not be an employee OR a board member of a Recognized Affiliate Organization;
- d) Not have been found under the *Substitute Decisions Act, 1992* or under the *Mental Health Act* to be incapable of managing property;
- e) Have the power under law to contract;
- f) Have not been declared incapable by a court in Canada or in another country;
- g) Not have the status of bankrupt; and
- h) Meet one or more of the skill sets and attributes noted in Section 4.4.

4.4 Skills and Attributes – Potential Directors will have one or more of the following skills and/or attributes:

#### *Attributes*

- a) Commitment and capacity (time, energy, expertise) to fulfill the commitment as a Director
- b) Knowledge about roles and responsibilities of a Director, Board and Staff
- c) Experience in formulating policy
- d) Experience in thinking strategically
- e) Knowledge about the sport of equestrian
- f) Ability to identify principal business risks and ensure implementation of appropriate systems to manage those risks
- g) Knowledge of organizational performance mechanisms and ability to monitor, evaluate and report

- h) Ethical and values based behavior
- j) Other attributes valued by the Board of Directors

*Skills*

- a) Accounting designation (CPA)
- b) Legal designation (LL.B)
- c) Professional qualifications (MD, PhD, MBA, Sport Science)
- d) Personnel Management (Human Resource Professional designation)
- e) Media/Marketing/Public Relations contacts/experience
- f) Fundraising and funding source contacts
- g) Administration/Management experience
- h) Government relations/contacts
- i) Organizational development/Strategic Planning experience
- j) Other skills valued by the Board of Directors

## **Election of Directors**

4.5 Nominations Committee – The Board will appoint a Nominations Committee from within the Governance Committee. The Nominations Committee will be responsible to solicit and receive nominations for the election of the Directors.

4.6 Nomination - Any nomination of an individual for election as a Director will:

- a) Include the written consent of the nominee by signed or electronic signature;
- b) Comply with the procedures established by the Nominations Committee; and
- c) Be submitted to the Registered Office of the Corporation seven (7) days prior to the Annual Meeting. This timeline may be extended by Ordinary Resolution of the Board.

4.7 Nominations from the Floor – An individual may not be nominated from the floor of the meeting of the Members in accordance with the Act.

4.8 Circulation of Nominations - Valid nominations will be circulated to Members at the Annual Meeting prior to the elections.

4.9 Elections – Elections will be decided by vote of the Members in accordance with the following:

- a) If the Number of Positions up for Election are equal to the Number of Valid Nominations – Winner(s) declared by acclamation.
- b) More Nominations than Available Positions – The nominee(s) with the highest number of votes will fill the available positions until the all the available positions have been filled. In the case of a tie for the final available position, a second vote will be conducted between the tied nominees.

4.10 Terms – Directors will serve a term of three (3) years, and will hold office until they or their successors have been duly elected in accordance with these By-laws, unless they resign, are removed from or vacate their office.

4.11 Maximum Number of Terms – No Director may serve for more than two (2) consecutive terms (or 6 consecutive years), regardless of the position held within the Board. An absence of at least twelve (12) months is required prior to being eligible for re-election to the Board.

4.12 Staggered Election – Three (3) Directors at Large will be elected at each Annual Meeting of the Members.

### **Resignation and Removal of Directors**

4.13 Resignation - A Director may resign from the Board at any time by presenting his or her notice of resignation to the Board. This resignation will become effective the date on which the notice is received by the Secretary or at the time specified in the notice, whichever is later. When a Director who is subject to a disciplinary investigation or action of the Corporation resigns, that Director will nonetheless be subject to any sanctions or consequences resulting from the disciplinary investigation or action.

4.14 Vacate Office - The office of any Director will be vacated automatically if:

- a) The Director resigns;
- b) The Director is found to be incapable of managing property by a court or under Ontario law;
- c) The Director is found by a court to be of unsound mind;
- d) The Director becomes bankrupt or suspends payment of debts or compounds with creditors or makes an authorized assignment in bankruptcy or is declared insolvent; or
- e) The Director dies.

4.15 Removal – An elected Director may be removed by Special Resolution of the Members at an Annual Meeting or Special Meeting provided the Director has been given reasonable written notice of, and the opportunity to be present and to be heard at, such a meeting. The Director's position as an Officer will be automatically and simultaneously terminated.

### **Filling a Vacancy on the Board**

4.16 Vacancy - Where the position of a Director becomes vacant for whatever reason and there is still a quorum of Directors, the Board may appoint a qualified individual to fill the vacancy for the remainder of the vacant positions' term of office.

### **Meetings of the Board**

4.17 Call of Meeting – A meeting of the Board will be held at any time and place as determined by the President, or by written requisition of at least two (2) Directors.

4.18 Chair – The President will be the Chair of all Board meetings unless designated otherwise by the President. In the absence of the President, or if the meeting of the Board was not called by the President, the Vice-President (or designate) will be the Chair of the meeting.

4.19 Notice – Written notice, served other than by mail, of meetings of the Board will be given to all Directors at least seven (7) days prior to the scheduled meeting. Notice served by mail will be sent at least fourteen (14) days prior to the meeting. No notice of a meeting of the Board is required if all Directors waive notice, or if those absent consent to the meeting being held in their absence. If a quorum of Directors is present, each newly elected or appointed Board may, without notice, hold its first meeting immediately following the Annual Meeting of the Corporation.

4.20 Number of Meetings – The Board will hold at least four (4) meetings per year.

4.21 Quorum – At any meeting of the Board, quorum will be a majority of voting Directors.



4.22 Voting – Each Director is entitled to one vote. Voting will be by a show of hands, written, or orally unless a majority of Directors present request a secret ballot. Resolutions will be passed upon a majority of the votes being in favour of the resolution. In the event of a tie, the Chair of the meeting shall vote a second time to decide the issue.

4.23 No Alternate Directors - No person shall act for an absent Director at a meeting of directors.

4.24 Written Resolutions - A resolution in writing signed by all the Directors is as valid as if it had been passed at a meeting of the Board.

4.25 Closed Meetings – Meetings of the Board will be closed to Members and the public except by invitation of the Board.

4.26 Meetings by Telecommunications - A meeting of the Board may be held by telephone conference call or by means of other telecommunications technology. Directors who participate in a meeting by telecommunications technology are considered to have attended the meeting.

### **Duties of Directors**

4.27 Standard of Care – Every Director will:

- a) Act honestly and in good faith with a view to the best interests of the Corporation; and
- b) Exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

### **Powers of the Board**

4.28 Powers of the Corporation – Except as otherwise provided in the Act or these By-laws, the Board has the powers of the Corporation and may delegate any of its powers, duties, and functions.

4.29 Empowered – The Board is empowered, including but not limited to:

- a) Make policies and procedures or manage the affairs of the Corporation in accordance with the Act and these By-laws;
- b) Make policies and procedures relating to the discipline of Members, and have the authority to discipline Members in accordance with such policies and procedures;
- c) Make policies and procedures relating to the management of disputes within the Corporation and deal with disputes in accordance with such policies and procedures;
- d) Employ or engage under contract such persons as it deems necessary to carry out the work of the Corporation;
- e) Determine registration procedures, recommend membership dues, and determine other registration requirements;
- f) Make expenditures for the purpose of furthering the objects and purposes of the Corporation;
- g) Borrow money upon the credit of the Corporation as it deems necessary in accordance with these By-laws; and
- h) Perform any other duties from time to time as may be in the best interests of the Corporation.

## **ARTICLE V OFFICERS**

5.1 Composition – The following Officers will be elected or appointed by the Board for a term of one (1) year: President, Vice-President, Treasurer and Secretary. Only the President and Vice President are required to be Directors.

5.2 Election - At the first meeting of the Board of Directors held following the election of new Directors, the Directors will elect from themselves a President and Vice-President. They shall take office immediately.

5.3 Voting – Directors may nominate themselves for the President or Vice President positions. Elections will begin with the election for President. Once a Director is elected to an Officer position, he or she may not nominate themselves for the other position. Elections for the remaining officer positions will be decided by majority vote of the Directors in accordance with the following:

- a) One Valid Nominee for an Office – Winner declared by Ordinary Resolution
- b) Two or More Valid Nominees for an Office – Winner is the nominee receiving the greatest number of votes. In the case of a tie, a runoff vote will be conducted. Only those nominees who were tied for the most number of votes will appear on the run-off ballot. The nominee receiving the greatest number of votes will be declared the winner. Additional runoff votes may occur if required.

5.4 The Executive Director will be deemed an Officer by virtue of his/her position and will maintain that role until such time as they resign or are terminated.

5.5 Duties - The duties of Officers are as follows:

- a) The President will be the chair of the Board, will preside at the Annual and Special Meetings of the Corporation and at meetings of the Board unless otherwise designated, will be the official spokesperson of the Corporation, and will perform such other duties as may from time to time be established by the Board.
- b) The Vice-President will support and assist the President, and will perform such other duties and responsibilities as may be assigned by the President, or established by the Board. In the unforeseen absence of the President, the Vice President may assume the role of President until such time as the President can be available, or is replaced in accordance with these by-laws.
- c) The Secretary will be responsible for the documentation of all amendments to the Corporation's By-laws, will ensure that all official documents and records of the Corporation are properly kept, cause to be recorded the minutes of all meetings, will prepare and submit to each meeting of the Members and other meetings a report of all activities since the previous meeting of the Members or other meetings, will give due notice to all Members of the meeting of the Members of the Corporation, and will perform such other duties as may from time to time be established by the Board.
- d) The Treasurer will, subject to the powers and duties of the Board, keep proper accounting records as required by the Act, will cause to be deposited all monies received by the Corporation in the Corporation's bank account, will supervise the management and the disbursement of funds of the Corporation, when required will provide the Board with an account of financial transactions and the financial position of the Corporation, will prepare annual budgets, will oversee and supervise office staff, and will perform such other duties as may from time to time be established by the Board.
- e) The Executive Director will attend all of the meetings of the Board, and such meetings of the Committees as required by the Board; will be responsible to the Board and to the Members for the general administration, organization, and management of the

Corporation in accordance with this By-law and the direction of the Board; will hire and manage all employees of the Corporation within the boundaries established by the Board; will be accountable to the Board for the payment of all salaries due from the Corporation as approved within the annual budget, or otherwise established from time to time by resolution of the Board; will disclose and report to the Board any matter about which the Board should have knowledge; and will support the informed decision-making of the Board.

5.6 Delegation of Duties – At the discretion of the Officer and with approval by Ordinary Resolution of the Board, any Officer may delegate any duties of that office to appropriate staff or committee of the Corporation.

5.7 Other Officers – The Board may determine other Officer positions and appoint individuals to fill those positions. Other Officers need not be Directors.

5.8 Removal – An Officer may be removed by Special Resolution of the Board or by Special Resolution of two-thirds (2/3rds) the voting Members present in a meeting, provided the Officer has been given notice of and the opportunity to be present and to be heard at the meeting where such a Special Resolution is put to a vote.

5.9 Vacancy - Where the position of an Officer becomes vacant for whatever reason and there is still a quorum of Board Members, the Board may, by ordinary resolution, appoint a qualified individual to fill the vacancy for the remainder of the vacant position's term of office.

## **ARTICLE VI COMMITTEES**

6.1 Standing Committees – The Standing Committees of the Board shall be as follows:

- a) Governance/Nominations Committee
- b) Finance and Audit Committee

6.2 Appointment of Standing Committees - The Board may appoint members of Standing Committees or provide for the election of members of Standing Committees, may prescribe the duties of Standing Committees, and may delegate to any Standing Committee any of its powers, duties, and functions except where prohibited by the Act, the Constitution or these Bylaws

6.3 Appointment of Committees – The Board may appoint such other Committees as it deems necessary for managing the affairs of the Corporation and may appoint members of Committees or provide for the election of members of Committees, may prescribe the duties of Committees, and may delegate to any Committee any of its powers, duties, and functions except where prohibited by the Act or these By-laws.

6.4 Quorum – A quorum for any Committee will be a majority of its voting members.

6.5 Terms of Reference – The Board may establish the terms of reference and operating procedures for all Committees, and may delegate any of its powers, duties, or functions to any Committee.

6.6 Vacancy – When a vacancy occurs on any Committee, the Board may appoint a qualified individual to fill

the vacancy for the remainder of the Committee's term.

6.7 Removal – The Board may remove any member of any Committee.

6.8 Debts – No Committee will have the authority to incur debts in the name of the Corporation.

## **ARTICLE VII FINANCE AND MANAGEMENT**

7.1 Fiscal Year – Unless otherwise determined by the Board, the fiscal year of the Corporation will be January 1<sup>st</sup> - December 31st.

7.2 Bank - The banking business of the Corporation will be conducted at such financial institution as the Board may determine.

7.3 Auditors - At each Annual Meeting the Members will appoint an auditor to audit or conduct a review engagement of the books, accounts and records of the Corporation in accordance with the Act. The auditor will hold office until the next Annual Meeting. The auditor will not be an employee, Officer, or Director of the Corporation and must be permitted to conduct an audit or review engagement of the Corporation under the *Public Accounting Act, 2004*, as amended.

7.4 Annual Financial Statements – The Directors will approve financial statements (evidenced by signature of one or more Directors) of the Corporation of the last fiscal year of the corporation but not more than six (6) months before the Annual Meeting and present the approved financial statements before the Members at every Annual Meeting. A copy of the Annual Financial Statements will be provided to any Member requesting a copy of the Financial Statements not less than twenty-one (21) days before the Annual Meeting. The Financial Statements will include:

- a) The financial statements
- b) The auditor's report
- c) Any further information respecting the financial position of the Corporation

7.5 Books and Records - The necessary books and records of the Corporation required by these By-laws or by applicable law will be necessarily and properly kept. The books and records include, but are not limited to:

- a) The Corporation's articles and By-laws;
- b) The minutes of meetings of the Members and of any committee of Members;
- c) The resolutions of the Members and of any committee of Members;
- d) The minutes of meetings of the Directors or any committee of Directors;
- e) The resolutions of the Directors and of any committee of Directors;
- f) A register of Directors;
- g) A register of Officers;
- h) A register of Members; and
- i) Account records adequate to enable the Directors to ascertain the financial position of the Corporation on a quarterly basis.

7.7 Signing Authority – Contracts, agreements, deeds, leases, mortgages, charges, conveyances, transfers and assignments of property, leases and discharges for the payment of money or other obligations, conveyances, transfers and assignments of shares, stocks, bonds, debentures, or other securities, agencies, powers of attorney, instruments of proxy, voting certificates, returns, documents, reports, or any other instruments in writing to be executed by the Corporation will be executed by at least two (2) of the Officers or other individuals, as designated by the Board. In

addition, the Board may direct a manner in which the person or persons by whom any particular instrument or class of instruments may or will be signed.

7.6 Property - The Corporation may acquire, lease, sell, or otherwise dispose of securities, lands, buildings, or other property, or any right or interest therein, for such consideration and upon such terms and conditions as the Board may determine.

7.7 Borrowing - The Board may from time to time:

- a) Borrow money on the credit of the Corporation;
- b) Issue, reissue, sell or pledge debt obligations including bonds, debentures, debenture stock, notes or other like liabilities (whether secured or unsecured) of the Corporation;
- c) Give a guarantee on behalf of the Corporation to secure performance of an obligation of any person; and
- d) Charge, mortgage, hypothecate, or pledge all or any currently owned or subsequently acquired real or personal, moveable or immovable property of the Corporation, including book debts, rights, powers, franchises and undertakings, to secure any debt or liability of the Corporation.

7.10 Borrowing Restriction - The Members may, by Special Resolution, restrict the borrowing powers of the Board but a restriction so imposed expires at the next Annual Meeting.

### **Remuneration**

7.8 No Remuneration – With the exception of the Executive Director, all Directors, Officers and members of Committees will serve their term of office without remuneration, except for reimbursement of expenses as approved by the Board. This section does not preclude a Director or member of a Committee from providing goods or services to the Corporation under contract or for purchase. Any such Director or member of a Committee will disclose the conflict/potential conflict in accordance with these By-laws. Notwithstanding the foregoing, the Corporation may provide an honorarium to a Director who temporarily and non-competitively fulfills the duties of a vacant senior executive position.

### **Conflict of Interest**

7.9 Conflict of Interest – A Director, Officer or member of a Committee who has an interest, or who may be perceived as having an interest, in a proposed contract or transaction with the Corporation will disclose fully and promptly the nature and extent of such interest to the Board or Committee, as the case may be, will refrain from voting or speaking in debate on such contract or transaction, will refrain from influencing the decision on such contract or transaction, and will otherwise comply with the requirements of the Act regarding conflict of interest.

## **ARTICLE VIII AMENDMENT OF BY-LAWS**

8.1 The Board may, by ordinary resolution, make, amend or repeal any By-law that regulates the activities or affairs of the Corporation. Any such By-law amendment or repeal shall be effective from the date of the resolution of the Board, until the next meeting of Members where it must be confirmed, rejected or amended by special resolution of the Members.

8.2 If the By-law amendment or repeal is confirmed, or confirmed as amended by the Members, it remains effective in the form in which it was confirmed. The By-law, amendment or repeal ceases to have effect if it is not submitted to the Members at the next meeting of Members, or if it is rejected by the Members at the meeting.

## **ARTICLE IX NOTICE**

9.1 Written Notice - In these By-laws, written notice will mean notice which is hand-delivered or provided by mail, fax, electronic mail or courier to the address of record of the individual, Director, Officer, or Member, as applicable.

9.2 Date of Notice - Date of notice will be the date on which receipt of the notice is confirmed verbally where the notice is hand-delivered, electronically where the notice is faxed or emailed, or in writing where the notice is couriered, or in the case of notice that is provided by mail, five (5) days after the date the mail is post-marked

9.3 Error in Notice - The accidental omission to give notice of a meeting of the Board or of the Members, the failure of any Director or Member to receive notice, or an error in any notice which does not affect its substance will not invalidate any action taken at the Meeting.

## **ARTICLE X DISSOLUTION**

10.1 Dissolution – The Corporation may be dissolved in accordance with the Act.

## **ARTICLE XI INDEMNIFICATION**

11.1 Will Indemnify - The Corporation will indemnify and hold harmless out of the funds of the Corporation each Director and any individual who acts at the Corporation's request in a similar capacity, their heirs, executors and administrators from and against any and all claims, charges, expenses, demands, actions or costs, including an amount paid to settle an action or satisfy a judgment, which may arise or be incurred as a result of occupying the position or performing the duties of a Director or and any individual who acts at the Corporation's request in a similar capacity.

11.2 Will Not Indemnify - The Corporation will not indemnify a Director or any individual who acts at the Corporation's request in a similar capacity for acts of fraud, dishonesty, bad faith, breach of any statutory duty or responsibility imposed upon him or her under the Act. For further clarity, the Corporation will not indemnify an individual unless:

- a) The individual acted honestly and in good faith with a view to the best interests of the Corporation; and
- b) If the matter is a criminal or administrative proceeding that is enforced by a monetary penalty, the individual had reasonable grounds for believing that his or her conduct was lawful.

11.3 Insurance - The Corporation will, at all times, maintain in force such Directors and Officers liability insurance.

## **ARTICLE XIII ADOPTION OF THESE BY-LAWS**

13.1 Ratification – These By-laws were ratified by a Special Resolution vote of the Members of the Corporation at a meeting of Members duly called and held on June 3, 2016.

13.2 Repeal of Prior By-laws – In ratifying these By-laws, the Members of the Corporation repeal all prior By-laws of the Corporation provided that such repeal does not impair the validity of any action done pursuant to the repealed By-laws.

## **ARTICLE XIV BOARD COMPOSITION DURING TRANSITION**

14.1 Current Board Composition – The current Board composition of the Corporation, prior to September 2016, allowed for fourteen (14) Directors. Four (4) positions are currently vacant. The remaining ten (10) positions include:

- a) Three (3) positions appointed by Advisory Councils (“A” Directors)
- b) Three (3) positions elected by the Members with terms expiring in 2016 (“B” Directors)
- c) Four (4) positions elected by the Members with terms expiring in 2017 (“C” Directors)

14.2 Term Extensions – “B” Directors and “C” Directors will, ignoring term limits, each have their current terms extended for one year.

14.3 Elections and Expirations at Annual Meetings – The following elections and term expirations will occur at the next three Annual Meetings of the Corporation:

- a) 2016 Meeting – “A” Directors positions will be eliminated and three Directors will be elected
- b) 2017 Meeting – “B” Directors terms will expire and three Directors will be elected
- c) 2018 Meeting – “C” Directors terms will expire and three Directors will be elected

14.4 Ongoing Board Composition – For clarity, the Corporation will have the following Board composition in the next three years:

- a) 2016 to 2017 – “B” Directors, “C” Directors, and three Directors elected at the 2016 Annual Meeting for a total of ten (10) Directors
- b) 2017 to 2018 – “C” Directors, three Directors elected at the 2016 Annual Meeting, and three Directors elected at the 2017 Annual Meeting for a total of ten (10) Directors
- c) 2018 to 2019 – Three Directors elected at the 2016 Annual Meeting (with terms expiring at the 2019 Annual Meeting), three Directors elected at the 2017 Annual Meeting, and three Directors elected at the 2018 Annual Meeting for a total of nine (9) Directors

14.5 Fresh Term Limits – Effective at the 2016 Annual Meeting, Directors who have served on the Board previously for any length of term, and for any number of consecutive terms, will not have their old terms of service carry forward. For clarity, a Director who has served on the Board for three years will not be considered to have served on the Board for any length of time.

14.6 Repeal of this Article – Once the terms of the “C” Directors have expired at the 2018 Annual Meeting of the Members, the Board transition period will have completed and this Article (as well as Section 4.4 of these By-laws) should be repealed.