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**EQUINE CANADA**

**GOVERNANCE POLICY MANUAL**

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**POLICY TYPE: GENERAL GOVERNANCE**

**POLICY TITLE: MISSION/VISION/VALUES**

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### **EQUINE CANADA VISION**

Canadians are inspired to achieve personal excellence and embrace lifelong participation in equestrian activities.

### **EQUINE CANADA MISSION**

From championing best practices to encouraging fun and participation, Equine Canada is the dedicated national voice working to serve, promote and protect the interests of horses and Canada's equestrian community.

In support of this Mission, Equine Canada will:

- Serve as an advocate for best practices in equine welfare
- Speak with one voice to members, participants, government and the FEI
- Provide leadership and vision in steering the future direction of equine activities in Canada
- Promote the values and contributions of equine activities to our national life
- Inspire excellence in performance at every competitive level
- Collaborate based on a foundation of trust to meet our goals
- Develop engaging and stimulating programs to encourage full appreciation of equine leisure, sporting and industry sectors

### **EQUINE CANADA VALUES**

We believe in:

- **Equine Welfare:** Accepting our responsibility to our equine partners as a privilege, we affirm safeguarding the welfare of the horse is paramount.
- **Respect:** For each other, for the safety of ourselves and our horses, and for the health of the environment in which we all live.
- **Diversity:** Celebrating our differences, we embrace our community's increasingly dynamic membership.
- **Inclusivity:** Working together, we provide a meaningful equestrian experience for all of our members, from grassroots participants through to elite performers.
- **Service:** Effectively and proactively satisfying our members' needs, expectations and best interests is fundamental to all we do.
- **Excellence:** Leading by example, we reflect the highest aspirations of our members through outstanding performance in our sport, recreation, business and staff managed initiatives.
- **Volunteerism:** As a means of encouraging personal growth in a way that has direct, immeasurable benefits to the equine community, we actively seek, welcome and respect those who selflessly give of their time in aid of the welfare of the horse and the achievement of Equine Canada's mission.



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**POLICY TYPE:** GENERAL GOVERNANCE

**POLICY TITLE:** MEMBERS

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**MEMBERSHIP**

- Eligibility: In addition to supporting the Aims and Objectives of the Corporation, upholding the rules and regulations of the corporation and the payments of an annual membership fee, Individual Members must be members in good standing of a Provincial/Territorial Association or National Affiliate.
- Provincial/Territorial Association and National Affiliate Membership is contingent upon payment of a membership fee set each year by the Board of Directors.

**FURTHER EXPECTATIONS OF AN EC MEMBER**

- Members are encouraged to continuously educate themselves and take an active role in the activities of the Organization.
- The EC member should strive to preserve and enhance the image of the sport and industry so that society's respect will be maintained.

**POLICY TYPE: GENERAL GOVERNANCE**

**POLICY TITLE: MEMBER CODE OF CONDUCT AND ETHICS**

Classification Ethics	Table of Contents
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Implementation Authority Governance and Ethics Committee	Application and Scope 3
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## 1. PREAMBLE

Equine Canada believes:

- That equestrian pursuits are based on a relationship between horse and human.
- That it is the right and responsibility of Equine Canada to set standards in matters of ethics, conduct, sportsmanship, the welfare of the horse, and in all matters under its jurisdiction.
- That it is desirable to define ethical practices, to delineate unethical practices, to encourage good sportsmanship, fair play, safety and high ethical behavior and to warn, censure or bring to public attention and discipline those who commit acts detrimental to the best interests of its stakeholders.
- That EC members and registrants should observe the spirit as well as the letter of this Code of Conduct and Ethics.
- That membership and participation in its activities brings with it many benefits and privileges that are balanced by the Person's responsibilities and obligations. This policy defines the parameters for these responsibilities and obligations, and thus identifies a standard of behaviour that is expected of all Persons.

## 2. PURPOSE

The purpose of this Code of Conduct and Ethics policy is to ensure a safe and positive environment within Equine Canada programs, activities and events, by making all Persons aware that there is an expectation at all times of appropriate behaviour, consistent with the values of Equine Canada.

Conduct that violates the Code of Conduct and Ethics policy may be subject, after due process, to sanctions pursuant to Equine Canada's disciplinary and complaints policies.



### **3. APPLICATION AND SCOPE**

This policy applies to a Person's conduct during the course of Equine Canada business, activities and events, including but not limited to: office environment, competitions, training and education sessions, travel and meetings.

This policy also applies to conduct that occurs outside of Equine Canada's activities and events when such conduct could adversely affect relationships within Equine Canada's work and sport environment and/or could be detrimental to the image and reputation of Equine Canada.

All members of other National and Provincial/Territorial Organizations must agree to be bound by the rules of Equine Canada while competing or exhibiting at Equine Canada-sanctioned competitions.

The Statement of Principles below is to be considered an interpretive guide in applying the Code of Conduct and Ethics.

### **4. Definitions**

Throughout this policy, the terms "Person" and "Equestrian" are defined as follows:

- a. "Person" – All classes of membership and registrants within Equine Canada, as well as a body corporate, partnership, trust, unincorporated organization and individuals engaged in activities with Equine Canada, including but not limited to, athletes, coaches, officials, persons responsible, competition organizers, volunteers, directors, officers, council and committee members, employees, consultants, and administrators of Equine Canada.
- b. "Equestrian" – any individual participating in equine and/or equestrian activities.

### **5. STATEMENT OF PRINCIPLES**

Equine Canada (EC), the national equestrian federation of Canada, supports adherence to the humane treatment of horses in all activities under its jurisdiction.

EC is committed to:

- upholding the welfare of all horses, regardless of value, as a primary consideration in all activities;
- requiring that horses be treated with kindness, respect and compassion, and that they never be subjected to mistreatment;
- ensuring that owners, trainers and exhibitors, or their agents, use responsible care in the handling, treatment and transportation of their own horses as well as horses placed in their care for any purpose;
- providing for the continuous well-being of horses by encouraging routine inspection and consultation with health care professionals and competition officials to achieve the highest possible standards of nutrition, health, comfort and safety as a matter of standard operating procedure;
- providing current information on Code of Practice for the Care and Handling of Equines and other equine health and welfare initiatives ;
- continuing to support scientific studies on equine health and welfare;
- requiring owners, trainers and exhibitors to know and follow their sanctioning organization's rules, and to work within industry regulations in all equestrian competition; and
- reviewing, revising and developing competition rules and regulations that protect the welfare of the horse.



The Standard by which conduct or treatment will be measured is that which a person, informed and experienced in generally accepted equine training and exhibition procedures, would determine to be neither cruel, abusive, nor inhumane.

## 6. RESPONSIBILITIES

Equine Canada is committed to providing a safe environment in which all individuals are treated with respect. Individuals involved with Equine Canada must acknowledge and accept that at all times the welfare of the horse must be paramount and must never be subordinate to competitive or commercial influences.

An individual should be completely trustworthy and exhibit honesty, loyalty and discretion in all equestrian-related activities. All Persons must:

- a. Maintain and enhance the dignity and self-esteem of all Equestrians and other individuals by:
  - i. demonstrating respect to others regardless of body type, physical characteristics, athletic ability, gender, gender identity, gender expression, ancestry, colour, ethnic or racial origin, nationality, national origin, sexual orientation, age, marital status, religion, religious belief, political belief, disability, economic status or any other reason;
  - ii. focusing comments or criticism appropriately and avoiding public criticism of others, including athletes, coaches, instructors, officials, organizers, volunteers, directors, officers, council and committee members, employees and members;
  - iii. consistently demonstrating the spirit of horsemanship, sportsmanship, and ethical conduct;
  - iv. respecting the property of others and not willfully causing damage;
  - v. acting, when appropriate, to prevent or correct practices that are unjustly discriminatory;
  - vi. consistently treating individuals in a fair and reasonable manner; and
  - vii. ensuring that the rules of Equine Canada, and the spirit of such rules, are adhered to.
- b. Refrain from any behavior that constitutes harassment or bullying. Harassment is defined as behaviour including comments, conduct, or gestures, which is insulting, intimidating, humiliating, hurtful, racist, sexist, malicious, degrading, or otherwise offensive to an individual or group of individuals or which creates an uncomfortable environment, or which might reasonably be expected to cause embarrassment, insecurity, discomfort, offence or humiliation to another person or group.
- c. Refrain from any behavior that constitutes sexual harassment. Sexual harassment is defined as unwelcome sexual comments and sexual advances, requests for sexual favours, or conduct of a sexual nature.
- d. Refrain from the use of power, authority or intimidation in an attempt to coerce another person to engage in inappropriate activities.
- e. Refrain from acting to the detriment of others or of equestrian pursuits in a situation where the responsibility of their position places them in conflict of interest.
- f. Refrain from consuming alcohol when participating in Equine Canada (or Equine Canada sanctioned) training sessions, programs, or competitive events and business activities.
- g. Take reasonable steps to manage the safe, legal and responsible consumption of alcoholic beverages in social situations associated with Equine Canada events.
- h. Abstain from the use, control or possession of prohibited drugs, the use of performance-enhancing substances or methods in accordance with the Canadian Center for Ethics in Sport, World Anti-Doping Agency, FEI and the rules and regulations of Equine Canada.



- i. Uphold and adhere to the highest standards of horsemanship, place equine welfare above all other considerations; abstain from the use of performance-enhancing substances or methods and unethical business practices in the training, breeding, selling or leasing of horses.
- j. Comply at all times with the Bylaws, policies, rules and regulations of Equine Canada, as adopted and amended from time to time; with any contracts or agreements executed with or by Equine Canada; and with any directives or sanctions imposed by Equine Canada.
- k. Support the enforcement of the policies, rules and regulations of Equine Canada by agreeing to report any alleged infractions and occasions of alleged abuse.
- l. Adhere to all Federal, Provincial, Municipal or host-country laws.
- m. Adhere to Equine Canada's Social Media policy, which states that Persons should issue public statements only in an objective and truthful manner, and should communicate with others in a positive and respectful manner when using electronic means (email, social media, etc.)

## **7. Coaches and Instructors**

For the purposes of this policy and this section, the term coach also encompasses instructor.

In addition to complying with sections 5 and 6 above, coaches have other responsibilities. The athlete-coach relationship is a privileged one and can play a critical role in the personal as well as athletic development of their athletes. Coaches must understand and respect the inherent power imbalance that exists in this relationship and must be extremely careful not to abuse it. At all times coaches will:

- a. Ensure a safe environment by selecting activities and appropriate venues while establishing controls that are suitable for the age, experience, ability and fitness level of the equine and human athlete, including educating athletes as to their responsibilities in contributing to a safe environment.
- b. Prepare athletes systematically and progressively, using appropriate time frames and monitoring physical and psychological adjustments while refraining from using training methods or techniques that could harm human or equine athletes.
- c. Avoid compromising the present and future health of athletes and equines by communicating and co-operating with sport medicine professionals, sports psychologists, and veterinarians in the diagnosis, treatment and management of athlete's medical and/or psychological health as well as equine nutrition, health and care.
- d. Under no circumstances provide, promote, knowingly ignore or condone the use of prohibited drugs or performance-enhancing substances or methods in accordance with CCES, WADA, FEI and the rules and regulations of Equine Canada.
- e. Accept and promote athletes' personal goals and refer the athletes to other coaches and sports specialists as appropriate and as opportunities arise.
- f. At no time engage in an intimate or sexual relationship with an athlete or other sport participant under the age of 18 years of age and at no time engage in an intimate or sexual relation with an athlete 18 years of age or over if the coach is in a position of power, trust or authority over the athlete or other sport participant.
- g. When an athlete has qualified for a training camp, provincial team, national team, etc., the coach will support the program, the applicable coaching staff and Equine Canada.
- h. Act in the best interest of the athlete's development as a whole.
- i. Recognize the power inherent in the position of coach and respect and promote the principles of fair play and the rights of all participants in sport.



## **8. Equestrians**

In addition to complying with sections 5 and 6 above, equestrians must uphold the highest standards of equine safety, fairness, care and welfare in all aspects of equestrian activities.

Equestrians who are competitive athletes are also responsible to:

- a. Report any medical or fitness problems (human and equine) in a timely fashion, where such problems may limit the athlete's ability to travel, train, perform or compete.
- b. Participate and appear on time for all competitions, practices, training sessions and events.
- c. Properly represent themselves and not willfully attempt to enter a competition for which they, or their horse/pony, are not eligible, by reason of age, classification or other reasons.
- d. Adhere to all Equine Canada policies, rules and regulations including, but not limited to, the Conflict of Interest provisions in Equine Canada's Rule Book and honour the principles of fair play inherent in them.

## **9. Officials**

In addition to complying with sections 5 and 6 above, officials must:

- a. Be fair and objective.
- b. Avoid situations in which a conflict of interest may arise.
- c. Make independent and sound judgements.
- d. Act as ambassadors of Equine Canada by adhering to the rules of Equine Canada or the FEI (as applicable).
- e. Adhere to the Conflict of Interest provisions in Equine Canada's Rule Book.

## **10. Parents/Guardians**

In addition to complying with sections 5 and 6 above, Parents/Guardians at events will:

- a. Encourage athletes to play by the rules.
- b. Never ridicule a participant for making a mistake during a performance or practice.
- c. Provide positive comments that motivate and encourage participants continued efforts.
- d. Respect the decisions and judgments of officials, and encourage athletes to do the same.
- e. Respect and show respect towards all participants, coaches, officials, competition organizers/committees and volunteers.

## **11. Further Expectations of an EC Member and Registrant**

- a. Members and registrants are encouraged to continuously educate themselves on the policies, regulation and rules of Equine Canada and to take an active role in the activities of the Federation.
- b. All Persons and Equestrians must, to the best of their ability and resources, follow the Code of Practice for the Care and Handling of Equines (2013).
- c. Equine Canada members and registrants should strive to preserve and enhance the image of equine and equestrian sport, recreation and industry in order to earn and maintain the respect of society in general.

## **12. Review and History**

This policy shall be reviewed at least every three (3) years or at a time determined by the Board of Directors of Equine Canada.

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**POLICY TYPE: BOARD GOVERNANCE**

**POLICY TITLE: BOARD RESPONSIBILITIES**

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The statutes providing for incorporation of the EC (a non-share capital corporation) require directors to supervise the management of the affairs of the organization. In addition to this mandate the governing authority of the board of directors is set out in the EC's legal governing documents, the Bylaws. As members of the board, directors are trustees under the law and have responsibility to oversee the conduct of the business, to monitor management and to endeavour to ensure that all major issues affecting the business and affairs of the organization are given proper consideration.

The board is accountable to the membership for competent, conscientious and effective governance. The board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the organization's values and perspectives about results to be achieved and actions and situations to be avoided.

To distinguish the boards own unique job from the job of councils, committees or staff, the board will concentrate its efforts on the following job outputs:

- The development and maintenance of clearly defined linkages between the organization and its members.
- Written governing policies which, at the broadest levels, address:
  - Governance Process – how the board carries out and monitors its own tasks
  - Board/Council/Committee/Staff Relationships – how the board maintains positive relations among the board, councils, committees and staff, and how the board delegates authority to and holds councils, committees and staff accountable for their duties
  - Monitoring the Organization's Ethical Values and Behaviour – these are the boundaries of prudence and ethics within which all activities and decisions will take place
  - Mission, Vision, Strategy and Results – Organizational impacts, benefits, outcomes and results.
- Recruitment, hiring and supervision of the Chief Executive Officer (CEO); ongoing evaluation the CEO's performance, competence and integrity; and setting the CEO's compensation package.
- External Communications and Public Relations.
- Advocacy and Liaison with the Federal Government and General Public.
- Establishing Policies for Financial Control of the affairs of the organization.
- Managing Disputes, including overseeing mechanisms for mediation of disputes, appeals and independent arbitration.
- Assessing the Board's performance and effectiveness in relation to these outputs.
- Presenting annually to the membership an audited financial statement and a review of the Federation's progress achievement of stated results.
- Ensuring the Federation maintains sufficient financial resources to function effectively.
- Fulfilling any responsibilities required by law.
- Monitoring and accessing the board's process and performance at each meeting.
- Appoint a director or outside person as Treasurer with the responsibility for reviewing the financial records on a regular basis.
- Approve all Council Policies.
- Approve Terms of References of the Councils.
- Risk Management.

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**POLICY TYPE:**                    **GOVERNANCE PROCESS**

**POLICY TITLE:**                **PRESIDENT'S ROLE**

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The job "product" of the president is, primarily, the integrity of the board's process and, secondarily, representation of the board to outside parties.

The job of the President is to ensure the board behaves consistent with its own rules and those legitimately imposed upon it from outside the organization.

- A. Meeting discussion content will only be those issues, which, according to board policy, clearly belong to the board to decide, not the Chief Executive Officer.
- B. Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and to the point.

The authority of the President rests in making decisions that fall within the topics covered by board policies on Governance Process and Board-Council-Committee Relationship, except where the board specifically delegates portions of this authority to others. The President is authorized to use any reasonable interpretation of the provisions in these policies.

- A. The President is empowered to chair Board meetings or delegate same with all the commonly accepted power of that position (e.g., ruling, recognizing).



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**POLICY TYPE: GENERAL PROCESS**

**POLICY TITLE: IMMEDIATE PAST-PRESIDENT'S ROLE**

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The role of the immediate past-president is to provide counsel and direction as requested by the Board, to participate in senior Board committees and to perform such other duties as the Board may determine from time to time. The Immediate Past-President will participate in but is not limited to the following activities and committees:

1. Governance committee
2. Government relations committee
3. Executive committee.
4. International Business Initiatives
5. National Business Initiatives

The Immediate Past President, if an appointed officer may not hold all director privileges. The Immediate Past President may vote on all non-budgetary issues. In the absence of the President the Immediate Past-President may chair Board meetings.

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**POLICY TYPE: GENERAL PROCESS**

**POLICY TITLE: BOARD MEETING PROCEDURES**

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Board meetings are for the single task of getting the board's job done.

- 1) Board meetings shall be conducted in accordance with the by-laws of the federation.
- 2) In order to facilitate the efficient conduct of business, meetings of the board shall be for board members only, with guests invited at the discretion of the board.
- 3) The board will set its own agenda based on a "perpetual" agenda. One of the items on the perpetual agenda will be concerns of the voting membership brought to the attention of their board liaison person. The President will exercise control of the agenda on behalf of the board. Only those issues which are consistent with the board's job description shall consume board time.
- 4) Materials for the agenda will be given to the board members with adequate lead-time for meeting preparation. Board members are obligated to prepare for and attend meetings, and to participate productively in discussions of each agenda item.
- 5) Minutes of board meetings will be prepared and circulated to board members within a reasonable period of time. Following a board meeting, contact will be made with voting member representatives and a written summary of board discussions will be circulated to voting members and posted on the EC web site.
- 6) The board will endeavour to meet at least four times annually.

In order to facilitate the conduct of the business of the Board of Directors, meetings will be held on a routine basis as follows:

**Face to Face meetings:**

1. A two day meeting held at the end of the Annual Convention, and after the Annual General Meeting, in each year;
2. A two day meeting held on the 4<sup>th</sup> Sunday and subsequent Monday in June of each year, to be held in a location to be agreed;
3. Face to Face meetings will have a permanent agenda

***PERPETUAL AGENDA***

- 1) Call to order
- 2) Approval of minutes of last meeting
- 3) Business arising from minutes
- 4) Correspondence
- 5) Finance Report
- 6) Operations Report
- 7) Reports from Councils and Committees
- 8) Reports/liaisons with external organizations
- 9) Priorities/Planning/Budgeting
- 10) Board Governance  
-Policy review and development
- 11) Other Business
- 12) Adjournment

Other meetings may take place if Finances are available



**Teleconference meetings:**

1. Nine (9) per year, held on the 4<sup>th</sup> Tuesday of each month not having a face to face meeting, i.e. January, March, April, May, July, August, October, November and December.
2. Any of the above may be cancelled or added to, with the consent of the President and in accordance with the By-laws, should a majority of the Directors so decide.
3. Teleconference meetings will have a permanent agenda.

**Web conference meetings:**

May be called to complete unfinished business. These will be scheduled within three business days after teleconference or face-to-face meetings. The objective is to reduce carry-over from meeting to meeting.

**Procedure:**

In order to ensure appropriate preparation time for the Directors:

1. A draft Agenda, developed by the Secretary, in consultation with the President, will be circulated to all Directors seven (7) days prior to the meeting, with said agenda being finalized at the commencement of the meeting. Any Director may request the inclusion of an agenda topic for discussion or resolution; agenda items without appropriate documentation may be deferred to a subsequent meeting.
2. Draft minutes of the previous meeting will be circulated with the agenda;
3. Papers in support of any agenda item, to be considered at the meeting will be circulated not less than seven (7) days prior to the meeting;
4. Financial statements for the prior month will normally be available by the 4<sup>th</sup> Tuesday in each month;
5. If for any reason a Director is unable to attend the meeting the Secretary and the President shall be so advised;
6. Teleconference call arrangements will be arranged by the assistant to the Chief Executive Officer.
7. Standing committee reports should be prepared for circulation prior to each face to face meeting
8. A cash flow summary will be part of every permanent agenda. Face to face meetings will be detailed financial report. The Manager of Finance will attend face to face meetings of the Board and may be invited to attend teleconference meetings.

Normally, information will be circulated by email. Presentations, large documents or other material will be circulated by expedited mail. When the material is not received within the specified time, the topic may be deferred to a subsequent meeting.

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**POLICY TYPE: BOARD GOVERNANCE PROCESS**

**POLICY TITLE: BOARD MEMBERS CODE OF CONDUCT**

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*The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. Accordingly,*

1. Board members will publicly support all of the decisions taken by the Board and communicate as required with members the reasons behind such decisions.
2. Board members must represent un-conflicted loyalty to the interests of Equine Canada. This accountability supersedes any conflicting loyalty such as that to equestrian industry associations, interest groups and memberships on other boards.
3. Board members must avoid conflict of interest (as stated in our Bylaws) with respect to their fiduciary responsibilities.
  - 3.1 There must be no self-dealing or any conduct of private business or personal services between any board member and Equine Canada except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
  - 3.2 When the Board is to decide upon an issue about which a board member has an unavoidable conflict of interest, that board member shall absent herself or himself without comment not only from the vote but also from the deliberation.
  - 3.3 Board members must not use their positions to obtain employment for themselves, family members, or close associates.
  - 3.4 Board members will annually disclose their involvement with other organizations or associations that might produce a conflict.
  - 3.5 Should a Board Member wish to be considered for employment, they must resign from the Board.
4. Board members may not attempt to exercise individual authority over the organization
  - 4.1 Board members' interactions with the CEO or with staff must recognize the lack of authority vested in individuals except when explicitly board-authorized.
  - 4.2 Similarly, Board members' interactions with the public press or other entities must recognize the same limitations.
5. Board members will respect the confidentiality appropriate to issues of a sensitive nature.



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**POLICY TYPE: BOARD GOVERNANCE**

**POLICY TITLE: PRINCIPLES GOVERNING BOARD COMMITTEES**

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Board committees, when used, will be assigned so as to minimally interfere with the wholeness of the board's job and so as never to interfere with delegation from board to staff. Committees will be used sparingly, only when other methods of managing the board's workload have been deemed inadequate.

1. Board committees are to help the board do its job, not help the staff do its job. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. Board committees are not to be created by the board to advise staff.
2. Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Chief Executive Officer (CEO).
3. Board committees cannot exercise authority over staff. Because the CEO works for the board in its entirety, he or she will not be required to obtain approval of a board committee before an executive action. In keeping with the board's broader focus, board committees will not normally have direct dealings with current staff operations.
4. Board committees are to avoid over-identification with organizational parts, but rather are to remain focused on the organization as a whole. Therefore, a board committee, which has helped the board create policy on some subject, will not be used to monitor organizational performance on that same subject.
5. This policy applies only to committees, which are formed by board action, whether or not the committees include non-board members. It does not apply to other committees of the EC as established in the Constitution and Bylaws of EC and the terms of reference governing divisions and councils.

Board Committees will include the following (additional committee may be added at a later time):

- Recognition and Awards
- Nominations
- Employee Relations
- Bylaw & Governance
- Communication
- Information Technology
- Finance
- Ethics/Risk Management
- Equine Health & Welfare
- Executive Recruitment, Retention & Review
- Executive Grievance
- Government Relations
- Equine ID

Board Ad Hoc Committees will include the following:

- Long Term Equestrian Development Phase 2 (LTED)
- Long Term Horse Development (LTHD)
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**POLICY TYPE: BOARD GOVERNANCE – TERMS OF REFERENCE**

**POLICY TITLE: TERMS OF REFERENCE --  
RECOGNITION AND AWARDS COMMITTEE**

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**MANDATE**

The committee is responsible to recognize and honour members who have, through their volunteer activities, made a special and significant contribution to equestrian sport in Canada or, who, through their athletic pursuits, have earned the highest honours in their sport/discipline. The EC awards include the following:

- EC Volunteer of the Year
- Honorary EC Life Members
- EC Gold Medal Recipients
- Special Awards
- George Jacobsen Trophy
- Gillian Wilson Trophy
- Discipline awards (as determined by each discipline)
- Other Awards as determined from time to time

From time to time, this committee will also make recommendations for nominations of EC members for other non-EC award programs, such as the Canadian Sport Awards and the Canadian Sports Hall of Fame.

**COMPOSITION**

The EC Board appoints the chairperson and committee members, who will serve terms of two years.

**KEY DUTIES**

- To monitor, maintain and publish the EC Awards Criteria.
- To identify individuals within EC for nomination for other non-EC Awards such as the Canadian Sport Awards, the Canadian Sports Hall of Fame etc.

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**POLICY TYPE: BOARD GOVERNANCE**

**POLICY TITLE: TERMS OF REFERENCE --  
NOMINATIONS COMMITTEE**

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#### **MANDATE**

The Nominations Committee is charged with the responsibility of presenting a slate of candidates for Directors at Large in accordance with Equine Canada's Bylaws. The Nominations Committee must make every attempt to ensure that there is an election each year and that positions are not filled by acclamation.

#### **COMPOSITION**

The Nomination Committee shall consist of seven (7) Individual Members of Equine Canada, comprising the Chair and six (6) other members. The committee should consist of experienced leadership as well as newer members. Once appointed, committee members may not hold any employment or contract employment position(s) with Equine Canada, an affiliated Provincial and Territorial member organization or an affiliated National Association member organization.

##### **Membership:**

- In February of each year, the Board of Directors shall appoint the Chair of the Nominations Committee.
- Sport Council and Provinces and Territories Advisory Council shall each designate two (2) members to serve on the Nomination Committee.
- Industry Council and Recreation Council shall each designate one (1) member to serve on the Nomination Committee.

##### **Term of Office:**

- Committee members serve a two year term, which may be extended for further terms to a maximum of six (6) years, provided the member still meets the criteria of membership on the committee.
- In February of even years, Sport Council, Provinces and Territories Advisory Council, and Industry Council shall each designate one (1) member. In February of odd years, Sport Council, Provinces and Territories Advisory Council, and Recreation Council shall each designate one (1) member

##### **Responsibilities and Duties:**

- Appendix 1 Volunteer Position Description-- Chair, Nominations Committee
- Appendix 2 Volunteer Position Description-- Member, Nominations Committee
- Appendix 3 Standard Principles and Expectations for Members of Nominations Committee

### **FREQUENCY AND CONDUCT OF MEETINGS**

- The Committee shall meet at least twice a year and otherwise as required.
- Only members of the Committee have the right to attend committee meetings. However, other individuals such as the CEO, election administrator and external advisers may be invited, at the discretion of the Chair, to attend for all or part of any meeting as and when appropriate and necessary.
- The Committee shall promote transparency and accountability on all matters within its duties and responsibilities.
- Notwithstanding the above provision, because the Committee deals with sensitive issues, deliberations concerning nominees are kept confidential even after the election.
- An agenda and accompanying documents should be sent in full to all members of the committee in a timely manner and at least 7 days before the intended date of a meeting in accordance with Equine Canada Record of Meeting Policy.

### **SECRETARY**

The election administrator will act as the secretary of the committee.

### **QUORUM**

The quorum necessary for the transaction of business shall be 51% of active members.

### **REPORTING RESPONSIBILITIES**

- The committee Chair shall report to the board on its proceedings after each meeting on all matters within its duties and responsibilities
- The committee shall, on an annual basis, review its own performance and terms of reference to ensure it is operating at maximum effectiveness and make appropriate recommendations to the board.

### **DUTIES**

The primary duties of the Committee are to review composition of the Board, identify individuals suitably qualified to become members of the Board, and assess the independence of candidates. Every effort should be made to provide the membership with a slate of candidates that is balanced in terms of new as well as experience Directors, represents a range of needed professional skills and reflects the diversity of Equine Canada and the community it serves.

The Committee shall:

- Recognize and seek two (2) more nominees than positions available;
- Ensure that nominations for the position of Director-at-Large are sought from the membership, submitting a maximum of twelve (12) qualified candidates for election as Director-at-Large to Equine Canada's membership;
- Ensure there is a formal, rigorous and transparent procedure for selecting nominees. Each nominee must be evaluated independently and by the same criteria as all other nominees. The Committee is obligated to seek out those eligible members who would best serve Equine Canada;
- Give full consideration to succession planning for directors in the course of its work, taking into account the challenges and opportunities facing Equine Canada, and the skills and expertise needed on the board in the future;

- Ensure that prior to taking office, the successful candidate is made aware of Equine Canada’s policy on “Board Members Conduct” and discloses any other business interests that may result in a conflict of interest;
- Ensure that new board members receive appropriate and timely training, in the form of an orientation programme.

In identifying suitable candidates the Committee shall:

- Consider candidates from a wide range of backgrounds
- Ensure candidate possess previous governance experience;
- Strive for geographical balance and fair representation
- Consider candidates on merit and against objective criteria and with due regard for the benefits of diversity on the board, including gender, taking care that nominees have enough time available to devote to the position
- Members of the Nominations Committee may not be considered as potential nominees during their tenure.

In accepting candidates the Committee shall determine that the Nominee:

- Is an Individual Member of Equine Canada in Good Standing (EC Bylaw articles 3.4, 3.7);
- Supports the Aims and Objectives of Equine Canada;
- Is fair and objective and concerned for the well-being and best interest of Equine Canada;
- Has knowledge of the organization and its role in equine activities in Canada;
- Can and will give Equine Canada affairs diligent attention;
- Understands the importance of effective teamwork.

In publicizing the nominees for election as a Director at Large, The Committee shall:

- Present in a standardized template on the Equine Canada Website the biographical information, equine affiliations or memberships, and nominee’s statement provided by the candidate.

Prior to the “Call for Nomination”, the Nominations Committee may indicate that Equine Canada particularly encourages applications with a certain skill-set or background.

## **NOMINATING PROCEDURE**

- The privilege of nominating is extended to Individual Members of Equine Canada in good standing, and who have been members of Equine Canada for at least 30 days.
- Nominations for Director a Large shall be in accordance with Equine Canada’s bylaws.
- The notice of “Call for Nominations” shall be sent to all appropriate media and to all cognate organizations.
- The Nominations Committee shall ensure that, no later than October 1<sup>st</sup> of each year, nominations for the position of Director-at-Large are sought from the membership.
- Each nomination put forth by members must be submitted on the official nominating form and must include signed consent of the nominee to serve, if elected, and be signed by the nominator and the seconder. All nominees, nominators and seconders must be Individual Members of Equine Canada in Good Standing.
- Nominations from the Nomination Committee will be considered endorsed by the Nominations Committee
- Nominations must be received in the National Office by 4:00pm EST the second Friday of November each year.

## **ELECTION PROCEDURE**

- Equine Canada will develop and maintain lists of eligible voters including their contact information.
- Candidate information will be posted on the Equine Canada’s web site by the second Friday of December in English and French.



- The privilege of voting shall be limited to Individual Members in good standing of Equine Canada (18 years of age or over in the year of the election), who have been members of the organization for at least 45 days prior to the start of voting. Eligible members may cast one vote for Director-at-Large per ballot, irrespective of the number of positions available.

Voting period will begin the second Friday of December. Eligible members in good standing may cast a ballot by:

Members in good standing may cast a ballot by:

**Mail-in Ballots**

- a) Register to vote with EC by the 2<sup>nd</sup> Tuesday of January.
- b) EC will send a full election package by mail, fax or e-mail in English or French
- c) Ballots must be received by the 2<sup>nd</sup> Thursday of January

**ELECTRONIC BALLOTS**

- a) Go to equinecanada.ca and click the link on the homepage
- b) Login using EC's user ID and password. Eligible voters may request a temporary user ID and password by contacting EC by the 2<sup>nd</sup> Tuesday of January.
- c) Make a selection and submit

The voting period will close at 11:59pm EST on the second Thursday of January.

**ELECTION RESULTS**

- The Chief Executive Officer shall be the official Returning Officer. Each Division shall be entitled to appoint a scrutineer and tabulator from the Greater Ottawa area to scrutinize the process and tabulate the votes received.
- The Chief Executive Officer will notify the committee chair and president of the election results. Once the candidates have been notified of the election results, the CEO will announce the results to the membership.
- The Chief Executive Officer will ensure that the candidates are notified of the election results via telephone. If for any reason the CEO is not able to notify the candidates the committee chair or president will do so.
- Successful candidates will be introduced at Equine Canada's Annual General Meeting.

**Taking Office** - New Directors take office on the first meeting of the Board following the election.

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**POLICY TYPE:           BOARD GOVERNANCE**

**POLICY TITLE:         TERMS OF REFERENCE --  
                              AUDIT COMMITTEE**

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The Corporation shall have an independent Audit Committee that shall report to the membership at least annually. The Chair of the Audit Committee will be identified by the Membership and will have appropriate professional designations. The Chair will appoint members to the committee and the committee will be ratified by the Membership of Equine Canada each year. A member of the Board of Directors who is experienced in the business of the corporation will serve as the Boards representative to the committee.

Duties of the Audit Committee will include but not be limited to examination of Board practices to safe guard the assets of the Corporation; reviewing the financial reporting, the external audit and the internal control systems.

The overall role of this committee is to analyze risks that may materially impact the corporation's financial performance, its information systems and its compliance with the bylaws.

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**POLICY TYPE: BOARD GOVERNANCE**

**POLICY TITLE: TERMS OF REFERENCE --  
BYLAW & GOVERNANCE COMMITTEE TERMS OF REFERENCE**

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**Composition**

The Board will appoint a Chair. The Chair will normally have experience in corporate governance structures and in drafting policies.

The Chair will select committee members from the membership of the organization. The Chief Executive Officer or designate will normally be present at all meetings in an advisory capacity.

**Specific Responsibilities**

The committee will draft or revise bylaws and policies according to the direction of the Board.

The committee will review the existing bylaws and policies of the corporation and make recommendations to the Board.

New bylaws and revisions to existing bylaws will be approved by the Board before being presented to the membership for adoption.

Policy recommendations must be approved by the Board.



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**POLICY TYPE: BOARD GOVERNANCE**

**POLICY TITLE: TERMS OF REFERENCE --  
INFORMATION TECHNOLOGY COMMITTEE**

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**MANDATE**

The IT Committee will provide oversight for Equine Canada's information technology needs.

**COMPOSITION**

The committee will be comprised of one representative of the board, one representative from Breeds and Industry, one representative of staff users, one discipline manager representative

**KEY DUTIES**

- Consult with user groups
- Monitor progress on IT projects
- Develop yearly budgets for IT projects
- Investigate cost benefits of internal IT Staff for operations and design of future IT requirements

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**POLICY TYPE: BOARD GOVERNANCE**

**POLICY TITLE: TERMS OF REFERENCE --  
FINANCE COMMITTEE**

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**MANDATE**

To monitor the financial activities of the Federation and its divisions and to ensure that they are carried out in accordance with approved policy and generally accepted accounting procedures.

**COMPOSITION**

The committee may be made up of the Chair, appointed by the Board, the treasurer appointed by the Board, the President of the EC, and each council may appoint one member to the committee. The Treasurer shall have a recognized accounting designation and shall oversee the financial administration of the corporation, review procedures, advise the Board of Directors on financial strategy, and ensure that the Board of Directors understands all financial implications relating to tax matters, contracts, or other financial issues that may arise. The Chief Executive Officer and Chief Financial Officer will be ex-officio members of the committee. Members will serve as long as they hold their respective positions or appointments.

**KEY DUTIES**

- Review EC financial statements on a regular basis and to monitor adherence to approved budget in relation to revenue and expenses.
- Review the annual budget for the Federation.
- Review and approve Division budgets.
- Present to the Board of Directors the annual budget for approval.
- Present to the Board of Directors and members the financial statements for approval.
- Provide advice on financial matters as required by the Board of Directors.
- Evaluate all motions presented to the Board, which have a financial impact to the EC of \$10,000 or more and are not included in the currently approved budget. Such motions are tabled pending an evaluation report, which is to be completed prior to the next meeting of the committee.
- Review Board of Directors recommendations for spending of over \$10,000.
- Examine financial implications of planned initiatives and recommend action.
- Undertake special projects as assigned from time to time by the Board of Directors.

**REPORTING MECHANISMS**

The Finance Committee reports to the Board of Directors through the Treasurer.

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**POLICY TYPE: BOARD GOVERNANCE**

**POLICY TITLE: TERMS OF REFERENCE --  
ETHICS AND RISK MANAGEMENT**

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#### **MANDATE**

The committee recommends policies, strategies and programs to EC to assist the EC in maintaining and enforcing its Code of Ethics and Statement of Principles as they relate to ethical behaviour.

To monitor all activities of the EC and make recommendations to the EC and to Divisions of the EC on measures to manage risks.

#### **AUTHORITY**

This Committee has the authority to advise the Board, Councils and other committees of the EC. As such, the Committee researches and investigates matters relating to safety, risk management and insurance, and makes recommendations for policies and actions by the EC and its various entities.

#### **COMPOSITION**

The Committee shall consist of five persons: a Chairperson and a representative of each of the four Divisions of the EC. A minimum of two of the five members should have training and experience in one or more areas directly related to the Committee mandate (law, insurance or risk management). The EC lawyer and Insurance Broker and Chief Operating Officer are non-voting members. As required and with the approval of the Chairperson, the Committee may consult with other individuals having safety, legal, risk management or insurance expertise.

#### **APPOINTMENT**

The EC Board will appoint the Chairperson of the Committee. The Chairperson will have overall responsibility for the activities of the Committee. In consultation with the Councils, the Chairperson shall select four additional members to represent each of the four Divisions (Sport, Recreation, Breeds/Industry, and Provinces Council). Members shall serve on the Committee for two years and may serve more than one term.

#### **KEY DUTIES**

- To review activities of the EC as they relate to human and equine safety, legal liability and risk exposures.
- To identify those activities and areas that have the potential to pose significant risks to the EC, and to conduct risk assessments for these activities and areas.
- To make recommendations to the EC and to entities within the EC, as required, on measures to control risks.
- To ensure and monitor that each Division have appropriate safety standards in place especially in regards to the safe practice of the sport through its rules, and competition policies.
- To monitor risks and the implementation of risk control measures on an ongoing basis.
- To make recommendations regarding insurance coverage for EC, Divisions, Councils and members.
- To provide educational programs to EC members
- To manage the Harassment Policy and ensure EC has trained harassment and abuse officers identified to deal with complaints
- To ensure that harassment and abuse education is provided to its athletes, coaches and officials.



#### **MEETINGS**

The Committee will meet as required and at a minimum, will meet three times per year. Meetings may be held in person or by telephone conference.

#### **RESOURCES**

The EC shall provide the necessary administrative and personnel resources for the Committee to carry out its work.

#### **REPORTING**

The Risk Management and Ethics Committee will report to the EC Board at every meeting of the Board, through its Chairperson. Committee members will report on behalf of the Committee to their respective Councils, as required. The Risk Management and Ethics Committee will communicate, as required, with other Board Committees of the EC including the Judicial Committee, and Staff Relations Committee.

#### **EVALUATION AND REVIEW**

The EC Board will review the performance of the Committee on an annual basis and will review these terms of reference every two years

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**POLICY TYPE: BOARD GOVERNANCE**

**POLICY TITLE: TERMS OF REFERENCE --  
EQUINE HEALTH & WELFARE COMMITTEE**

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#### **MANDATE**

The mandate and responsibilities for the Equine Canada Health and Welfare Committee include:

- Monitoring and making recommendations for policies to protect the health and welfare of horses at all Equine Canada sanctioned competitions.
- Monitoring the status of current issues (and initiatives) surrounding equine health and welfare
- Providing regular updates to the EC Board of Directors on current (and impending issues) related to equine health and welfare
- Apprising EC members of health issues that could potentially affect the Canadian horse.
- Providing recommended policy guidelines and position papers to the EC Board for their approval to stand as accepted EC policy
- Providing recommended policy guidelines to the EC Board for their approval, recommended as policy initiatives that EC should pursue with federal government agencies
- Establish and foster liaisons with federal and provincial government agencies, with industry groups and with other equine health and welfare related groups.
- To develop required expert resources to support the Committees work.
- To establish sub-committees as required to complete its responsibilities.
- Such other responsibilities as identified by the Equine Canada Board of Directors.

#### **COMMITTEE COMPOSITION**

The Equine Canada Health & Welfare Committee will include:

- One representative from each of the Equine Canada Divisions (as designated by the respective Division Council)
- A designated liaison to the Equine Canada Board of Directors (as designated by the Board of Directors)
- A Canadian FEI-certified veterinarian
- A Canadian FEI-certified Steward
- A high performance athlete, as designated by the Sport Council

In addition to the core committee membership, additional committee members should be included with expertise that provides a complement to the committee to deal with current (or impending) problems and issues.

The Chair of the Committee will be designated through a process identified by the Equine Canada Board of Directors.

#### **TERMS OF SERVICE**

- Committee members should be assigned to the committee for a three-year term (as designated by the appropriate appointing group).
- Committee members should not serve more than two-consecutive terms



## **RESOURCES**

The Equine Canada Health & Welfare Committee will require consulting and/or staff resources to assist with research, policy/position document development, meeting attendance at government forums, and to support the work of the Committee.

## **COMMITTEE**

The work of the Health & Welfare Committee will be completed primarily through tele-conference meetings, supported by email and Internet communications. The full Committee will meet for a full meeting, at a minimum of once every second year. It is anticipated that sub-committees of the Committee may require yearly meetings.

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**POLICY TYPE: BOARD GOVERNANCE**

**POLICY TITLE: TERMS OF REFERENCE --  
GOVERNMENT RELATIONS COMMITTEE**

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**MANDATE**

To create and maintain a positive working relationship with Government at all levels, such that the interest of the horse owner and users in Canada will be advanced.

**COMPOSITION**

The committee will be comprised of four members of the board representative of at least two divisions plus the immediate past president.

**KEY DUTIES**

- The committee will be responsible for recommending policy positions for discussion by the Board.
- The committee will represent Equine Canada's interest to the appropriate government departments and individuals, utilizing staff and volunteer resources as necessary.

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**POLICY TYPE:** BOARD GOVERNANCE

**POLICY TITLE:** TERMS OF REFERENCE --  
EQUINE ID COMMITTEE

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**MANDATE**

To provide industry oversight and policy recommendations to the Equine Canada Board of Director related to the implementation of the national equine ID and Traceability programs

**COMPOSITION**

- President of Equine Canada
- One Director at Large
- Two Representatives of the Breeds and Industry
- Representative of the Racing Industry
- One Veterinary Representative
- Two additional members appointed by the Board

**KEY DUTIES**

- Create and manage committees as required
- Ensure Equine Canada has representation to parallel Government Traceability Forums
- Consult with Horse Industry
- Manage Industry Awareness Program
- Coordinate and Report to Equine Stakeholder Groups
- Report progress on a regular basis to the Board of Directors



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**POLICY TYPE: BOARD GOVERNANCE**

**POLICY TITLE: TERMS OF REFERENCE --  
EXECUTIVE RECRUITMENT, RETENTION AND REVIEW COMMITTEE**

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(Added by Board Motion Feb 2006.)

The proposed terms of reference are:

1. Annual Review of Chief Executive Officer (CEO), Chief Operating Officer (COO), Chief Financial Officer (CFO) job descriptions. This should be done with the CEO present at all meetings, and the COO or CFO present as pertinent.
2. Annual Review of Performance. This is begun in October by collecting information on the performance indicators outlined in the job description. Interviewing the persons involved and preparing a written report for the employee file.
3. Annual salary and bonus recommendation
4. Annual review of career development opportunities and actions.
5. Ongoing research on cognate positions in other organizations, performance expectations, remuneration, turnover rates.
6. Periodic preparation of terms of reference for replacements in each position. This work is undertaken in conjunction with the CEO and with the CFO and COO.

Composition of the Committee (should include but is not limited to):

1. The President
2. The Treasurer of the Board
3. The Secretary of the Board
4. Another member preferably with human resources experience, this member should also agree to serve on the Grievance Committee (see below).

The Board appoints the Chair of this committee

**Term:** one year, no limit to reappointments.

Notes on the function of this committee:

Senior executive positions are onerous and politically sensitive. Review and guidance must be provided with the highest level of confidentiality and prudence. Documents prepared form the official record of performance and must be dated and signed to ensure continuance of process. The initial role of this committee will be to create the necessary forms and protocols for their work.

Additional notes: Executive Recruitment, Retention and Review Committee: The reports to the Board will be variously detailed. Some Boards will demand more, some less.

Recruitment: the governance committee favours the committee being entrusted with the negotiations, then reporting that they were (or not) successful. However, the committee suggests that the Board must proactively set limits. It might be a good idea to peg compensation at the Ag Canada pay scale (1.15 - 1.2 inclusive of all benefits) or similar... so that committee enthusiasm does not get the organization over committed.

**Executive review:**

On the review side, any recommendation to the Board must be framed in the key areas of responsibility. Generally, we have *organizational development* (this would include all outreach to agencies etc), *management* (this would include all administrative and staff) and *programs* (this would include all responsibilities to divisions, sport boards etc). The Board should receive a report that indicates *superlative/satisfactory/improvement requested* performance. And the report should have brief notes from the committee and the CEO. Both the committee and the CEO should sign the report. The committee agreed that these reports remain and so recommend that the report be no longer than one page, that numbered copies be circulated at an *in camera* session and that the copies be collected and destroyed following the discussion. The original is maintained in the employees file in the national office on secure, watermarked hardcopy. (Incidentally, the committee recommends a similar procedure be adopted for all the employees by their cognate reviewers.)

**On the recruitment front**, the Board should be presented with a detailed report on the person being sought, on the processes to be undertaken, on each candidate's interview and the process leading to their final recommendation.

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**POLICY TYPE: BOARD GOVERNANCE**

**POLICY TITLE: TERMS OF REFERENCE --  
EXECUTIVE GRIEVANCE COMMITTEE**

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**MANDATE**

This standing committee serves as the last internal level of appeal to resolve disputes among the executive staff. It also serves as a general grievance committee to resolve disputes between Directors, Councilors, Committee Chairs or other executive volunteers and the executive staff. This committee is empowered by the Board to make binding decisions. This committee must in no way infringe upon the process in place as described in the staff manual or as available under the laws of the Province of Ontario.

**COMPOSITION**

The Board appoints the chair and committee members. A member from the ERRRC must sit on this committee. It is recommended where practical that this individual have human resource management experience. Members may be adjusted as circumstances dictate. Normally, both the President and the Chief Executive Officer (CEO) will be members. These individuals are specifically excluded when the dispute involves them directly or when there is a demonstrated conflict of interest.

Term: one year, no limit to reappointments

All other staff related process should be handled through the CEO.

Notes on the operation of the Executive Grievance Committee:

Reports from this *ac hoc* committee must detail the nature of the grievance, the committee's efforts to ascertain the facts in the case, the hearing process and the rationale for their decision and actions taken to resolve the dispute.

This report must be in writing, but for reasons of confidentiality, should be delivered to the Board verbally at an in camera session. The report must be respectful and adhere to any legal requirements for privacy (juniors etc). This report should be reviewed by legal counsel before presentation.

The report should be prepared on secure paper and sealed prior to storage in the national office.

A mandatory six month follow-up report should be prepared to determine the effectiveness of the action/direction.

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**POLICY TYPE: BOARD GOVERNANCE**

**POLICY TITLE: TERMS OF REFERENCE --  
LONG-TERM EQUESTRIAN DEVELOPMENT PHASE 2 COMMITTEE  
(AD HOC)**

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## **MANDATE**

The Long-Term Equestrian Development Phase 2 Committee (LTED P2 or the Committee) is an ad hoc committee of the Board of Directors. Its purpose on behalf of the BOD is to complete Phase 2 of the LTED Project in accordance with the directions of Sport Canada, following the generic Long-Term Athlete Development model.

The essential element of a successful implementation of LTED is that all competitive and non-competitive sport decisions of Equine Canada are athlete centered, coach driven and administration supported. In equestrian, the LTED model, developed by the LTAD Steering Committee, encompasses every discipline, with the rider, driver or vaulter as the central focus. The model provides a solid foundation for persons at all ages and levels, encouraging long-term participation, enjoyment and achievement. LTED will guide Equine Canada and administrators at all levels in planning and delivering programs to advance the sport in Canada.

The LTED P2 Committee will work with the Long-Term Horse Development (LTHD) Committee as established by the Board of Directors to develop a framework similar to the LTED model but for the horse. When completed, the LTED and LTHD frameworks can be integrated to recognize the important connection between the horse and the equestrian.

## **SPECIFIC RESPONSIBILITIES FOR PHASE 2 OF THE LTED PROJECT**

Following and using the LTED model that was developed in Phase 1, the LTED Phase 2 Committee is required to complete these tasks in phase 2:.

- Develop and expand the details for each stage of the Phase 1 equestrian model taking into account scientific literature as well as the sport specific literature
- Conduct a competition review for each of Equine Canada's disciplines with the objective of determining the strengths and weaknesses of the existing structure, and whether it favours development of the equestrian
- Per the competition review, develop and recommend initiatives and policy, including budgetary estimates to be implemented into the competition and athlete development system
- Develop a communications and strategic implementation plan
- Ensure the principles of LTED remain synchronous with the development of the new NCCP program (note – this is a continuing objective of the project)

Phase 2 is slated for completion by 2010 with implementation of the recommendations to begin in the 2012 competitive season. The target for full implementation is 2016.

Phase 2 ends with the completion of the above.

## **AUTHORITY**

The LTED P2 Committee is accountable to the Board of Directors for the effective progress of the LTED project.

The Committee will consult with other committees and councils of Equine Canada on matters which in the opinion of the Committee may affect the outcome of the LTED project. The Committee has no formal authority to compel an action by a committee not under its structure.

## **COMPOSITION**

### **• LTED P2 Committee**

The LTED P2 Committee is composed of the following persons:

- 1 Volunteer Project Leader (Chair)
- 5 (maximum) Volunteer committee members
- Chief Operating Officer
- Manager of Coaching/LTAD
- LTAD Expert assigned by Sport Canada

The Managers of Jumping, Eventing, Dressage and Para and Non-Olympic FEI Disciplines and Breed Sports participate as ex-officio members.

The Volunteer Project Leader is selected by the CEO and Chief Operating Officer and ratified by motion of the Board of Directors of Equine Canada.

Committee members are selected by the Chair and the Chief Operating Officer and ratified by motion of the Board of Directors of Equine Canada. A minimum of one member of the Committee must be a current Equine Canada certified coach and a minimum of one member of the Committee must be an athlete chosen from one of the athlete committees within Equine Canada.

### **• LTED P2 subcommittees**

The Committee will strike subcommittees for the purposes of its mandate. Subcommittees are accountable to the LTED P2 Committee.

Subcommittee chairs are selected and approved by the LTED Phase 2 Committee and are reviewed on an as-needed basis.

Subcommittee members are selected and approved by the LTED Phase 2 Committee with the assistance of the Chair of the subcommittee and are reviewed on an as-needed basis.

### **• Terms**

The terms for members of the Committee expire with the completion of Phase 2 of the LTED project. The terms for members of the subcommittees expire with the completion of their assigned objective(s).

**COMMITTEE RESPONSIBILITIES**

**The Committee is responsible to complete phase 2 of the LTED project (see Specific Responsibilities).**

**MEETINGS**

The LTED P2 Committee will meet as required and at a minimum, will meet 4 times per year. Meetings may be held in person or by telephone conference. Subcommittees will meet as required.

Quorum shall be 51% of the committee’s membership.

Decision-making will be by consensus. However, a majority vote may be called by the Chair when consensus cannot be reached. Equine Canada staff who are members of a committee do not vote.

**RESOURCES**

Equine Canada shall provide the necessary administrative and personnel resources for the Committee to carry out its mandate.

The Committee will provide a budget for consideration to the Board of Directors. The Committee is responsible for ensuring effective management of its financial resources.

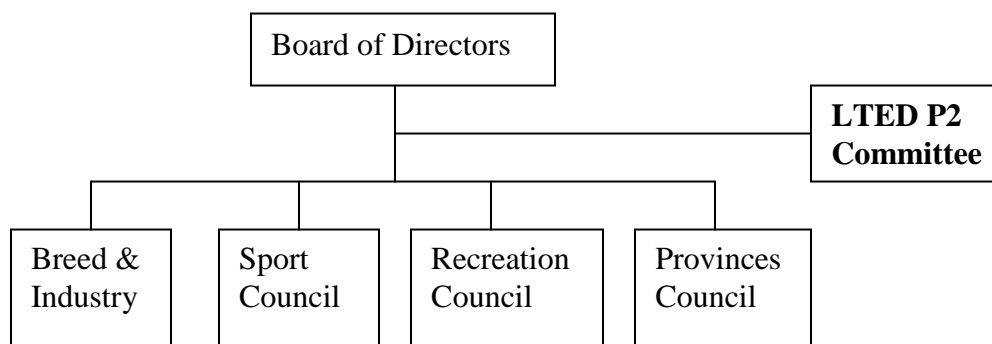
**REPORTING**

The LTED P2 Committee will report quarterly to the Board of Directors through its Chair on the status of the LTED project.

The Committee will circulate its reports to Sport, Recreation, Provinces and Breeds & Industry councils 3 weeks in advance of each quarterly presentation to the Board of Directors.

The Committee will provide a report and presentation annually to Joint Council at the Equine Canada convention.

Graphic Representation of the Governance Structure



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**POLICY TYPE:** BOARD GOVERNANCE

**POLICY TITLE:** TERMS OF REFERENCE --  
LONG-TERM HORSE DEVELOPMENT COMMITTEE (AD HOC)

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## **MANDATE**

The Long Term Horse Development Committee is an ad hoc committee of the Equine Canada Board of Directors (ECB). Its purpose on behalf of the ECB is to create a framework similar to the Long-Term Equestrian Development model but for the development and use of the horse.

When completed, the framework should be able to provide information on the following topics:

Stages of development of a horse

What do horses need to learn at the different stages of their development

Best practices for developing a horse

Things to look for in a good horse for...

Selecting the right horse for an athlete (by stage of human athlete development)

Best physical characteristics of horses for athlete development by discipline

Science based information and reference materials regarding best practices for use, care and welfare of the horse, at all stages of the horses development and competitive career.

The Long-Term Horse Development (LTHD) Committee will work with the LTED P2 Committee as established by the Board of Directors to integrate the frameworks in order to recognize the important connection between the horse and the equestrian.

## **SPECIFIC RESPONSIBILITIES FOR THE LTHD PROJECT**

Follow the process that was used to create the LTED model, create an LTHD model by:

1. Outlining the process to be used to create the LTHD
2. Developing timelines for the process
3. Developing a budget for the process
4. Recruiting suitable expertise to develop the model
5. Engaging the equestrian community for participation and input
6. Ensuring good communication with the ECB

## **AUTHORITY**

The LTHD Committee is accountable to the Board of Directors for the effective progress of the LTHD project.

The Committee will consult with other committees and councils of Equine Canada on matters which in the opinion of the Committee may affect the outcome of the LTHD project. The Committee has no formal authority to compel an action by a committee not under its structure.

## **COMPOSITION**

- **LTHD Committee**

The LTHD committee is comprised of:

- 1 Volunteer Project Leader (Chair)
- One representative from each of the Equine Canada Divisions as selected by the respective Councils
- One Equine Canada certified coach
- One veterinarian
- One trainer
- Director of Sport
- Manager of Coaching

The Volunteer Project Leader is selected by the CEO and Director of Sport and ratified by motion of the Board of Directors of Equine Canada.

One member of the Committee shall act as the liaison to the LTED P2 Committee.

Committee members are selected by the Chair and the Director of Sport and ratified by motion of the Board of Directors of Equine Canada.

- **LTHD subcommittees**

The Committee will strike subcommittees for the purposes of its mandate. Subcommittees are accountable to the LTHD Committee.

Subcommittee chairs are selected and approved by the LTHD Committee and are reviewed on an as-needed basis.

Subcommittee members are selected and approved by the LTHD Committee with the assistance of the Chair of the subcommittee and are reviewed on an as-needed basis.

- **Terms**

The terms for members of the Committee expire with the completion of the LTHD project. The terms for members of the subcommittees expire with the completion of their assigned objective(s).

## **COMMITTEE RESPONSIBILITIES**

**The Committee is responsible to complete the LTHD project (see Specific Responsibilities).**

## **MEETINGS**

The LTHD Committee will meet as required and at a minimum, will meet 4 times per year. Meetings may be held in person or by telephone conference. Subcommittees will meet as required.

Quorum shall be 51% of the committee's membership.

Decision-making will be by consensus. However, a majority vote may be called by the Chair when consensus cannot be reached. Equine Canada staff who are members of a committee do not vote.

## **RESOURCES**



Equine Canada shall provide the necessary administrative and personnel resources for the Committee to carry out its mandate.

The Committee will provide a budget for consideration to the Board of Directors. The Committee is responsible for ensuring effective management of its financial resources.

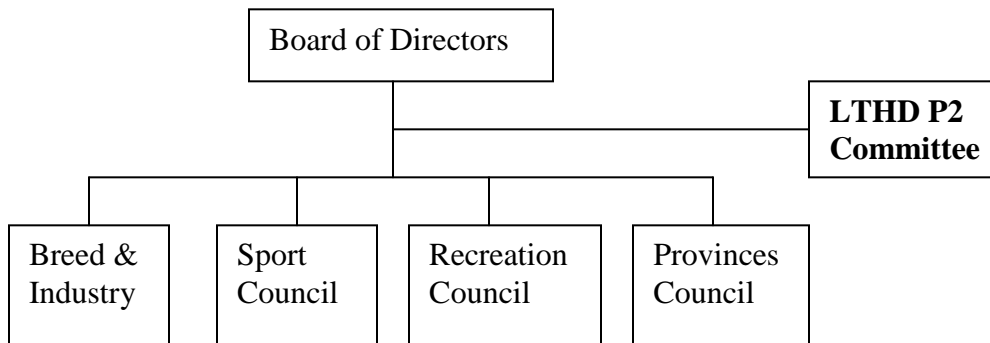
**REPORTING**

The LTHD Committee will report quarterly to the Board of Directors through its Chair on the status of the LTHD project.

The Committee will circulate its reports to Sport, Recreation, Provinces and Breeds & Industry councils 3 weeks in advance of each quarterly presentation to the Board of Directors.

The Committee will provide a report and presentation annually to Joint Council at the Equine Canada convention.

Graphic Representation of the Governance Structure



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**POLICY TYPE: BOARD GOVERNANCE**

**POLICY TITLE: TERMS OF REFERENCE --  
LONG-TERM EQUESTRIAN DEVELOPMENT COMPETITION REVIEW  
WORKING GROUP (AD HOC)**

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## **MANDATE**

The LTED Competition Review Working Group (the Working Group) is an ad hoc committee of the Board of Directors (BOD). Its purpose on behalf of the BOD is to perform a competition review of the equestrian sport system in accordance with the directions of Sport Canada and Canadian Sport 4 Life.

The essential element of a successful implementation of LTED is that all competitive and non-competitive sport decisions of Equine Canada are athlete centered, coach driven and administration supported. In equestrian, the LTED model, developed by the LTAD Steering Committee, encompasses every discipline, with the rider, driver or vaulter as the central focus. The model provides a solid foundation for persons at all ages and levels, encouraging long-term participation, enjoyment and achievement. LTED will guide Equine Canada and administrators at all levels in planning and delivering programs to advance the sport in Canada.

## **SPECIFIC RESPONSIBILITIES**

Following and using the LTED model that was developed in Phase 1, to complete the competition review, the Working Group, is required to complete these tasks: .

- Evaluate the current system of equestrian competitions in Canada to identify gaps and inconsistencies with the LTED model..
- Conduct analysis of best practices and other models domestically and internationally,
- Develop and recommend initiatives and policy to create the best possible system for equestrian sports in Canada.
- Develop a communications and strategic implementation plan

## **TIMELINES**

The target for completion of the competition review is 2014.

## **AUTHORITY**

The Working Group is accountable to the Board of Directors.

The Working Group will consult with other committees and councils of Equine Canada on matters which in the opinion of the Working Group may affect the outcome of the competition review.

## **COMPOSITION**

The Working Group is composed of the following persons:

- 1 Volunteer Project Leader (Chair)
- 7 (maximum) other volunteer committee members
- Chief Operating Officer
- Manager of Coaching



The Volunteer Project Leader is recommended by the Joint Steering Committee and appointed by the Board of Directors.

The volunteer committee members are recommended by the Equine Canada Competitions Committee and Provinces Council in consultation with the Joint Steering Committee and appointed by the Board of Directors of Equine Canada.

### **Subcommittees**

The Working Group will strike subcommittees for the purposes of its mandate. Subcommittees are accountable to the Working Group.

Subcommittee chairs are selected and approved by the Working Group and are reviewed on an as-needed basis.

Subcommittee members are selected and approved by the Working Group with the assistance of the Chair of the subcommittee and are reviewed on an as-needed basis.

### **Terms**

The terms for members of the Working Group expire with the completion of the competition review. The terms for members of the subcommittees expire with the completion of their assigned objective(s).

### **MEETINGS**

The Working Group will meet as required and at a minimum, 4 times per year. Meetings may be held in person or by conference call. Subcommittees will meet as required.

Quorum shall be 51% of the Working Group's membership.

Decision-making will be by consensus. However, a majority vote may be called by the Chair when consensus cannot be reached. Equine Canada staff who are members of the Working Group do not vote.

### **RESOURCES**

Equine Canada shall provide the necessary administrative and personnel resources for the Working Group to carry out its mandate.

The Working Group will provide a budget for consideration to the Board of Directors on an annual basis. Equine Canada staff are responsible for ensuring effective management of the financial resources.

### **REPORTING**

The Working Group will report quarterly to the Board of Directors through its Chair on the status of the competition review.

The Working Group will provide a report and presentation annually at the Equine Canada convention.

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**POLICY TYPE: BOARD GOVERNANCE**

**POLICY TITLE: TERMS OF REFERENCE --  
JOINT STEERING COMMITTEE (AD HOC)**

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## **MANDATE**

The Joint Steering Committee will monitor the implementation of the agreements contained in the 2011 Accord and the Committee will verify that the agreements contained in the Accord are respected by all committees and provincial / territorial federations in principle and in spirit.

## **COMPOSITION**

Dominique Chagnon – representing the provinces AB, SK, PQ, NS, PE, NF.  
Allan Ehrlick – representing the provinces MB, ON, NS, BC, YT  
Geri Sweet – representing the provinces MB, ON, NS, BC, YT  
Al Patterson – representing Equine Canada Board  
Mike Gallagher – representing Equine Canada Board  
Dixie Crowson – representing the provinces of AB, SK, PQ, NS, PE, NF.

The membership personnel of the committee will not change except in the event of an individual resigning. In that case, the group being represented will have the ability to elect a new member.

### **Reporting Responsibilities**

- The Committee shall promote transparency and accountability on all matters within its duties and responsibilities
- Minutes of Committee meetings shall be circulated promptly to all members of the Committee and, once agreed, to all members of the Board
- The Committee Chair shall report formally to the Board on its proceedings by way of a progress report at each regular monthly meeting of the Board.

### **JSC decision making procedure:**

- The JSC shall make decisions through unanimous consent. This will apply to all phases of their mandate from electing a chair to all issues requiring a vote of support and or actions.

## **SPECIFIC RESPONSIBILITIES**

It is recognized that the final phase of the mediation process is the implementation of the Accord. This endeavour is sensitive and critical, requiring a delicate hand and a non-partisan approach in interpretations and the introductions of the needed and expected changes to operations and structures within Equine Canada.

In exercising efforts to achieve this implementation:

- The JSC will prepare and submit a transition strategy to Equine Canada's Board of Directors for review no later than one week prior to the Nov 10, 2011 meeting. This will include a re-edited final version of the Aug 1, 2011 Accord answering concerns raised during the public consultation period.
- The JSC needs to give completion dates for each specific Accord item [Nov 10, 2011 version] no later than the 2012 AGM, no completion date can exceed the 2014 AGM.
- The JSC will monitor the work and outcomes but the members of the JSC are not charged to do the actual work assigned to each of the individual committees.

- The JSC will act in an advisory role to help and to oversee each of the committees develop their processes and/or programs and the only role of the JSC will be to advise, consult and to ensure that the Accord is respected in principle and in spirit.
- The JSC will report any issues concerning compliance with the Accord to the EC Board of Directors for further action.

### **Timeline**

It is understood the mandate will decrease as the relevant work is completed, item by item. It is also understood the composition of the EC board will not be fully compliant in composition with the Accord prior to the 2015 AGM, however the relevant bylaws will have been passed prior to that date, which would mean completion of governance changes.

Extension of completion dates for specific Accord items can be extended by the ECB as or if required.

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**POLICY TYPE: DIVISION GOVERNANCE**

**POLICY TITLE: CONFLICT OF INTEREST GUIDELINES FOR COUNCILS AND COMMITTEES**

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These Guidelines apply to all EC Councils and Committees.

The objective of these guidelines is to enhance EC members' confidence in the integrity of EC, its Councils and Committees, and to minimize legal liability to the EC and to individual members of EC.

1. A person shall act in what he or she believes to be the best interest of the Federation and its members and perform official duties in such a manner that the confidence of the membership and public trust in the integrity, objectivity and impartiality of EC is conserved and enhanced.
2. A person shall arrange private affairs and behave in such a manner that will prevent real, potential or perceived conflicts of interest from arising.
3. A person is considered to be in conflict if that person or his or her family is directly involved in an issue under discussion, or is associated with it in a substantive way, or stands to benefit from a decision to be made by an entity within the EC. A person includes any person, corporation or entity associated with him or her (as defined under the Income Tax Act).
4. A person shall not knowingly take advantage of, or benefit from information obtained in the course of official duties and responsibilities with EC, which is not generally available to the membership or to the public.
5. A person shall not accept transfers of economic benefit other than customary hospitality, incidental gifts or other benefits of nominal value.
6. Any conflict shall be disclosed to the appropriate level at the earliest stage possible: Council Members to the President and other Council members; Committee members to the Chair; Chief Executive Officer (CEO) to the President; Chairs of Committees to the Board of Directors, President to the Board; Staff to the Chief Operating Officer, Chief Operating Officer to the CEO. Where appropriate or when requested by any member, conflicts will be recorded in writing. Remedies to resolve the conflict of interest will be discussed with the Chair, President, CEO, COO, Committee, Council and/or Board, as the case may be.
7. In the event of disagreement about the existence of a conflict or the remedy to resolve the conflict, either party may request a secret vote by the Board, Council or Committee in question, with a majority vote to rule on whether there is a conflict and the remedy for its resolution.
8. In every case, resolution will require the person in conflict to withdraw entirely, withdraw from the room during discussion, or refrain from taking part in the discussion. The person in conflict must abstain from voting on the issue in question.
9. The underlying principle to resolution is that conflict between private and Federation interests shall be resolved in the favour of the Federation.
10. In the case of conflict of interest involving staff, the parties will consult the EC Personnel Policy Manual - Policy on Sport Involvement for Professional Staff Members of the EC.

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**POLICY TYPE:**            **DIVISION GOVERNANCE**

**POLICY TITLE:**        **TERMS OF OFFICE FOR COMMITTEE MEMBERS  
(ALL COMMITTEES)**

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Unless otherwise specified in an approved term of reference, committee members are appointed for two-year terms, and will have the opportunity to stand for three terms for a maximum of six years. A member may be re-appointed beyond six years but only after a break of one year. The individual or entity that appointed the member may replace members of committees who do not contribute and are not effective.

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**POLICY TYPE:** DIVISION GOVERNANCE

**POLICY TITLE:** TERMS OF REFERENCE – DIVISION COUNCIL AND COMMITTEE CHAIRS

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**RESPONSIBILITIES OF THE CHAIR**

The Chair's primary responsibilities rest with ensuring the integrity of the committee's process, ensuring the accomplishment of the stated job outputs, and acting as the spokesperson of the committee.

The chair will:

- Have demonstrated expertise in committee management and an appreciation of Division responsibilities;
- Ensure the committee behaves in a manner consistent with its own terms of reference, rules and operating procedures;
- Ensure the activities of the committee are carried out in accordance with the committee's mandate;
- Ensure the committee abides by EC rules, policies and budgets;
- The Chair is empowered to conduct the committee meetings with all the commonly accepted powers of the position. The Chair is not required to operate using parliamentary procedures, but the objectives and principles of parliamentary procedures will be applied. These include expediting business, maintaining order, ensuring justice and equity, rule of the majority and dealing with one item at a time;
- The Chair acts as the facilitator of the meetings, encouraging discussion, monitoring participation, focusing discussion on the issue, seeking a consensus and moving the committee toward a decision;
- The Chair carries one vote as a member of a committee and does not cast the deciding vote in the event of a tie, as a tie vote would defeat the motion;
- The Chair also maintains ongoing communication and liaison with the committee members ensuring their active involvement and ensuring they are informed of all critical issues including applicable EC policies;
- The Chair acts as the spokesperson and represents the committee to the EC Board of Directors and Chief Executive Officer (CEO). In this capacity the Chair reports on the activities of the committee through written and verbal reports, detailing the accomplishments of the committee, its future plans and verifying that activities have been within consistent with EC rules, policies and budgets;
- Committee chairs will work in partnership with the EC Chief Operating Officer to decide the appropriate allocation of EC staff in support of the committee's work and to perform annual evaluations of staff. The chair and the CEO will also manage any outsourcing services.

The Chair's secondary responsibilities, working in conjunction with assigned staff and other committee members include:

- planning the annual committee meeting schedule;
- preparing committee meeting notices and agendas;
- ensuring the accurate recording of proceedings, decisions, and accomplishments;
- ensuring the timely distribution of minutes and committee reports;
- preparing and monitoring budgets and expenditures with the assistance of EC Treasurer, CEO and Chief Financial Officer;
- delegating tasks to committee members as appropriate;
- developing a consolidated work plan for the committee;
- keeping informed of all EC policies; and
- ensuring committee members are informed of all critical issues



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**POLICY TYPE:            DIVISION GOVERNANCE**

**POLICY TITLE:            STAFF LIAISON TO COMMITTEES (ALL COMMITTEES)**

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Staff is assigned to specific committees by the Chief Executive Officer to provide management information and administrative services. The Chief Executive Officer is responsible for working with each Committee Chair to establish clear job descriptions which outline the detailed job responsibilities, authority and accountability and for conducting annual evaluations.

The CEO is the board's link to the operational achievement of its policies so all staff authority and accountability to the board must flow through the CEO. Accordingly, directors, committees and individual volunteers should not attempt to directly instruct persons who report directly or indirectly to the CEO.

If directors, committees or individual volunteers wish to request the use of staff resources that go beyond established practices, job descriptions, or a specific board mandate, such requests shall be put forward to the CEO to be decided at his or her discretion.

Staff may also refer direct requests for the use of staff resources that go beyond established practices, job descriptions, or a specific board mandate to the CEO to be decided at his or her discretion.

Staff job descriptions are to be kept on file at the national office and updated annually by the Chief Executive Officer.

**STAFF FUNCTION AS IT RELATES TO COMMITTEES**

The EC staff liaison serves as an informed resource person to the chair and members of the committee. They assist the chair in facilitating committee discussions and activities that address the committee's mandate. They work with the Chair to ensure that all committee work is consistent with the EC's mission, mandate and policies.

**STAFF RESPONSIBILITIES TO COMMITTEES**

- Provides thorough orientation for each new committee Chair, and assists the Chair in providing orientation for new and continuing committee members each year.
- Works with the Chair to develop a plan of work that will allow the committee to effectively and efficiently discharge its responsibilities for the year.
- Works with the Chair to develop agendas and conduct effective meetings of the committee.
- Provides administrative support for planning and execution of all committee meetings, clinics, programs, functions, etc.
- Drafts reports of committee meetings for review and approval by the Chair.
- Works with the committee Chair, other committee members, and other EC staff to ensure that the work of the committee is carried forth between committee meetings.
- Facilitates communications of committee activities, including request for action and/or proposed policies, to the Chief Executive Officer and/or Chief Operating Officer.
- Reports to the committee on decisions of the board of directors or other committees which impact the committee's activities.
- Where appropriate, assists the committee in proposing products and services that will further the mission, goals and objectives of the Federation.

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**POLICY TYPE:            DIVISION GOVERNANCE**

**POLICY TITLE:         TERMS OF REFERENCE --  
                                 PROVINCES DIVISION**

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**MANDATE**

The Provinces Division shall provide a forum for the provincial and territorial equestrian federations that are members of the Equine Canada to meet and discuss issues of common interest.

The Provinces Division will ensure good communication exists among the provincial federations, the Board of Directors, and all the Divisions.

The Provinces Division is comprised of provincial and territorial federations and councils that provide programs to the sport, industry and recreation of horses within their jurisdictions.

**STRUCTURE & COMPOSITION**

- The Provinces Division shall consist only of a Provinces Council, with representation from each P/TA Member.
- Each province will be represented by its elected President or designate and its provincial Executive Director (or equivalent professional staff person).
- Each EC Division may have one representative on the Provinces Council.
- Each province and each division will have one vote on any given question.
- The Chair of the Provinces Council will be elected by the Council members on an annual basis, such election normally to be held at the EC annual convention. Maximum term, three (3) consecutive years.

**MEETINGS**

- The meetings of this Council will be closed. Attendance by others will be at the invitation of the Council after the approval of its members.
- The President and the Chief Executive Officer of the Equine Canada will be invited to make short presentations at each meeting of the Provinces Council.
- Meetings of the Council will be held at least once per year, and at least one of the meetings shall be held in conjunction with the Annual General meeting of the Equine Canada.
- The Administrators Council, consisting of professional staff or their designate of each PSO, shall meet at least once per year during EC convention.

**SPECIFIC RESPONSIBILITIES**

- Facilitate the delivery of services from Equine Canada to the member provinces and territories.
- Represent the members of the provinces with the national body in an effective manner for the delivery of services and programs.
- Inform the Equine Canada Board of matters it deems of importance for the improvement of the equestrian community in Canada.
- Provide accurate, timely and professional guidance to the Board of Directors of the Equine Canada regarding matters of mutual interest.
- Share information between provinces regarding their programs and technologies.
- By December 31st of each year, elect two Directors to the EC Board of Directors, neither of who will be a professional staff person.
- By December 31st of each year, appoint representatives to committees which require provincial representation in accordance with operational and governance policies

- By December 31st of each year, appoint representatives to the Sport Council, the Recreation Council, and the Breeds and Industry Council.
- Prepare an annual budget for submission to the EC Board of Directors that will, at a minimum, cover the Division's budgeted share of governance cost, and will provide for the financial sustainability of the Division"
- Facilitate lateral communications between Provinces Division and other Divisions.

## **DIVISION FINANCIAL STRUCTURE**

**The Division's total annual governance cost is divided as follows:**

The Western provinces are to contribute a total of 45% of the total governance cost with BC paying 60% of that and Alberta paying 40%.

The Prairie provinces are to contribute 10% of total governance cost, with Saskatchewan and Manitoba each sharing 50% of that amount.

The Central provinces are to contribute 38% of the total governance cost, with Ontario and Quebec each sharing 50% of that amount.

The Atlantic region is to contribute 7% of the total governance cost, with NS paying 30%, NB paying 30%, NF paying 22% and PEI paying 18% of the shared cost.

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**POLICY TYPE:            DIVISION GOVERNANCE**

**POLICY TITLE:         TERMS OF REFERENCE --  
INDUSTRY DIVISION**

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**MANDATE**

The Industry Division, through the Industry Council, will have the responsibility to manage and coordinate all Equine Canada programs, services and activities relating to the business of horses and to the breeding of horses, within the policy framework established by the Board of Directors.

**STRUCTURE AND COMPOSITION**

The Industry Division will include, but not be limited to, representatives from the following industry sectors:

- Breed associations and Breed registries
- Breed specific competition groups (including racing sector associations)
- Breeder marketing groups
- NAERIC / PMU groups
- Veterinarian associations
- Farrier and service associations
- Agricultural societies, humane societies, research groups
- Corporations
- Educational Institutions

Government agencies may be invited to take part in meetings of the Division, but will not carry a vote.

**GENERAL ASSEMBLY**

The annual general assembly is open to all those interested in participating in the mandated areas of the Division.

Voting delegates are apportioned according to the following formula:

- |                                                               |             |
|---------------------------------------------------------------|-------------|
| • National Associations with 100 individual members (or less) | 1 Delegate  |
| • National Associations with between 101 and 500 members      | 2 Delegates |
| • National Associations with between 501 and 1,500 members    | 3 Delegates |
| • National Associations with between 1,501 and 2,500 members  | 4 Delegates |
| • National Associations with 2,501 members or more            | 5 Delegates |
| • Each provincial federation                                  | 1 Delegate  |

The accepted number of members for the purposes of calculating eligibility for delegates, would be considered to be the number of paid members to the respective member Association at the end of the previous fiscal year (including lifetime and honorary members where applicable).

Only Delegates at the assembly in person shall vote. No proxy voting is allowed.

Each member Association would be responsible for the costs of sending their delegates to the Delegate Assembly.

The Delegate Assembly convenes every year.

### **INDUSTRY COUNCIL**

Representatives to the Delegate Assembly would directly elect nine-member Division Council. Included in those elected to the Council, must be at least three representatives from a "breed/breeder" organization, and up to three representatives from each of industry and provinces.

All nominees for election to the Council must be designated voting delegates and must be nominated by designated voting delegates in attendance at the Assembly.

The voting ballots for Council members will list nominees in alphabetical order by surname and will include the name of the association the nominee represents at the Delegate Assembly. Voting will be done by secret ballot.

More than one delegate per association may be nominated for election, however only one delegate per association can be elected. In the case of two nominees from the same organization the nominee with the most votes would be elected.

The elected Division Council would elect a Council Chair from among its own members.

The Council will meet at least once per year, and at least one of the meetings of the Council will be held in conjunction with the Annual General Meeting of the EC.

### **TERM OF OFFICE**

The normal term of office for the Industry Division Council is three years. If vacancies occur the Council may fill the position until the next election at which time a person will be elected to complete the term.

Under normal conditions three Councillors are elected each year. Elections to replace appointed councillors will be held in concert with normal elections.

If a councillor misses three consecutive meetings the councillor may be replaced at the discretion of the Council.

### **SPECIFIC RESPONSIBILITIES**

The Council of the Industry Division will have the following responsibilities:

- Develop a national identification system for horses;
- Promote, market and develop export markets for Canadian-bred horses;
- Liaison with Agriculture and Agri-Food Canada;
- Represent the horse industry to the Federal Government;
- Facilitate herd health and horse improvement research;
- Promote skills development, standards and certification for horse industry employees;
- Recommend standards for animal welfare; and
- Establish committees to assist the Division in carrying out its work.
- Take a leadership role in the development of herd improvement programs for the Canadian herd
- Take a proactive role within the industry in the development of national standards for breed registries, identification and breeder incentive programs.
- Prepare an annual budget for submission to the EC Board of Directors that will, at a minimum, cover the Division's budgeted share of governance cost, and will provide for the financial sustainability of the Division
- Appoint two members to serve on the EC Board of Directors (One must be a representative from a "breed/breeder" organization)
- Appoint a representative to the Provinces Council
- Appoint a representative to the EC Nominations Committee
- Appoint a member to the EC Finance Committee
- Appoint a member to the EC Ethics and Risk Management Committee
- Appoint a member to the EC Equine Health and Welfare Committee
- Appoint two members to EC Equine ID Committee
- Appoint a member to the EC IT committee
- Appoint a member to the EC communications committee

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**POLICY TYPE:**            **DIVISION GOVERNANCE**

**POLICY TITLE:**        **TERMS OF REFERENCE --  
RECREATION DIVISION**

---

#### **MANDATE**

The Recreation Division, through the Recreation Council, shall have the responsibility to supervise and co-ordinate all EC programs, services and activities relating to the enjoyment of horses.

#### **COMPOSITION**

The Recreation Division is composed of provincial equestrian federations and national recreation organizations.

#### **RECREATION COUNCIL**

The Recreation Council will be made up of a maximum of two representatives from each provincial equestrian federation and a maximum of two representatives from national recreation organizations admitted to membership in EC by the Board of Directors. Each organization represented at the Council will be entitled to one vote on Council business.

The Council will meet at least once per year. At least one of these meetings shall be in conjunction with the Annual General Meeting of the EC. Electronic meetings will be encouraged throughout the year.

#### **SPECIFIC RESPONSIBILITIES**

- Recommend national standards for public riding stables;
- Provide education programs for the public;
- Provide "Learn To Ride" programs for the public;
- Recommend safety guidelines for riding stables and riding programs;
- Advocate for access to public lands and National Parks;
- Recommend standards and guidelines for trail expansion and preservation;
- Establish committees to assist the Division in carrying out its work;
- Elect two Directors from the Council to the EC Board of Directors;
- Develop a business plan, including programs;
- Prepare an annual budget for submission to the EC Board of Directors which will at a minimum cover the Division's budgeted share of governance cost, and will provide for the financial sustainability of the Division;
- Appoint three members to serve as an Executive Committee to the Recreation Council ;
- Appoint from among its members, two Directors to serve on the EC Board of Directors;
- Appoint a representative to the Provinces Council ;
- Appoint a representative to the EC Nominations Committee;
- Appoint a member to the EC Finance Committee;
- Appoint a member to the Ethics and Risk Management Committee;
- Appoint a member to the Equine Welfare Committee.
- Appoint a member to the EC IT committee
- Appoint a member to the EC communications committee

Responsibilities as above, with recommended action, will be forwarded to the appropriate provincial/territorial organizations to be implemented. Meetings and actions of a national nature (e.g. meetings with Parks Canada, etc.) shall be implemented by a member (or members) of the Executive Committee of the Council.

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**POLICY TYPE:            DIVISION GOVERNANCE**

**POLICY TITLE:            TERMS OF REFERENCE --  
SPORT DIVISION**

---

**MANDATE**

The Sport Division will administer all programs, services and activities of Equine Canada (EC) relating to sport. The Council, its committees and its sub-committees will be responsible for managing cross-discipline activities and establishing cross-discipline policies, while each recognized Sport Discipline and Breed Sport will be managed by self-governing EC committees and accountable to the Council.

All activities and policies of the Division, Council and its committees will adhere and be subject to the governance policies of EC developed by the EC Board of Directors.

**SPORT DIVISION: STRUCTURE AND COMPOSITION**

The Sport Division will consist of representatives from participating disciplines, defined as all recognized FEI disciplines and/or all equestrian Sport Disciplines ("Discipline Committees") and all Breed Sport groups ("Breed Sport Committees") competing within EC rule books.

The Sport division will recognize only one (1) national organization per Discipline or Breed Sport.

**CRITERIA FOR RECOGNITION AS AN EC DISCIPLINE OR BREED SPORT**

The criteria for admission of new disciplines or breed sport to participate in the Sport Division shall be as follows:

- That the Terms of Reference for the Discipline or Breed Sport shall be national in scope;
- That the Discipline or Breed Sport Group must have prepared competition rules that are ready for publication as part of EC rule books, and must adopt EC General Regulations, standards & policies for competition;
- That the Discipline or Breed Sport Group shall have a minimum 150 individuals who participate in EC sanctioned events;
- That the Discipline or Breed Sport Group shall have membership from at least 2 of 3 regions in the country (Western, Central, Atlantic);
- That the Discipline or Breed Sport Group shall have a system of developing and accrediting EC officials for competition;
- That the Discipline or Breed Sport Group shall participate in the EC National Coaching Certification Program.

If any of the above criteria is not in place at the time of application, the Discipline or Breed Sport Group shall provide a detailed strategic five-year plan to address any discrepancies. This plan must be accepted by the Sport Council and be monitored for progress. Current participating Disciplines or Breed Sport Group, should view the criteria for "new disciplines" as the benchmark for their own strategic plans for participation growth.

## **SPORT COUNCIL COMPOSITION**

The Sport Council oversees the affairs of the Sport Division.

### **Voting Members**

The Council shall be composed of the following voting members:

- 1 from each EC National Discipline Committee that qualifies\*
- 1 from each Olympic Discipline (in addition to above)
- One from Canadian Para-Equestrian Committee
- 1 combined from all non-Olympic FEI sanctioned disciplines (including Driving, Endurance, Reining, and Vaulting) and General Performance
- 1 from all Breed Sport Groups combined
- 2 from the Provinces Council
- The Chair of Sport Council Finance Committee
- The Chair of Sport Council Athletes Committee

\*Qualification as an EC National Discipline Committee requires a minimum of 1,500 participating current EC Sport Licence Holders. In the case of Eventing, members of Horse Trials Canada are counted as EC Sport Licence Holders.

### **Non-Voting Members**

The Council shall be composed of the following non-voting members:

- The Chair of Sport Council
- 1 from each of the non-Olympic FEI sanctioned Disciplines
- 1 from General Performance
- The Chair from each Sport Council Technical Committee
- The Chair from each Equine Canada Council
- Representative from Canadian Pony Club
- Sport Council's Representatives to the Equine Canada Board
- FEI Representative
- Team Leader

### **Chair**

The Sport Council shall elect a chair from within the Sport Division. The chair selected by Sport Council need not be from among the voting members of Sport Council. The Chair becomes a non-voting member of Sport Council.

In the event that the Chair selected was a voting member of Sport Council, the Committee from which the chair was selected will appoint another voting member to sit on Sport Council.



## **TERMS OF OFFICE**

Sport Council recognizes 4 distinct & separate levels of committee membership within the Sport Division:

1. Sport Council Voting Member;
2. Sport Council Non-Voting Member;
3. Sport Council Committee Member;
4. Sport Council Representative to Committee / Council / Board outside of Sport Council

All Sport Council Committee members and Sport Council Committee members shall serve terms of two (2) years.

**Term Limits:** No Sport Council member, or Sport Council Committee Member, shall serve more than three (3) consecutive terms, for a maximum of six (6) consecutive years, in the same membership level, as defined above, within the same elected or appointed role. This includes Sport Council Committee Chairs.

Should a vacancy be created on the Sport Council for any reason, the Sport Council Chair will contact the Chair of the Discipline/Council for which the vacancy exists, requesting that the committee elect a replacement Council representative to serve the remainder of the required term of office.

## **MEETINGS**

The Council will meet at least once per year, and at least one (1) of the meetings of Council will be held in conjunction with the Annual General Meeting of EC. A meeting is defined as a face-to-face meeting, a conference call or a vote requested by email.

**Quorums:** Quorum for Sport Council and for its committees shall be 51% of the active voting members. An inactive member is one who has never attended a meeting or misses three (3) consecutive meetings  
A voting member who cannot be present for a meeting may send a delegate in his or her place and that delegate carries the vote for that member at that meeting. A voting member who appoints a delegate to attend a meeting will not be considered to have missed that meeting.

**Notice:** Notice of meetings for Sport Council and all of its committees shall be a minimum of 10 days unless approved by all active voting members.

**Costs:** Sport Council will support the cost of individuals who are asked to attend Sport Council meetings who are not otherwise representing a discipline or council.

## **SPECIFIC RESPONSIBILITIES**

- To prepare an annual budget for submission to the EC Board of Directors which will, at a minimum, cover the Division Council's budgeted share of governance cost, and will provide for the financial sustainability of the Division Council's activities;
- To create an annual strategic plan;
- Administering national anti-doping policies for athletes and horses;
- Enforcing Codes of Conduct for competitors, coaches and officials;
- Ensure that appropriate safety standards are in place;
- Liaise with international federations, COC, CAC, and Sport Canada;
- Maintain National Standards for Competitions;
- Approve Discipline Committee's Terms of Reference;
- Approve Technical Committee's Terms of Reference;
- Oversee Training and Certification of EC Coaches and Officials;

- Appoint two (2) representatives to the EC Board of Directors. The representatives selected by the Sport Council need not be from among the voting members of Sport Council however in such a case, this representative would become a non-voting member of the Sport Council.
- Appoint a representative to each EC Council (Industry, Provinces, Recreation);
- Appoint a member to the following EC Committees:
  - Nominations
  - Communications
  - Finance
  - Ethics & Risk Management
  - Equine Welfare

#### **COMMITTEES OF THE SPORT DIVISION**

The Sport Division will include the following Committees:

- Athletes
- Coaching
- Competitions
- Equine Medications
- Finance
- High Performance
- Human Medications
- National Rules
- Officials
- Stewards

All Discipline and Breed Sport committees and councils are invited to participate in the committees with which they have stakeholder involvement.

**Committee Chairs:** The members of the committees shall choose from among themselves a Chair. The Discipline, Breed Sport or provincial group from which the chair was elected may appoint another representative to the committee. In this case, the Chair would not have a vote on the committee.

**Sub-Committees:** The Sport Division Committee may create sub-committees if required. The Committee Chair, subject to the approval of the Sport Council, shall recommend terms of Reference for Sport Division sub-committees.

**Reporting:** The Sport Division Committees will report to the Sport Council in person at the annual convention and via written report at other meetings of the Sport Council.

#### **SPORT COUNCIL SUB-COMMITTEES, AD-HOC COMMITTEES, TASK FORCES, WORK GROUPS**

- The Sport Council shall create committees, ad-hoc committees, task forces and/or work groups as required to provide specialized expertise.

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**POLICY TYPE:           SPORT DIVISION COMMITTEES**

**POLICY TITLE:         TERMS OF REFERENCE --  
HIGH PERFORMANCE COMMITTEE**

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#### **MANDATE**

The High Performance Committee is responsible for the supervision and management of the Canadian Equestrian Team (CET) when teams are competing at Multi-disciplines games such as the World Equestrian Games (WEG), Pan-Am Games (PAGS) and the Olympic and Paralympic Games.

#### **COMPOSITION**

The Committee will consist of one representative from each of the FEI Disciplines Committees and the Canadian Para-Equestrian Committee. Each discipline committee will be responsible for electing one representative to the Committee.

The following discipline committees will be represented on the High Performance Committee:

- Jump Canada
- Dressage Canada
- Canadian Eventing Committee
- Canadian Reining Committee
- Vaulting Canada
- Endurance Canada
- Drive Canada
- Canadian Para-Equestrian Committee
- Canadian Pony Club

Other disciplines may be added as determined by the Sport Council or the EC Board of Directors.

Two sub-committees will operate under the High Performance Committee. They are:

- Olympics/Paralympics Committee
- FEI Committee

#### **SPECIFIC RESPONSIBILITIES**

- To elect the chair of the committee
- Develop Policies regarding participation of Canadian Teams at International events
- Designation of representatives to the FEI and COC
- Developing and implementing policies relevant to the operations of the Canadian Equestrian Team when competing at multi-discipline championships
- Establishing effective processes to cover media relations, product sales, publicity and promotion, fundraising, marketing, sponsorship and public relations for the CET.
- Coordinating the joint fundraising, public relations and marketing of the teams for Multi-discipline international championships.
- Overseeing the resolution of disputes relating to team selection and issues arising from the Athlete Agreement.
- Developing and monitoring policies for Elite Athlete Agreement, Horse Maintenance Program, Horse Donation Program, Rider/Driver Development Fund.



The High Performance Committee may establish sub-committees from time to time to deal with planning, fund raising or the logistics up upcoming games. Composition of those committees will consist of representatives of the disciplines participating in the upcoming games plus other resource people as required.

The Olympics/Paralympics Committee will be responsible for the following:

- Designating the representative to the Canadian Olympic Committee.
  - Coordination and administration of the Canadian Equestrian Team (CET) at Olympic, Paralympic, Pan American and Para-Pan American Games
  - Co-ordination of Canada's participation at North American Junior and Young Rider Championships.
- The FEI Committee will be responsible for the following:
- Designating the Committee Representative to the FEI
  - Coordination and administration of the Canadian Equestrian Team (CET) at the World Equestrian Games and other FEI World Championships

The High Performance Committee will act as an advisory committee, as requested, for disciplines sending international teams to single discipline competition.

Disciplines without voting representation on the committee would be permitted to send one observer to the committee session.

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**POLICY TYPE:           SPORT DIVISION COMMITTEE**

**POLICY TITLE:           TERMS OF REFERENCE --  
                                  COMPETITIONS COMMITTEE**

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**MANDATE**

The Competitions Committee is responsible for overseeing the management, organization and granting of sanctions for EC competitions.

**COMPOSITION**

The committee may include a voting representative from each EC discipline committee or breed sport committee participating in EC sanctioned competitions. Disciplines without EC sanctioned competitions may attend the meeting as non-voting members.

The Provinces Council has one representative to the Competitions Committee. The Provinces Council may send additional *ex officio* members, at their cost, to the committee meetings for input on competition administration.

**SPECIFIC RESPONSIBILITIES**

- To elect a Committee chair;
- Review and maintain the Competitions Agreement between the EC, PSO, Discipline and Breed Committees and Organizing Committees;
- Determine process and standards for Sanctioning of Competitions (the EC reserves the right to refuse a EC sanction to a competition if a discipline and/or breed sport committee objects to its sanction for reasons of safety or other reasons deemed valid by the EC Competitions Committee);
- Ensuring that Competitions policies and procedures are followed correctly by the organizing committees;
- Ensuring the Competition Agreement is updated regularly and that appropriate penalties are handed out for breaches of the agreement;
- Maintaining national standards, rules and procedures for all sanctioned competitions;
- Ensuring Competitions send all show results to the EC;
- Overseeing the resolution of disputes relating to competitions;
- Enforcing standards for equine welfare at sanctioned competitions.

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**POLICY TYPE:           SPORT DIVISION COMMITTEE**

**POLICY TITLE:         TERMS OF REFERENCE --  
                              NATIONAL RULES COMMITTEE**

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#### **MANDATE**

The Rules Committee is responsible for the general rules of the EC. The Sport Council accepts as presented those rules that have been approved by the National Rules Committee, provided they are consistent with the policies of the EC.

#### **COMPOSITION**

The National Rules Committee shall include one representative from each discipline and breed sport committee with EC sanctioned rules and competition, one Provincial representative appointed by the Provinces Council, and one Steward/Technical Delegate selected by the Officials Committee.

Participation by a discipline or breed sport group as a voting member of this committee will be confirmed by their agreement to hold sanctioned competitions in Canada in compliance with the General Regulations of the EC, and with discipline or breed sport rules sanctioned by the EC.

Equestrian disciplines who do not currently have EC Rules will be invited to attend committee meetings as observers.

The Chair is elected by those in attendance at the annual committee meeting.

#### **SPECIFIC RESPONSIBILITIES**

- To elect a Committee chair
- To examine all other rules to ensure that they are not in conflict with the general rules or contrary to the aims of the EC
- To determine the amendment process, and reviewing all rules for safety, animal welfare, risk management, legal issues, monetary impact, fair play, and potential conflict with other rules and rule committees
- To recommend policies regarding process for rule changes and schedule

#### **RELATIONSHIP WITH DISCIPLINE COMMITTEES AND BREEDS SPORT COMMITTEES**

The EC Discipline Committees and the EC Breed Sport Committees will be responsible for:

- Development and approval of all rules that govern their respective competitions in accordance with the schedule for the amendment of rules, as set out from time to time by the National Rules Committee and subject to the responsibility and authority of the National Rules Committee.
- Presenting to the National Rules Committee all amendments to their rules, including those rules in the EC General Regulations which are of direct concern to their particular breed or discipline, in a timely and organized manner.
- Reviewing and incorporating FEI rule changes into breed and discipline activities, where applicable.
- Suggested Rule changes will be submitted to the National Rules Committee according to the schedule outlined in the EC Policy Manual.
- Rules changes or amendments become official for a discipline or breed committee when published by the EC (published is defined as when mounted on the EC Website or printed as rule books or published in the Official EC newsletter).

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**POLICY TYPE:** SPORT DIVISION COMMITTEE

**POLICY TITLE:** TERMS OF REFERENCE --  
OFFICIALS COMMITTEE

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**MANDATE**

The Officials Committee is responsible for cross-discipline issues involving Officials and for the overall development and certification of Officials.

**COMPOSITION**

The committee shall include a representative from each discipline committee and breed sport committee which has an EC accredited and approved officials program, and one senior steward elected by the National Stewards Committee.

**SPECIFIC RESPONSIBILITIES**

- To elect a Committee Chair;
- To enforce a Code of conduct, standard of practice & conflict of interest guidelines for EC officials; and
- Overseeing the resolution of disputes relating to officials and steward.

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**POLICY TYPE:           SPORT DIVISION COMMITTEE**

**POLICY TITLE:         TERMS OF REFERENCE --  
                              NATIONAL STEWARDS COMMITTEE**

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**MANDATE**

The Stewards Committee is responsible for cross-discipline issues involving Stewards and for the overall development and certification of Stewards.

**COMPOSITION**

- One senior steward from each geographical region of Canada.

**SPECIFIC RESPONSIBILITIES**

- To appoint a representative to the Rules Committee;
- To develop and implement Stewards programs, including;
- Establishing the criteria for becoming a steward and maintaining steward status;
- Setting and evaluating the steward's exam;
- Educating stewards through a seminar program;
- Evaluating stewards' application for upgrading;
- Granting guest steward cards;
- Reviewing steward reports and dealing with problem areas;
- Submitting rule recommendations to the EC National Rules Committee;
- Reviewing steward violations.



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**POLICY TYPE:           SPORT DIVISION COMMITTEE**

**POLICY TITLE:         TERMS OF REFERENCE --  
                              COACHING COMMITTEE**

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#### **MANDATE**

The Coaching Committee is responsible for the Development and Coordination of an Integrated National Coaching Certification Program. The Committees will develop a standard of certification, which will form the basis for Equine Canada Certification Policy and Procedure. The philosophy will be in line with the aims and objectives of both the Equine Canada and the C.A.C.

- To elect a Committee Chair

#### **COMPOSITION**

The committee shall include a representative from each discipline committee and breed sport committee with an EC Coaching Certification Program, the Chairs of English and Western Coaching and one Provinces Council representative.

#### **SPECIFIC RESPONSIBILITIES**

- Create and maintain a professional and integrated Coaching Education Program for all equestrian sport.
- Prepare guidelines and procedures for the development of Educational Courses, Manuals and Course Conductor Guides.
- Monitor the delivery and acceptance of the Coaching Certification Program and make recommendations for it's continued development.
- Where applicable, communicate and cooperate with the established Provincial Offices and Coaching Committees.
- Develop an ongoing education program for certified coaches and those coaches wishing to upgrade their certification level.
- Overseeing the resolution of disputes relating to coaching certification

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**POLICY TYPE:           SPORT DIVISION SUB-COMMITTEE**

**POLICY TITLE:         TERMS OF REFERENCE --**  
**English Coaching Sub-Committee**

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#### **MANDATE**

The English Coaching Committee is responsible for the standards, development, and maintenance of the Level 1 and 2 English Coaching Program. The Committees will develop a standard of certification, which will form the basis for Equine Canada Certification Policy and Procedure. The philosophy will be in line with the aims and objectives of both the Equine Canada and the C.A.C.

#### **COMPOSITION AND STRUCTURE**

The English Coaching Committee Chair is elected annually at the national convention, from:

- Provincial Master Course Conductors
- \*Senior Course Conductors

\*A Senior Course Conductor is defined as an individual with a minimum of 5 years experience as a course conductor and has served as the Chief Examiner on a least 5 exams or evaluations

The English Coaching Committee is comprised of the Provincial Coaching Coordinators and Provincial Master Course Conductors for Levels 1 and 2.

This committee has provincial sub committees, as each province has its' own Coaching Committee for these levels who are responsible for the administration and funding of these programs within their province. Members of the provincial sub committees are elected from the provincial coaching committee and ratified by the provincial Board of Directors. Two members are selected, one as a Technical representative (Senior or Master Course Conductor) and the other for Administrative (Provincial Coordinator).

#### **SPECIFIC RESPONSIBILITIES**

- Work with the Sport Division Coaching Committee to create and maintain an integrated Coaching Program.
- Prepare guidelines and procedures for the development of manuals and Course Conductor guides.
- Provide guidance for program criteria, evaluation, awards and course conductor selection criteria.
- Monitor the delivery and acceptance of the Coaching Certification Program and make recommendations for it's continued development and improvement.
- Where applicable, communicate and cooperate with the established Provincial Offices and Coaching Committees.
- Design, develop or secure suitable teaching aids such as audio visual aids.
- Develop an ongoing education program for certified coaches and those coaches wishing to upgrade their certification level.

#### **VOTING PROCEDURES**

The English Coaching Committee voting procedures are as follows:

- Course Conductors vote on technical matters.
- Provincial Coaching Coordinators vote on administrative matters.
- All committee members vote on matters of general concern.

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**POLICY TYPE:               SPORT DIVISION SUB-COMMITTEE**

**POLICY TITLE:             TERMS OF REFERENCE --**  
**Western Coaching Sub-Committee**

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#### **MANDATE**

The Western Coaching Committee is responsible for the standards, development, and maintenance of the Level 1 and 2 Western Coaching Program. The Committees will develop a standard of certification, which will form the basis for Equine Canada Certification Policy and Procedure. The philosophy will be in line with the aims and objectives of both the Equine Canada and the C.A.C.

#### **COMPOSITION**

The Sport Division Coaching Committee appoints the Chair of the Committee. The National Western Coaching Committee is comprised of all the Provincial Coaching Coordinators (Administrative) and Provincial Master Course Conductors (Technical) for Levels 1 and 2. This committee has provincial sub-committees. Each province has its own Coaching Committee for levels 1 and 2 responsible for the administration and funding of these programs within their province. Members of the coaching committee are elected from the provincial coaching committee and ratified by the provincial Board of Directors. Two members are selected, one as a Technical representative (Master Course Conductor) and the other for Administrative (Provincial Coordinator).

#### **SPECIFIC RESPONSIBILITIES**

- Work with the Sport Division Coaching Committee to create and maintain an integrated Western Coaching Program.
- Provide guidance for program criteria, evaluation, awards and course conductor selection criteria.
- Monitor the delivery and acceptance of the Western Coaching Certification Program and make recommendations for its continued development and improvement.
- Where applicable, communicate and co-operate with the established Provincial Offices and Coaching Committees.
- Develop an ongoing education program for certified coaches and those coaches wishing to upgrade their certification level.

#### **VOTING PROCEDURES**

The Western National Coaching Committee voting procedures are as follows:

- (a) Master Course Conductors may vote on technical matters.
- (b) Provincial Coaching Coordinators may vote on administrative matters.
- (c) All committee members vote on matters of general concern.

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**POLICY TYPE:           SPORT DIVISION COMMITTEE**

**POLICY TITLE:         TERMS OF REFERENCE --  
SPORT FINANCE COMMITTEE**

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**MANDATE**

The finance committee is responsible for ensuring that the Sport Council and each discipline operate in a fiscally responsible manner, in accordance with approved policy established by the Board of the Federation.

**COMPOSITION**

The Sport Council Finance Committee consists of the Finance Chair (or designated representation) of each of the Discipline Committees and Breed Sport Committee and one Provinces council representative. The committee elects a chair from within its members. The Chair sits on the Sports Council and is a member of the finance committee of the Federation.

**SPECIFIC RESPONSIBILITIES**

- Organizes an annual call for budget and prepares budget instruction in concert with the Chief Financial Officer to ensure consistency in detail and consolidation.
- Reviews budget submissions for reasonableness and provides advice as required to obviate deficit budgets.
- Receives financial reports on a regular basis from each discipline comparing actual revenue and expenditures with those budgeted, and in concert with the Chief Financial Officer and/or the EC Treasurer, recommends corrective actions for adverse variations from budgeted amounts.
- Reports to the EC finance committee, regularly providing details of actual results versus budget and outlooks for the balance of the year. Outlines plan to obviate adverse financial trends and results.
- Evaluates all proposed activities, projects or capital additions which are not budgeted and have a financial impact on the Sport Council budget of \$5,000 or more, and recommends to the Sport Council whether funds can be found to proceed therewith if approval is sanctioned, and then advises the Chief Financial Officer and the EC Treasurer of the impending budgetary changes.
- Provides advice on financial matters as requested by the sports council.
- Undertakes special projects as requested by the Sport Council.
- Develops, in concert with the Chief Financial Officer, the EC treasurer, and the High Performance Committee, the financial fund policies respecting the horse maintenance program, the horse donations program and the rider/driver development program.

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**POLICY TYPE: SPORT DIVISION COMMITTEE**

**POLICY TITLE: TERMS OF REFERENCE --  
ATHLETES COMMITTEE**

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#### **MANDATE**

The Athletes' Committee (the Committee) is constituted under the Sport Council of Equine Canada to provide a forum for athletes from each of the FEI disciplines to discuss issues relevant to athletes and sport. Specifically the Committee:

- Contributes to the development of policy and programs of Equine Canada;
- Considers and takes athlete related issues forward to the relevant body of Equine Canada; and
- Ensures that programs and policies of Equine Canada are athlete focused.

#### **COMPOSITION**

There shall be one Committee member for each of the disciplines represented on the current program of the FEI World Equestrian Games.

All Committee members must be or have been athletes who are or were long or short-listed for the Canadian national team of their respective discipline within three (3) years preceding appointment to the Committee.

Committee members must be chosen through election by their teammates. An alternate representative should also be selected at this time.

Members of the Committee shall preferably be elected for a two (2) year term.

Committee members shall make best efforts to communicate, at least once annually, about the activities of the Committee to their respective athletes' group.

The Committee may also include up to three members-at-large. These members will consist of individuals with specific interest and expertise in athlete issues. The members-at-large become members of the Committee through a majority vote of the Committee.

In the event that a Canadian athlete is a member of the Canadian Olympic Committee Athletes' Committee, that person shall be an ex-officio, member of the Committee.

#### **SPECIFIC RESPONSIBILITIES**

- To serve as a source of athletes' opinion and advice to the Sport Council and other committees within Equine Canada with regard to current or contemplated policies and programs.
- To actively represent the interests and concerns of FEI discipline athletes.
- To review issues of interest to athletes which are raised at the Committee or presented for consideration.
- To provide a forum in which athletes may share and develop information or ideas as they relate to FEI discipline athletes.
- To ensure the adequate communication of issues of concern to the community of active and aspiring FEI discipline athletes.
- To pursue the development and maintenance of systems which will define and secure athletes' rights.



## COMMITTEE MEETINGS

The Committee, though not necessarily so limited, shall hold at least one meeting annually to coincide with the Annual General Meeting of Equine Canada.

At the first and the third such annual meetings following the World Equestrian Games, the Committee shall elect the Chairperson of the Committee. The term for this office shall be for two (2) years.

In the event that the athletes of the Chairperson's FEI discipline elect a new representative for that discipline before the completion of the chairperson's mandate, the chairperson shall remain as the chair of the Committee for the duration of his or her term and the newly elected representative shall serve as the Committee member for that discipline.

The duties of the Chairperson shall include the preparation, in consultation with Equine Canada, of meeting agendas, the chairing of meetings, the communication of Committee opinions and recommendations to Equine Canada, requesting assistance from Equine Canada staff with translation, duplicating, mailing and other needs.

Substitution of Committee members only shall be permitted at meetings which regular members are unable to attend, provided such substitutes meet the same eligibility requirements stipulated for members.

All Committee meeting expenses, together with Committee member expenses associated therewith, shall be borne by Equine Canada to the extent provided for in Equine Canada's guidelines established for that purpose.

At the request of the Committee, Equine Canada shall provide the services of a facilitator to assist with the planning and organization of Committee meetings and to serve as a resource person for such background or other information as may be required for Committee deliberations. Such facilitator will attend or participate in Committee meetings at the discretion of the Chairperson.

Individuals who generally meet the qualifications as an Athlete as defined in section 4.2 and who are Equine Canada members in other categories may attend meetings of the Athletes' Committee, at their cost, with the approval of the Committee members present at the meeting.

At the Committee meetings, Committee members shall elect athletes to represent the Committee on the various Committees both within and outside Equine Canada as may be required from time to time. These appointments shall include, but shall not be limited to, the Canadian Olympic Committee Athletes' Committee, and Athletes CAN. The term of these positions should be no less than two (2) years. Athletes selected for these positions shall meet the athlete qualifications set out in 4.2 hereof but shall not be required to be members of the Committee. All athletes so selected shall be required to report to the Committee at least annually on the activities undertaken on the various Committees.

The Chairperson of the Committee shall represent the Committee on the Sport Council of Equine Canada.

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**POLICY TYPE:**            **SPORT COUNCIL AD-HOC COMMITTEES**

**POLICY TITLE:**        **TERMS OF REFERENCE --  
Human Medications Committee**

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**MANDATE**

The Human Medication Committee is responsible for recommending policies and penalties for drug use in sport, in addition to those of the *Canadian Policy on Doping in Sport*, and for monitoring infractions by athletes and coaches.

**COMPOSITION**

The committee has eleven (11) members appointed by the following process:

- The Sport Council appoints the Chair;
- One member is appointed by each of the FEI Discipline Committees;
- The Sport Council Athlete Committee will appoint two athlete representatives; and
- The Sport Council (CEC) will appoint one member to collectively represent Breed Sport Committees participating in CEC.

**SPECIFIC RESPONSIBILITIES**

- The committee will establish and approve, on a yearly basis the “athlete pool” and the Equine Canada Testing Plan for use by the CCES in the random and event specific drug testing program, in accordance with the Canadian Policy on Doping in Sport.
- The committee will act as an advisory group for any discipline organization or athlete needing advice or information on banned substances and practices.
- Make recommendations to the Sport Council on the Human Medication Policy.
- Liaise with the Canadian Centre for Ethics in Sport and the EC Risk Management and Ethics Committee.
- To provide a forum for discussion between disciplines regarding best practice in education and training of athletes with regards to Human Medication.

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**POLICY TYPE:           SPORT COUNCIL AD-HOC COMMITTEE**

**POLICY TITLE:         TERMS OF REFERENCE --**  
**Equine Medications Control Committee**

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**MANDATE**

The Equine Medication Committee is responsible for recommending policies regarding medication control and anti-doping programs for horses during Equine Canada competitions, for recommending fines and sanctions and for monitoring the program and infractions.

**COMPOSITION**

The Sport Council will appoint all members of this committee using the following guidelines:

- The committee will have a minimum of six members and a maximum of 10;
- The committee shall represent the country geographically;
- The committee will have at least three committee members who are active practicing equine competition veterinarians; one of which must be an FEI Accredited veterinarian, one of which must be the FEI National Head Veterinarian for Equine Canada
- The committee will have one member who shall represent the EC Sanctioned competitions;
- The committee will have one member who will represent the Health and Welfare Committee
- The committee will have one member of any province that is administering the equine medication control program on behalf of Equine Canada; and
- The committee will include one member who is a veterinary pharmacologist;
- The committee shall have a legal adviser that may also be a member of the committee.
- The committee can include a technical adviser for the testing program that may also be a member of the committee.

**SPECIFIC RESPONSIBILITIES**

- The pursuit of Clean Sport and overall welfare of the horse.
- Recommend, coordinate and implement equine anti-doping and medication control policies, rules and sanctions.
- Provide advice on the EC Equine Medication Policy and on the FEI Anti-Doping and Medication Control program.
- Provide Information to EC members on the Equine Medication Control program.
- Propose a chair of this committee to Sport Council for approval.