



EQUESTRIAN CANADA ÉQUESTRE

OUR GOVERNANCE STRUCTURE

2026-02-09



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Our Purpose, Mission, Vision and Values

Purpose

Equestrian Canada (EC) is the national governing body for equestrian sport in Canada, with a mandate to represent, promote and advance the sport in Canada, and to represent, promote, advocate for and advance all related active equine and equestrian interests, including recreation, industry and equine health and welfare.

Vision

Fostering a love of horses and sport, for life.

Mission

Uniting the Canadian equestrian community in the pursuit of excellence while inspiring and serving people and their horses.

Values

EC believes in: Responsibility, Community, Quality, Proud

Our Governance Structure: Board and Operations

Effective governance is vital to ensuring that EC respects the key governance principles of transparency, accountability, independence of decision-making and participation by stakeholders.

The role of the Board of Directors is to provide strategic direction to management and effective oversight of operations. The Board delegates to the CEO the responsibility for managing the operations of EC under Board direction and policies, and subject to any limits that may be established by the Board.

EC embraces the guidance provided by Sport Canada for all national sport organizations to adopt appropriate policies and processes to ensure that EC's Board is actively involved in risk and strategic oversight, ensures that the voice of athletes is represented, and that the Board seeks continual improvement through a regular evaluation process.

The Governance Structure of EC is Divided into Two Primary Components: Governance and Operations

Governance: EC's governance structure has three (3) key layers:

The Voting Members consist of twenty-seven (27) individuals divided into three (3) Categories that provide representation for EC membership (see description of categories below).

The Board of Directors are elected by the Voting Members to provide strategic direction, vision for EC and, through the President, provide timely direction to the CEO.

Standing and Ad Hoc Board Committees are formed by the Board to support Board activities that are positioning EC to be effective and relevant today and in the future. Current standing committees of the board are Governance & Ethics, Nominations (sub-committee of the Governance & Ethics Committee), Finance & Audit and Human Resources.



Operations: EC's operational component has three (3) key layers:

The CEO and EC staff are paid individuals tasked with managing day-to-day EC business and communications efficiently and effectively. The CEO receives direction from the Board through the President. The CEO and staff are supported by operating committees established by the CEO and approved by the Board to address specific needs. The CEO is responsible for ensuring that EC is efficient and effective in implementing the actions required to achieve the strategic direction set out by the Board.

Operating Committees are established by and report to the CEO to support the CEO in operationalizing the Board's strategic direction. Operating Committees focus on a sport discipline (i.e., Dressage, Eventing, Jumping, etc.) or an equestrian community (i.e. Officials, Horse Welfare, etc.).

Overview of Governance Framework Structure and Function

- Based on a carefully crafted nominations process exercised by a Nominating Committee composed of representatives from the voting categories, the Voting Members elect new Directors each year to fill a number of Board seats.
- Every year, the Board assesses its strategic priorities (typically building on the previous year's work) and appoints members to the Board Committees to support achieving those priorities.
- The Board communicates its strategic priorities for the year to the CEO, which will generally form the basis for the key performance indicators in the CEO appraisal process.
- The CEO, with the leadership team, implements the Board's intent. To do this, the CEO:
 - Considers any advice from the Operating Committees.
 - Uses staff to develop, implement and oversee specific activities.
 - Reports progress on activities, any variances from the intent and any risks not fully considered to the Board at each regular Board meeting.
- The Board may, from time to time, call on the Voting Members by Category or as a whole to consult on a specific topic to gain better insight for improving governance or strategic direction.
- Voting members as a whole or a specific Category may call a meeting of the Board at the discretion of the Chair(s) of the Category(s). The decision to do so would be communicated to both the President and the CEO.
- Operating Committees may, from time to time, request Board member attendance at a meeting. This is requested through the CEO and approved by the President.

The Board's Guidance to the CEO on Operating Committees

The CEO establishes Operating Committees based on the CEO's requirements to implement the Board's strategic intent. The Board provides the following general guidance on those Operating Committees:

1. Ensure that the number of Operating Committees is appropriate to achieve strategic priorities.
2. Keep the number of participants on the Operating Committees to the minimum required to achieve the work plan.
3. Ensure there are annual opportunities to have new individuals participate in these bodies.
4. Ensure that there is an annual work plan for each Operating Committee and that the work plan's outcome is reported on for the AGM.
5. Although the Board does not need to approve the establishment of the terms of reference for the Operating Committees, it does need to be made aware of those Operating Committees to ensure an integrated governance structure. Accordingly, the Board, once presented with any change to the structure, will ratify the change and ensure the governance framework is updated. The



exception to this would occur when there is a significant resource implication that is not within the scope of EC's budget.

Our Voting Membership Structure

Voting Categories

EC has three (3) categories ("Category") of Voting Membership. They are:

- **Category "A" - Equestrian Sports** - This category of membership includes the Equestrian Sports Committees, commonly referred to as Sport Discipline Committees. These are Operational Committees of EC established to provide strategic guidance and counsel to EC management for the development of each FEI discipline in Canada. The committees are composed of volunteers who have technical expertise in the discipline they serve. These committees provide strategic and operational recommendations concerning all aspects of the sport's development while ensuring equine welfare.
- **Category "B" – Provincial and Territorial Sport Organizations ("PTSOs")** - The Provincial and Territorial Sport Organizations that makeup Category "B" are not-for-profit entities registered under the jurisdiction of their Province or Territory and as such have their own Constitutions and [EC By-laws](#). Each has its own membership and is responsible to that membership for ensuring legal, ethical and financial obligations are met at the Provincial & Territorial level.
- **Category "C" – National Equine Organizations ("NEOs")** - This category of membership is made up of National Equine Organizations (NEOs), which are independent, incorporated National or Regional Associations or Societies representing a specific breed of equine or a particular group of people with equines as their primary focus, otherwise known as "Affiliates" to EC. There are three (3) types of NEO Affiliates:
 - i. **Industry Affiliates** pay an annual fee to belong to EC and have representation at the Federal Government level under the EC National Federation umbrella. These organizations provide expertise to EC on items of importance to the equine industry as a whole (i.e. breeding of horses, marketing and promotion, identification, transportation, herd health, etc.).
 - ii. **Breed Associate Affiliates** include several other breed-specific associations that are not Industry Affiliates but instead have their competition rules under the EC rules umbrella. Breed Associate Affiliates are breed organizations listed and in good standing with either the Canadian Livestock Records Corporation (CLRC) or which have an Independent Registry.
 - iii. **Special Interest Affiliates** include other National or Regional Organizations with equines as their focus and pay an annual fee to belong to EC.

The Voting Members

Each Category is entitled to designate nine (9) qualified delegates to be Voting Members, to represent the membership of their respective Category. There are twenty-seven (27) Voting Members in total for all three (3) Categories.

1. The Voting Members attend meetings of Voting Members, and each Voting Member is entitled to one (1) vote.



2. A Voting Member cannot be a Director. Any Voting Member elected or appointed as a Director must resign as a Voting Member within ten (10) days following the later of (i) date of the election; and (ii) the provision of such person's consent to be a Director.
3. Unlike Directors who must act in the best interest of EC as a whole, Voting Members are representational and may act in the interests of their own Category.
4. The [EC By-laws](#) (Article 5 – Annual Meeting (AGM)), provide for certain activities to be conducted by the Voting Members on an annual basis. The Terms of Reference for each Category details the responsibilities and obligations of their nine (9) Voting Members.

Registered Participants

There is a distinction between a Voting Member and a Registered Participant. A Voting Member is one of the twenty-seven (27) qualified delegates for the Categories. A Registered Participant is any Person registered with EC, including PTSO members and EC Sport License Holders, and paying dues to obtain some benefit from EC. All Voting Members must be Registered Participants in good standing.

Membership Categories: What They Do and How They Work

Category “A” – Sport Discipline Committees

Composition

Category “A” Voting Members are made up of nine (9) designated eligible delegates. This Category includes the seven (7) FEI sport disciplines, each of which has a Sport Discipline Committee. Each sport discipline consists of those persons who have selected that particular discipline as their primary discipline of interest when obtaining their annual Sport License.

Mandate

The Category “A” Designated Voting Members mandate is to:

- a. To represent and vote on behalf of the memberships of Category “A” at the EC Annual Meeting (AGM) and any special meetings of EC Voting Members.
- b. To vote for Directors.
- c. To vote on changes to the EC Articles or [EC By-laws](#).
- d. To meet as required.
- e. to act as a conduit for the exchange of information between the President, the Board, the CEO and the Equestrian Sport discipline memberships on matters of Governance, including strategic direction and updates.
- f. To meet as required.
- g. Such other obligations, duties and responsibilities of Voting Members as are set out in the [EC By-laws](#), from time to time.

The Canada Not-for-Profit Corporations Act delineates between Voting Members, Directors, and management roles. The Voting Members exercise their authority primarily through the election of Directors. Unlike Directors who must act in the best interest of EC as a whole, Voting Members may act in the interests of their own Category.

The [EC By-laws](#), provide for certain activities to be conducted by the Voting Members on an annual basis. The Terms of Reference for each Category describe further the responsibilities and obligations of their nine (9) Voting Members.



Term

Category “A” Voting Members are appointed annually for a term of three (3) years and would be eligible for reappointment to a maximum of three (3) terms.

Terms may be consecutive or non-consecutive. One year of service will be from April 1 to March 31.

Eligibility

1. The Voting Member must be a member of their designated Sport Discipline Committee. It is recommended that each of the seven (7) Sport Discipline Committees Chairpersons automatically become a Voting Member on becoming Chair of the Discipline Committee. The Sport Discipline Committee, with the largest number of Sport License Holders, will select the 8th Category “A” Voting Member from the Sport Discipline Committee membership. The Sport Discipline Committee, with the second largest number of Sport License Holders will select the 9th Category “A” Voting Member from the Sport Discipline Committee membership.
2. Persons designated as Voting Members must be an EC Sport License Holder and meet all the eligibility requirements as stated in the [EC By-laws](#).
3. Pursuant to *Article 4.5* of the [EC By-laws](#), a Voting Member cannot be a Director. Any Voting Member elected or appointed as a Director shall resign as a Voting Member within ten (10) days following the later of (i) date of the election; and (ii) the provision of such person’s consent to be a Director.
4. The person proposed may not be under contract or receiving remuneration directly from EC for any work. They may not be an EC employee or an employee or paid contractor of any Recognized Affiliate Organization.

Selection and Replacement of Voting Members

1. The two (2) Sport Disciplines with the largest number of sports licenses will provide the 8th and 9th Voting Member's name to the CEO, President, Category “A” Board Liaison by January 30 in the year of appointment. The number of Sports License Holders from the last completed calendar year will be used to determine the number of Sports License Holders.
2. The CEO will review each Voting Member's status each year to ensure continued Voting Member eligibility compliance.
3. If a Category “A” Voting Member resigns, is removed from, or vacates their position during their term, then whichever Sport Discipline Committee is affected must convene as soon as possible to determine a new Voting Member.

Category “A” Chairperson

1. The Category “A” Chairperson is the primary point for communication and contact between Category “A” Voting Members and the Board.
2. The Category “A” Chairperson will be elected from the Category ‘A’ Voting Members at a meeting held after April 1 and before April 15. If required, an election of the Category “A” Chair should be held via secret ballot.
3. The term of office for a Category “A” Voting Member who is the Chairperson will commence on becoming Chairperson and will end upon stepping down as Chairperson.
4. The newly elected Category “A” Chairperson shall take over duties following the closing of the meeting at which a new Chair is elected.
5. The Category “A” Chairperson may serve for a maximum of two (2) consecutive one (1) year terms.



6. The Category “A” Chairperson has a vote on all motions but does not have a second vote in the event of a tie.
7. If the Category “A” Chairperson ceases to be an eligible Voting Member of Category “A”, they shall cease to be the Category “A” Chairperson.
8. From time to time, it may be necessary to fill a vacant Chair position. If the Chair steps down as Chair but remains a Voting Member, then a new Chair may be elected from the existing Category “A” Voting Members and complete the remainder of that term.

Example of Ballot

If a vote is required to elect a Category “A” Chairperson, it will be conducted by secret ballot using the following point and ranking system. The example shown below demonstrates the point system if all eight (8) Sport Disciplines Committees put forward a candidate and must be modified if a smaller number of Sport Discipline Committees participate in the vote. The candidate or person with the highest number of points will be elected.

	[Year] Election Ballot	
Ranking	Name of Candidate	Points
1st Choice		8
2nd Choice		7
3rd Choice		6
4th Choice		5
5th Choice		4
6th Choice		3
7th Choice		2
8th Choice		1

Reporting

In cooperation with all Category “A” Voting Members, the Category “A” Chairperson shall provide a written report on annual activities to the Board and other Voting Members at the EC Annual Meeting (AGM).

Meetings of Category “A” Voting Members

1. The Category “A” Chairperson may call a meeting of Category “A” Voting Members at any time.
2. The President may call an informal, informational meeting of Category “A” Voting Members which will not require a formal agenda but will provide time for questions and answers following the presentation of information.
3. Minutes from any meeting held will be sent out to Voting Members within one (1) month of the meeting.
4. The Category “A” Chair will report back to the Category “A” Voting Members after each meeting.

Category “B” – Provincial/Territorial Sport Organizations (“PTSO’s”)

Composition

The Category “B” Voting Members comprises nine (9) designated eligible delegates from the PTSOs who are in good standing with EC.



Mandate

The Category “B” Designated Voting Members mandate is:

- a. To represent and vote on behalf of the memberships of Category “B” PTSOs at the EC Annual Meeting (AGM) and any special meetings of EC Voting Members.
- b. To vote for Directors.
- c. To vote on changes to the EC Articles or [EC By-laws](#).
- d. To designate two (2) representatives to serve on the EC Nominating Committee.
- e. To act as a conduit for the exchange of information between the President, Board and CEO and the PTSOs on matters of Governance, including strategic direction and updates.
- f. To meet as required.
- g. Such other obligations, duties and responsibilities of Voting Members as are set out in the [EC By-laws](#), from time to time.

The *Canada Not-for-Profit Corporations Act* delineates between Voting Members, Directors, and management roles. The ultimate authority resides with the Voting Members who exercise this authority primarily through the election of Directors. Unlike Directors who must act in the best interest of EC as a whole, Voting Members are representational and may act in the interests of their own Category.

The [EC By-laws](#), provide for certain activities to be conducted by the Voting Members on an annual basis. The *Terms of Reference* for each Category describe further the responsibilities and obligations of their nine (9) Voting Members.

Term

Category “B” Voting Members are appointed annually for a term of three (3) years and would be eligible for reappointment to a maximum of three (3) terms.

Terms may be consecutive or non-consecutive. One year of service will be from April 1 to March 31.

Eligibility

1. Only the PTSO Presidents, as defined in the [EC By-laws](#), or their respective Designates, are eligible to be Voting Members.
2. Persons designated as Voting Members must be Registered Participant.
3. Pursuant to Article 4.5 of the [EC By-laws](#), a Voting Member cannot be a Director. Any Voting Member elected or appointed as a Director shall resign as a Voting Member within ten (10) days following the later of (i) date of the election; and (ii) the provision of such person’s consent to be a Director.
4. A Voting Member may not be under contract or receiving remuneration directly from EC for any work. They may not be an EC employee or an employee or paid contractor of any Recognized Affiliate Organization.
5. A PTSO President may appoint a Designate to fulfill the PTSO President's role in the PTSO membership category. Should the PTSO President appoint a Designate, then the Designate shall sit instead of the PTSO President.

Process of Selection of Voting Members

1. EC staff shall before January 30 each year:
 - a. Confirm which PTSOs are in good standing.



- b. Confirm the membership numbers as of December 31 of the previous year for the PTSOs that are in good standing.
2. A committee composed of the PTSO Presidents or their respective Designates shall:
 - a. Compile a list of eligible nominees, which will be the list of PTSO Presidents or their respective Designates.
 - b. Conduct an election if one is required and report results to the PTSOs; and
 - c. Submit the name and information for all Category “B” Voting Members to the CEO, the President and PTSOs by January 30 of each year.
3. The four (4) largest PTSOs (based on annual membership registration of the previous year) shall each name a designated eligible candidate to serve as a Category “B” Voting Member. This shall constitute a total of 4 (four) delegates.
4. All PTSOs carry one (1) vote and are eligible to vote for five (5) delegates from the eligible candidates put forth by the remaining PTSOs, for a total of nine (9) Category “B” Voting Members.
5. If a vote is required, it will be conducted by secret ballot using the following point and ranking system. The example shown below demonstrates the point system using seven nominees. The candidates with the highest number of points will be elected as PTSO Category “B” Voting Members. If there is a tie for the fifth spot after the first round of voting, the PTSO’s will be asked to break the tie by voting a second time on the tied candidates only.

	[YEAR] Election Ballot	
Ranking	Name of Candidate	Points
1st Choice		7
2nd Choice		6
3rd Choice		5
4th Choice		4
5th Choice		3
6th Choice		2
7th Choice		1

Replacement of Voting Member

1. If a Category “B” Voting Member resigns, is removed from, or vacates their position during their term, then whichever PTSO is affected may replace that person with another delegate for the remainder of the term by:
 - a. advising the EC Category “B” Board Liaison in writing of the need to replace a Voting Member and the reason behind the request.
 - b. stating the name of the proposed replacement Voting Member.
 - c. providing all necessary information to confirm eligibility to serve as a Voting Member.
 - d. providing written consent from the proposed replacement Voting Member by e-mail, in which the proposed replacement Voting Member confirms their agreement to serve as a Voting Member.
2. Upon receipt of a request noted in paragraph (1) above, the EC President and CEO will determine the eligibility of the proposed replacement Voting Member. If eligibility is proven, the EC President and CEO will advise the PTSOs, the Category “A”, “B” & “C” Voting Members and the EC Board of the date on which the proposed replacement Voting Member will take office.



Category “B” Chairperson

1. The Category “B” Chairperson is the primary point for communication and contact between Category “B” Voting Members and the Board.
2. The Category “B” Chairperson will be elected from the Category ‘B’ Voting Members at a meeting held after April 1 and before April 15. If an election is required, it should be held by secret ballot.
3. The newly elected Category “B” Chairperson shall take over duties following the closing of the meeting at which the new Chairperson is elected.
4. The Category “B” Chairperson may serve for a maximum of two (2) consecutive one-year terms.
5. The Category “B” Chairperson has a vote on all motions but does not have a second vote in the event of a tie.
6. If the Category “B” Chairperson ceases to be an eligible Voting Member of Category “B”, they shall cease to be the Category “B” Chairperson.
7. Whenever it is necessary to replace a Category “B” Chairperson midterm, a new Category “B” Chairperson may be elected from the existing Category “B” Voting Members and complete the remainder of that term.
8. From time to time, it may be necessary to fill a vacant Chair position. If the Chair steps down as Chair but remains a Voting Member, then a new Chair may be elected from the existing Category “B” Voting Members and complete the remainder of that term.

Meetings

1. The Category “B” EC Voting Members will meet as required.
2. The Category “B” Chair may call for meetings of Category “B” Voting Members at any time. Such meetings should include the PTSOs.
3. Category “B” Voting Members must provide any agenda topics within five (5) days of receiving notification of a meeting. The agenda and any reports will be sent out to Category “B” Voting Members at least one (1) week prior to a meeting.
4. Minutes from any meeting held will be sent out to Voting Members within one (1) month of the meeting.
5. The Category “B” Chair will report back to the Category “B” Voting Members after each meeting.

Reporting

In cooperation with all Category “B” Voting Members, the Chair shall provide a written report on annual activities to the Board and other Voting Members at the EC Annual Meeting (AGM).

Category “C” – National Equine Organizations (NEOs)

Composition

Category “C” Voting Members are made up of nine (9) designated eligible delegates from the National Equine Organizations (NEOs), which are in good standing with EC. The NEOs are Recognized Affiliate Organizations as defined in Section 3.7(b) of the [EC By-laws](#).

At least five (5) Category “C” Voting Members must be selected from Industry Affiliate Organizations, with the remainder coming from the Breed Associate Affiliate organizations (formally referred to as Breed Sports).

Mandate

The Category “C” Voting Members mandate is:



- a. To represent and vote on behalf of the memberships of Category “C” membership at the EC Annual Meeting (AGM) and any other “Meetings of Voting Members”.
- b. To vote for Directors.
- c. To vote on changes to the EC Articles or EC [By-laws](#).
- d. To designate two (2) representatives to serve on the EC Nominating Committee.
- e. To act as a conduit for the exchange of information between the President, Board and CEO and the NEOs on matters of Governance, including strategic direction and updates.
- f. To meet as required.
- g. Such other obligations, duties and responsibilities of Voting Members as are set out in the [EC By-laws](#) from time to time.

Term

Category “C” Voting Members are appointed annually for a term of three (3) years and would be eligible for reappointment to a maximum of three (3) terms.

Terms may be consecutive or non-consecutive. One year of service will be from April 1 to March 31.

Eligibility

1. There are three (3) types of membership within the NEOs: Industry Affiliates, Breed Associate Affiliates, and Special Interest Affiliates. Only Industry Affiliates and Breed Associate Affiliates may designate Category “C” Voting Members.
2. Industry Affiliates may delegate at least five (5) Category “C” Voting Members.
3. Breed Associate Affiliates may delegate up to four (4) Category “C” Voting Members.
4. Any person designated as a Category “C” Voting Member must be a member of the PTSO in which they reside.
5. Pursuant to Article 4.5 of the [EC By-laws](#), a Voting Member cannot be a Director. Any Voting Member elected or appointed as a Director shall resign as a Voting Member within ten (10) days following the later of (i) date of the election; and (ii) the provision of such person’s consent to be a Director.
6. A Voting Member may not be under contract or receiving remuneration directly from EC for any work. They may not be an EC employee or an employee or paid contractor of any Recognized Affiliate Organization.

Process of Selection of Voting Members

1. For Industry Affiliates, EC staff shall before January 30 of each year:
 - a. Confirm which Industry Affiliates are in good standing.
 - b. Confirm the membership numbers as of December 31 of the previous year for the Industry Affiliates that are in good standing.
 - c. Advise the three (3) Industry Affiliates with the largest memberships of that status and request them to submit a Category “C” Voting Member for the year (name, email, PTSO number, status with Affiliate) by February 15.
 - d. Request from the remaining Industry Affiliates in good standing with EC to provide nominations for the two (2) remaining Voting Member positions by February 15.
 - e. Confirm the eligibility of all delegates.
 - f. Compile a list of eligible nominees from the remaining Industry Affiliates and determine by lottery the two Voting Members and report results to all the Industry Affiliates; and
 - g. Provide information for all Category “C” Voting Members to the CEO, President and NEOs by March 1 of each year.



2. For Breed Associate Affiliates, EC staff shall before January 30 of each year:
 - a. Confirm which Breed Associate Affiliates are in good standing.
 - b. Confirm the membership numbers as of December 31 of the previous year for the Breed Associate Affiliates that are in good standing.
 - c. Advise the two (2) Breed Associate Affiliates with the largest memberships of that status and request them to submit a Category “C” Voting Member for the year (name, email, PTSO number, status with Affiliate) by February 15.
 - d. Request from the remaining Breed Associate Affiliates in good standing with EC to provide nominations for the remaining two (2) Voting Members by February 15.
 - e. Confirm the eligibility of all delegates with EC.
 - f. Compile a list of eligible nominees from the remaining Breed Associate Affiliates, determine by lottery the remaining two Voting Members, and report results to all the Breed Associate Affiliates.
 - g. Submit the information for all the Category “C” Voting Members to the CEO, President and NEOs by March 1 of each year.

Category “C” Chairperson

1. The Category “C” Chairperson will be elected from the Category ‘C’ Voting Members at a meeting held after April 1 and before April 15. If required, an election of the Chair should be held via a secret ballot.
2. The newly elected Chair shall take over duties following the closing of the meeting at which a new Chair is elected.
3. The Chair may serve for a maximum of two (2) consecutive one (1) year terms.
4. The Chair has a vote on all motions but does not have a second vote in the event of a tie.
5. If the Chair ceases to be a Category “C” Voting Member, the individual shall cease to be Chair.
6. From time to time, it may be necessary to fill a vacant Chair position. If the Chair steps down as Chair but remains a Voting Member, then a new Chair may be elected from the existing Category “C” Voting Members and complete the remainder of that term. If the Chair also vacates their Voting Member position, then the Industry Affiliate or Breed Associate Affiliate affected may replace that position with a new delegate for the remainder of that term.

Process For Voting

If a vote is required, it will be conducted by secret ballot using the following point and ranking system. The example shown below demonstrates the point system using seven nominees and must be modified if a different number of nominees participate in the vote. The candidates with the highest number of points will be elected.

	[YEAR] Election Ballot	
Ranking	Name of Candidate	Points
1st Choice		7
2nd Choice		6
3rd Choice		5
4th Choice		4
5th Choice		3
6th Choice		2
7th Choice		1



Reporting

The Category “C” Chairperson shall provide a written report on annual activities to the Board and the other Voting Members at the EC Annual Meeting (AGM).

Meetings

1. The Category “C” Chairperson may call a meeting of Category “C” Voting Members at any time.
2. The EC President may call an informal, informational meeting of Voting Members, which will not require a formal agenda but will provide time for questions and answers following the presentation of information.
3. The Chair of the Category “C” Voting Members may request that the President call for a meeting of Voting Members.
4. Minutes from any meeting held will be sent out to Voting Members within one (1) month of the meeting.
5. The Category “C” Chair will report back to the Category “C” Voting Members after each meeting.

Member Participation in the Board Election Process

The Nominating Process

1. The Chairperson of the EC Nominating Committee will request the Chairperson of each of the three (3) Categories to submit the names of two individuals as their representatives on the Nominating Committee. This request should be made before December 15th to ensure the official naming of members of the Nominating Committee six (6) months before an election of Directors.
2. The Category Chairpersons will advise the Voting Members in their respective Categories that the process to nominate candidates for the EC Nominating Committee has been announced.
3. Each Category will bring forward candidates for the EC Nominating Committee as follows:
 - A. In Category “A”:
 - a. Each Voting Member will advise and consult with their memberships to bring forward potential EC Nominating Committee candidates.
 - b. The two (2) people elected must be from two (2) different Sport Disciplines.
 - c. The decision on how to elect two (2) people will be the responsibility of the Sport Discipline Committees.
 - B. In Category “B”:
 - a. Each Voting Member will advise and consult with their memberships to bring forward potential EC Nominating Committee candidates.
 - b. The decision on how to elect two (2) people will be the responsibility of the PTSOs.
 - C. In Category “C”:
 - a. Industry Affiliates may submit one (1) representative to the EC Nominating Committee.
 - b. Breed Associate Affiliate may submit one (1) representative to the EC Nominating Committee.
 - c. The decision on how to elect these two (2) representatives will be the responsibility of those groups.
4. To the extent possible, each category should select one (1) individual each year for a 2-year term with the nominees willing to commit to serve for at least a 2-year term on the committee to benefit from the knowledge and experience of service. Nominees may serve a maximum of two (2) consecutive 2-year terms.



5. Once two (2) people have been elected, the Category Chairs will advise the EC Nominating Committee Chair and the CEO of the names of the nominees. This process must be completed by February 1st of each year.

The Board Liaison: The Board Link to Our Membership

Purpose of Liaison

A Board member will be assigned to each of the Categories to serve as a liaison between the Board and the respective Category. The role of the Board Liaison is to support, through the Category Voting Members and their respective Chairs, the effective communication of governance information between the Board and the Membership.

Communication on Governance Issues – Category “A”

From the Board to Category “A”:

1. The Board, through the Category “A” Board Liaison, provides Governance information either to the Category “A” Chair or to the Category “A” Chair and the Voting Members concurrently.
2. The Category “A” Chair is responsible for advising the Category “A” Voting Members on all governance matters. All governance information must be distributed from the Voting Members to the Sport Committee Chairs and to the Sport Committees. The Sport Committees may provide information to their memberships who are the Sport License Holders in each discipline.
3. It is the Category “A” Voting Members and the Sport Discipline Committees' responsibility to call meetings to discuss any governance issues, including the effect those issues may have on the operations of their respective disciplines.

From Category “A” to the Board:

1. Sport License Holders make up the memberships of the Sport Discipline Committees. Sport License Holders may have questions, comments, concerns, suggestions, other items that they may take to their Sport Discipline Committee.
2. The Sport Discipline Committees will discuss each item brought to them by their membership and respond.
3. If the issue raised by the membership relates to Governance:
 - a. The Chair of the respective Sport Committee will advise the Category “A” Chair of the issue.
 - b. The Category “A” Chair will contact the EC Category “A” Board Liaison to discuss the issue with the Chair of the Sport Committee and the Category “A” Chair.
 - c. If the discussions result in a resolution, that resolution will be recorded, and the Sport Discipline Committee members, all Category “A” Voting Members and the Board will be advised.
 - d. If the discussions do not result in a resolution, a meeting of Category “A” Voting Members with the EC Category “A” Board Liaison, the President and the CEO will be called.
4. The President will, depending on the outcome of the meeting, report any Governance issues to the Board for discussion and decision. The President will provide a written response on the subject and the decision to the Chairs of all three (3) Categories of Voting Members. This information will be recorded in the minutes of the Board Meeting.



Communication on Governance Issues – Category “B”

From the Board to Category “B”:

1. The Board, through the Category “B” Board Liaison provides Governance information either to the Category “B” Chair or to the Category “B” Chair and the Voting Members concurrently.
2. The Category “B” Chair is responsible for advising the Category “B” Voting Members on all governance matters. All governance information must be distributed from the Voting Members to their respective PTSO Presidents & Executive Directors. The Chair informs the Presidents & Executive Directors of the two (2) PTSOs who do not have Voting Member representation. PTSOs may provide this information to their memberships.
3. It is the responsibility of the Category “B” Voting Members and their memberships to call meetings to discuss any governance issues, including the effect they may have on the operations or otherwise of their organizations.

From Category “B” to the Board:

1. PTSO members may have questions, comments, concerns, suggestions, and other items they may take to their own PTSO.
2. The PTSO will discuss each item brought to them by their membership and respond.
3. If the issue raised by the membership relates to Governance:
 - a. The Chair of the PTSO will advise the Category “B” Chair of the issue.
 - b. The Category “B” Chair will contact the EC Category “B” Board Liaison to discuss the issue with the Chair of the Sport Committee and the Category “B” Chair.
 - c. If the discussions result in a resolution, that resolution will be recorded, and the PTSOs, all Category “B” Voting Members and the Board will be advised.
 - d. If the discussions do not result in a resolution, a meeting of Category “B” Voting Members with the EC Category “B” Board Liaison, the President and the CEO will be called.
4. The President will, depending on the outcome of the meeting, report any Governance issues to the Board for discussion and decision. The President will provide a written response on the subject and the decision to the Chairs of all three (3) Categories of Voting Members. This information will be recorded in the minutes of the Board Meeting.

Communication on Governance Issues – Category “C”

From the Board to Category “C”

1. The Board, through the Category “C” Board Liaison, provides Governance information either to the Category “C” Chair or to the Category “C” Chair and the Voting Members concurrently.
2. The Category “C” Chair is responsible for advising the Category “C” Voting Members on all governance matters.
3. All governance information must be distributed by the Chair and the Category “C” Voting Members to their respective NEOs, and the Category “C” Chair is responsible for informing those NEOs that do not have direct Category “C” Voting Member representation.
4. Breed Sport Voting Members inform their Breed Committees and all the other Breed Sport Committees that fall under the umbrella of Breed Sports as listed on January 31 of each year.
5. Industry Affiliates and Breed Sport Committees may provide information to their memberships.
6. It is the Category “C” Voting Members' responsibility and their memberships to call meetings to discuss any governance issues, including the effect they may have on the operations or otherwise of their organizations.



From the Category “C” to the Board

1. NEO Voting Members may have questions, comments, concerns, suggestions, and other items they may take to their NEO.
2. The NEO will discuss each item brought to them by their membership and respond.
3. If the issue raised by the membership relates to Governance:
 - a. The Chairperson of the NEO will advise the Category “C” Chair of the issue.
 - b. The Category “C” Chair will contact the EC Category “C” Board Liaison to discuss the issue with the NEO Chair and the Category “C” Chair.
 - c. If the discussions result in a resolution, that resolution will be recorded, and the NEOs, all Category “C” Voting Members and the Board will be advised.
 - d. If the discussions do not result in a resolution, a meeting of Category “C” Voting Members with the EC Category “C” Board Liaison, the President and the CEO will be called.
4. The President will, depending on the outcome of the meeting, report any Governance issues to the Board for discussion and decision. The President will provide a written response on the subject and the decision to the Chairs of all three (3) Categories of Voting Members. This information will be recorded in the minutes of the Board Meeting.

Board Meetings with Voting Members

Formal Meetings of Voting Members

1. Formal meetings of Voting Members with the Board include the Annual Meeting and General Meetings, as set out in the [EC By-laws](#), Steps in the process before these formal meetings are outlined in the [EC By-laws](#), Article 5 and the Category “A,” “B” & “C” Terms of Reference.
2. Before any Formal Meeting of Voting Members, it is the responsibility of the Sport Discipline Committee Chairs, PTSOs, NEO and Breed Sport contacts to call a meeting with their member representatives to discuss agenda topics.

Informal Meetings of Voting Members

Informal, informational meetings will be held as required. The President shall invite to these informal meetings:

- a. The twenty-seven (27) Voting Members with voting rights from Categories “A,” “B” & “C”.
- b. The EC President or designate.
- c. The Governance and Ethics Committee Chair and EC Category Board Liaison.
- d. The CEO or designate.
- e. Other guests as invited by the President and CEO as required for relevance to meeting topics.

Provision of Information

1. Prior to any Meeting of Voting Members:
 - a. the Board will provide at least ten (10) working days before any Meeting, all background information that the Board considers necessary on the issues that are to be voted upon at the Meeting so that the Voting Members may consult with their memberships and gain insight into how they can best cast their votes.
 - b. Voting Members will, at least five (5) working days before any Meeting, request from the Board any further information that they wish to review before the Meeting.
 - c. Voting Members will be allowed to ask the relevant Board Directors and CEO questions during at least one (1) informal phone meeting that will be scheduled by the Board, as required, to be held before any Meeting.



2. Voting Members are required to forward and communicate any information received before and during the Meeting of Voting Members to their respective memberships, including agendas and any relevant reports.
3. Voting Members may report back to their memberships on meeting discussions. Any presentation materials and follow up notes may be shared by the Voting Members with their Sport Discipline Committees, PTSOs, or NEO (Industry Affiliates & Breed Sport) contacts.

Minutes of Meetings

1. The President shall provide a report on the matters discussed at the meeting and have them published on EC's website.
2. Voting Members are required to forward these to their respective memberships via Sport Discipline Committee Chairs, PTSOs, NEO and Breed Sport contacts.

EC Governance Structure updated February 24, 2025



Canada