



BY-LAW

SPORT TOURISM CANADA

hereafter referred to as the 'Corporation'

DEFINITIONS

1. In this By-law and all of the By-laws of the Corporation, unless the context otherwise requires:

"Act" means the Canada Not-For-Profit Corporations Act S.C. 2009, c.23 including the Regulations made pursuant to the Act, and any statute or regulations that may be substituted, as amended from time to time;

"articles" means the original or restated articles of incorporation or articles of amendment, amalgamation, continuance, reorganization, arrangement or revival of the Corporation;

"Board" means the Board of Directors of the Corporation and "Director" means a member of the Board;

"by-law" means this by-law and any other by-law of the Corporation as amended and which are, from time to time, in force and effect;

"meeting of members" includes an annual meeting of members or a special meeting of members; "special meeting of members" includes a meeting of any class or classes of members and a special meeting of all members entitled to vote at an annual meeting of members;

"ordinary resolution" means a resolution passed by a majority of not less than 50% plus 1 of the votes cast on that resolution;

"proposal" means a proposal submitted by a member of the Corporation that meets the requirements of section 163 (Shareholder Proposals) of the Act;

"Regulations" means the regulations made under the Act, as amended, restated or in effect from time to time; and

"special resolution" means a resolution passed by a majority of not less than two-thirds (2/3) of the votes cast on that resolution.

CORPORATE SEAL

2. The seal, an impression whereof is stamped in the margin hereof, shall be the seal of the Corporation.

HEAD OFFICE

3. Until changed in accordance with the Act, the Head Office of the Corporation shall be in the City of Ottawa, in the Province of Ontario.

OFFICIAL LANGUAGE

4. Unless agreed otherwise by a majority of members, the Corporation will use both official languages to conduct the business of the Corporation. All documents agreed to be significant by the Board of Directors will be translated into both official languages. The language of meetings of the Corporation shall be the language of the majority of members attending the meeting.

CONDITIONS OF MEMBERSHIP

5. Membership in the Corporation shall be limited to persons interested in furthering the objects of the Corporation and shall consist of anyone whose application for admission as a member has received the approval of the Board of Directors of the Corporation.
6. Membership fees shall be levied to the members in accordance with the membership policy of the Corporation. A Member of the Corporation shall be considered in good standing provided that the Member:
 1. Has not resigned or ceased to be a Member;
 2. Has paid all membership fees and assessments when due;
 3. Is in compliance with the By-laws, policies, and rules of the Corporation; and
 4. Is not subject to disciplinary action or, if previously subject to discipline, has satisfied all conditions imposed.

A Member who is not in good standing shall not be entitled to vote at meetings of Members nor exercise any privileges of membership until restored to good standing by the Board.

The Board shall have authority to suspend or expel any member from the Corporation for any one or more of the following grounds:

1. violating any provision of the articles, by-laws, or written policies of the Corporation;
 2. carrying out any conduct which may be detrimental to the Corporation as determined by the board in its sole discretion; or
 3. for any other reason that the board in its sole and absolute discretion considers to be reasonable, having regard to the purpose of the Corporation.
7. Any Member may withdraw from the Corporation by delivering to the Corporation a written resignation and lodging a copy of the same with the Secretary of the Corporation.
 8. A Member may be required to resign by resolution of not less than two-thirds (2/3) of the Members present at a meeting duly called for that purpose, provided that:
 1. the Member has received not less than fifteen (15) days' written notice of the proposed resolution;
 2. the notice sets out the reasons for the proposed termination; and
 3. the Member has been given the opportunity to submit a written response and to be heard at the meeting.
 9. Pursuant to subsection 197(1) (Fundamental Change) of the Act, a special resolution of the members is required to make any amendments to this section of the By-laws if those amendments affect membership rights and/or conditions described in paragraphs 197(1)(e), (h), (i) or (m) of the Act.

MEMBERS' MEETINGS

10. The annual or any other general meeting of the members shall be held within 120 days after the end of the Corporation's fiscal year, in a city as determined by the Board of Directors. Meetings of Members may be held in person, by telephonic or electronic means, or by a combination thereof, provided that the communication facilities permit all participants to communicate adequately with one another during the meeting. Members participating electronically shall be deemed present.

Voting by electronic means is permitted where the Corporation has established procedures that:

1. Enable verification that votes are cast by Members entitled to vote;
2. Permit votes to be counted accurately; and
3. Preserve the confidentiality of individual votes.

11. At every annual meeting, in addition to any other business that may be transacted, the report of the Directors, the financial statement and the report of the auditors shall be presented and auditors appointed for the ensuing year.

The members may consider and transact any business either special or general at any meeting of the members. The Board of Directors or the Chair or Vice-Chair shall have power to call, at any time, a general meeting of the members of the Corporation.

The Board of Directors, or the Chair or Vice-Chair, shall have the power to call, at any time, a general meeting of Members on written requisition of members carrying not less than five percent (5%) of the voting rights.

A quorum for the transaction of business at any meeting of Members shall consist of not less than five (5) Members who are present and entitled to vote at the meeting, or their proxies who are present at the meeting.

If the Directors do not call a meeting within twenty-one (21) days of receiving the requisition, any member who signed the requisition may call the meeting.

12. Twenty one (21) days' written notice shall be given to each voting member of any annual or special general meeting of members. Notice of any meeting where special business will be transacted shall contain sufficient information to permit the member to form a reasoned judgement on the decision to be taken. Notice of each meeting of members must remind the member if he has the right to vote by proxy. Voting by proxy is permissible only when each of the following conditions are met:

1. The Member is in good standing; and
2. Notification (paper or electronic) is received by the Chair of the Board 48 hours in advance of the meeting; and
3. The proxy is declared at the start of the meeting; and
4. The voting association member designated as a proxy voter is willing; and
5. The proxy voting association member holds a maximum of one (1) proxy vote at any given meeting.

13. A majority of the votes cast by the members present and carrying voting rights shall determine the questions in meetings except where the vote or consent of a greater number of members is required by the Act or these By-laws.
14. No error or omission in giving notice of any annual or general meeting or any adjourned meeting, whether annual or general, of the members of the Corporation shall invalidate such a meeting or make void any proceedings taken thereat and any member may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat. For purpose of sending notice to any member, Director or officer for any meeting or otherwise, the address of the member, Director or officer shall be his/her last address recorded on the books of the Corporation.
15. Notice of the time and place of a meeting of members shall be given to each member entitled to vote at the meeting by the following means:
 1. by mail, courier or personal delivery to each member entitled to vote at the meeting, during a period of 21 to 60 days before the day on which the meeting is to be held; or
 2. by telephonic, electronic or other communication facility to each member entitled to vote at the meeting, during a period of 21 to 35 days before the day on which the meeting is to be held.

Pursuant to subsection 197(1) (Fundamental Change) of the Act, a special resolution of the members is required to make any amendment to the by-laws of the Corporation to change the manner of giving notice to members entitled to vote at a meeting of members.

BOARD OF DIRECTORS

16. The property and business of the Corporation shall be managed by a Board of Directors. The Board shall consist of the number of Directors specified in the Articles. The Board shall be comprised of no fewer than eight (8) and no more than sixteen (16) Directors, as specified in the Articles or as determined from time to time in accordance with these By-laws.
17. Directors must be individuals who are at least eighteen (18) years of age and are not deemed to be incapable by a court of competent jurisdiction or such other authority as the Board determines in its sole discretion. It is not necessary for a director to be a current or past Members of the Corporation.
18. Directors shall act honestly and in good faith with a view to the best interests of the Corporation and shall comply with the Corporation's By-laws and governance policies, including the Code of Conduct, as adopted and amended from time to time by the Board of Directors.
19. In advancement of gender diversity, the Board shall be constituted such that no gender identity represents more than sixty percent (60%) of the total number of Directors. Where necessary, nomination and election procedures shall be adjusted to ensure compliance with this requirement.

A temporary departure from this requirement resulting from a vacancy or resignation shall not invalidate the actions of the Board, provided that the Board takes reasonable steps to restore compliance within a reasonable period of time.

20. Directors shall be elected for a term of three (3) years, with approximately one-third of the Directors being elected in alternate years at an annual meeting of Members.
1. No Director may serve more than a total of nine (9) years on the Board. A former Director who has served the maximum permitted consecutive service shall not be eligible for re-election or re-appointment to the Board until at least one (1) full three-year term has elapsed since the completion of their service.
 2. Service as a Director resulting from an appointment to fill a vacancy shall be included in the calculation of the maximum term of service.
 3. Notwithstanding the maximum term of service set out in this section, a Director who reaches the maximum permitted term of service while serving as Chair of the Board may remain on the Board solely for the purpose of completing their term as Chair and serving one (1) subsequent term as Past Chair.

Any such extended service shall not exceed two (2) additional years in total, shall not reset eligibility for future service, and shall not permit re-election beyond the completion of the Past Chair role.

21. The office of Director shall be automatically vacated if:
1. At a special meeting of the Members, a resolution is passed by not less than two-thirds (2/3) of the Members present and entitled to vote removing the Director from office;
 2. the Director resigns by delivering a written resignation to the Secretary of the Corporation;
 3. the Director is found by a court to be of unsound mind;
 4. the Director becomes bankrupt or suspends payment or compounds with their creditors; or
 5. the Director dies.

Any vacancy occurring under this section may be filled by the Board by majority vote through the appointment of an eligible individual.

Any individual appointed to fill a vacancy shall serve for the unexpired portion of the vacated term, unless the Board determines, for the purpose of maintaining staggered terms and effective governance, that the appointment shall be for a different term length.

In all cases, any service as a Director, whether through appointment or election, shall count toward the maximum number of consecutive terms permitted under these By-laws.

22. The Directors shall serve as such without remuneration and no Director shall directly or indirectly receive any profit from their position as such; provided that a Director may be paid reasonable expenses incurred by them in the performance of their duties. Nothing herein contained shall be construed to preclude any Director from serving the Corporation as an officer or in any other capacity and receiving compensation therefor.

23. A retiring Director shall remain in office until the dissolution or adjournment of the meeting at which their retirement is accepted and their successor is elected or appointed.

POWERS OF DIRECTORS

24. The Directors of the Corporation may administer the affairs of the Corporation in all things and make or cause to be made for the Corporation, in its name, any kind of contract which the Corporation may lawfully enter into and, save as hereinafter provided, generally, may exercise all such other powers and do all such other acts and things as the Corporation is by its charter or otherwise authorized to exercise and do.
25. The Directors shall have power to authorize expenditures on behalf of the Corporation from time to time and may delegate by resolution to an officer or officers of the Corporation the right to employ and pay salaries to employees. The Directors shall have the power to enter into a trust arrangement with a trust company for the purpose of creating a trust fund in which the capital and interest may be made available for the benefit of promoting the interest of the Corporation in accordance with such terms as the Board of Directors may prescribe. The Board of Directors is hereby authorized, from time to time:
 1. to borrow money upon the credit of the Corporation, from any bank, Corporation, firm or person, upon such terms, covenants and conditions at such times, in such sums, to such an extent and in such manner as the Board of Directors in its discretion may deem expedient;
 2. to limit or increase the amount to be borrowed;
 3. to issue or cause to be issued bonds, debentures or other securities of the Corporation and to pledge or sell the same to such sums, upon such terms, covenants and conditions and to such prices as may be deemed expedient by the Board of Directors;
 4. to secure any such bond, debentures or other securities, or any other present or future borrowing or liability of the company, by mortgage, charge or pledge of all or any currently owned or subsequently acquired real and personal, movable and immovable, property of the Corporation, and the undertaking and rights of the Corporation.
26. The Board of Directors shall take such steps as they may deem requisite to enable the Corporation to acquire, accept, solicit or receive legacies, gifts, grants, settlements, bequests, endowments and donations of any kind whatsoever for the purpose of furthering the objects of the Corporation.
27. The Board of Directors may appoint such agents and engage such employees as it shall deem necessary from time to time and such persons shall have such authority and shall perform such duties as shall be prescribed by the Boards of Directors at the time of such appointment.
28. Remuneration for all officers, agents and employees and committee members shall be fixed by the Board of Directors by resolution. Such resolution shall have force and effect only until the next meeting of members when such resolution shall be confirmed by resolution of the members, or in the absence of such confirmation by the members, then the remuneration to such officers, agents or employees and committee members shall cease to be payable from the date of such meeting of members.

DIRECTOR'S MEETINGS

29. Meetings of the Board of Directors may be held at any time and place to be determined by the Directors provided that 48 hours written notice of such meeting shall be given, other than by mail, to each Director. Notice by mail shall be sent at least 14 days prior to the meeting. There shall be at least one (1) meeting per year of the Board of Directors. No error or omission in giving notice of any meeting of the Board of Directors or any adjourned meeting of the Board of Directors of the Corporation shall invalidate such meeting or make void any proceedings taken thereat and any Director may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat. Each Director is authorized to exercise one (1) vote.
30. A majority of Directors holding office, from time to time, shall constitute a quorum for meetings of the Board of Directors. Any meeting of the Board of Directors at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions by or under the by-laws of the Corporation.

INDEMNITIES TO DIRECTORS AND OTHERS

31. Every Director or officer of the Corporation or other person who has undertaken or is about to undertake any liability on behalf of the Corporation or any company controlled by it and their heirs, executors and administrators, and estate and effects, respectively, shall from time to time and at all times, be indemnified and saved harmless out of the funds of the Corporation, from and against;
 1. all costs, charges and expenses which such Director, officer or other person sustains or incurs in or about any action, suit or proceedings which is brought, commenced or prosecuted against him/her, or in respect of any act, deed, matter of thing whatsoever, made, done or permitted by him/her, in or about the execution of the duties of his/her office or in respect of any such liability;
 2. All other costs, charges and expenses which he/she sustains or incurs in our about or in relation to the affairs thereof, except such costs charges or expenses as are occasioned by his own wilful neglect or default.

The Corporation shall not indemnify any individual in respect of acts of fraud, dishonesty, bad faith, or breach of statutory duty. Indemnification shall apply only where the individual acted honestly and in good faith with a view to the best interests of the Corporation.

INSURANCE

32. The Corporation shall maintain Directors' and Officers' liability insurance in such amounts as the Board considers appropriate.

OFFICERS

33. The officers of the Corporation shall be a Chair, Vice-Chair, Treasurer, Secretary, Past-Chair and Chief Executive Officer, and any such other officers as the Board of Directors may by by-law determine. Any two offices may be held by the same person and all offices outside of the Chief Executive Officer shall be held by Board of Directors.

34. All officers of the Corporation shall be appointed by the Board of Directors at its first meeting following the annual meeting of members. The Board of Directors shall institute such voting arrangements as are necessary to ensure that all the regions of Canada are represented on the Board of Directors.
35. The officers of the Corporation shall hold office for one (1) year from the date of appointment or election or until their successor are elected or appointed in their stead. Officers who serve as Directors shall be subject to the same maximum term limits as outlined in section 20 of this By-Law. All Officers shall be subject to removal by resolution of the Board of Directors at any time.

DUTIES OF OFFICERS

36. The Chair shall preside at all meetings of the Corporation and the Board of Directors, provide leadership to the Board in fulfilling its governance responsibilities, and ensure the effective functioning of the Board. The Chair shall not be responsible for the day-to-day management of the Corporation, which is delegated to the Chief Executive Officer under the oversight of the Board.
37. The Vice-Chair shall, in the absence or disability of the Chair, perform the duties and exercise the powers of the Chair and shall perform such other duties as shall from time to time be imposed upon them by the Board of Directors.
38. The Treasurer shall have the custody of the funds and securities of the Corporation and shall keep full and accurate accounts of all assets, liabilities, receipts and disbursements of the Corporation in the books belonging to the Corporation and shall deposit all monies, securities and other valuable effects in the name and to the credit of the Corporation in such chartered bank of trust company, or, in the case of securities, in such registered dealer in securities as may be designated by the Board of Directors from time to time. They shall disburse the funds of the Corporation as may be directed by proper authority taking proper vouchers for such disbursements, and shall render to the Chair and Directors at the regular meeting of the Board of Directors, or whenever they may require it, an accounting of all the transactions and a statement of the financial position, of the Corporation. They shall also perform such other duties as may from time to time be directed by the Board of Directors.
39. The Secretary may be empowered by the Board of Directors, upon resolution of the Board of Directors, to carry out their affairs of the Corporation generally under the supervision of the officers thereof and shall attend all meetings and act as clerk thereof and record all votes and minutes of all proceedings in the books to be kept for that purpose. They shall give or cause to be given notice of all meetings of the members and of the Board of Directors, and shall perform such other duties as may be prescribed by the Board of Directors or Chair, under whose supervision they shall be. They shall be custodian of the seal of the Corporation, which they shall deliver only when authorized by a resolution of the Board of Directors to do so and to such person or persons as may be named in the resolution.

40. The Past Chair shall provide continuity and institutional knowledge to the Board and shall support the Chair and Vice-Chair during leadership transitions. The Past Chair shall serve in an advisory capacity, mentor the Chair and Vice-Chair as appropriate, and perform such other duties as may be assigned by the Board of Directors from time to time. The Past Chair shall not be responsible for the day-to-day management of the Corporation.
41. The Chief Executive Officer shall be responsible for the day-to-day management of the affairs of the Corporation, subject to the direction and oversight of the Board of Directors. The Chief Executive Officer shall attend meetings of the Board of Directors and Members but shall not be entitled to vote. The Chief Executive Officer shall perform such other duties as may be assigned by the Board or the Chair.
42. The duties of all other officers of the Corporation shall be such as the terms of their engagement call for or the Board of Directors requires of them.

COMMITTEES

43. The Board of Directors may establish standing or ad hoc committees as it deems necessary. The Board shall approve each committee's mandate, authority, and reporting requirements. No committee shall have authority to incur debt or bind the Corporation unless expressly authorized by the Board.

EXECUTIVE COMMITTEE

44. There may be an executive committee composed of Directors who may be appointed by the Board of Directors. The executive committee shall exercise such powers as are authorized by the Board of Directors. Any executive committee member may be removed by a majority vote of the Board of Directors. Executive committee members shall receive no remuneration for serving as such, but are entitled to reasonable expenses incurred in the exercise of their duty.
45. Meetings of the executive committee may be held at any time and place to be determined by the members of such committee provided that forty-eight (48) hours written notice of such meeting shall be given, other than by mail, to each member of the committee. Notice by mail shall be sent at least 14 days prior to the meeting, (no less than 2) members of such committee shall constitute a quorum. No error or omission in giving notice of any meeting of the executive committee or any adjourned meeting of the executive committee of the Corporation shall invalidate such meeting or make void any proceedings taken thereat and any member of such committee may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat.

EXECUTION OF DOCUMENTS

46. Contracts, documents or any instruments in writing requiring the signature of the Corporation, shall be signed by any two officers and all contracts, documents and instruments in writing so signed shall be binding upon the Corporation without any further authorization or formality. The Directors shall have power from time to time by resolution to appoint an officer or officers on behalf of the Corporation to sign specific contracts, documents and instruments in writing. The Directors may give the Corporation's power of attorney to any registered dealer in securities for

the purposes of the transferring of and dealing with any stocks, bonds, and other securities of the Corporation. The seal of the Corporation when required may be affixed to contracts, documents and instruments in writing signed as aforesaid or by any officer or officers appointed by resolution of the Board of Directors.

MINUTES OF BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE

47. The minutes of the Board of Directors and executive committee shall not be available to the general membership for the Corporation but shall be available to the Board of Directors, each of whom shall receive a copy of such minutes.

FINANCIAL YEAR

48. Unless otherwise ordered by the Board of Directors, the fiscal year end of the Corporation shall be December 31.

AMENDMENT OF BY-LAWS

49. The by-laws of the Corporation not embodied in the letters patent may be repealed or amended by by-law, or a new by-law enacted by a majority of the Directors at a meeting of the Board of Directors and sanctioned by an affirmative vote of at least two-thirds (2/3) of the members at a meeting duly called for the purpose of considering the said by-law.

AUDITORS

50. The members shall, at each annual meeting, appoint an auditor to audit the accounts and annual financial statements of the Corporation for report to the members at the next annual meeting. The auditor shall hold office until the next annual meeting provided that the Directors may fill any casual vacancy in the office of the auditor. The remuneration of the auditor shall be fixed by the Board of Directors.

GOVERNANCE REVIEW

51. The Board shall review the Corporation's By-laws and governance policies at least once every four (4) years to ensure ongoing compliance with applicable legislation and alignment with best practices.

BOOKS AND RECORDS

52. The Directors shall see that all necessary books and records of the Corporation required by the by-laws of the Corporation or by any applicable statute or law are regularly and properly kept.

RULES AND REGULATIONS

53. The Board of Directors may prescribe such rules and regulations not inconsistent with these by-laws relating to the management and operation of the Corporation as they deem expedient, provided that such rules and regulations shall have force and effect only until the next annual meeting of the members of the Corporation when they shall be confirmed, and failing such confirmation at such annual meeting of members, shall at and from that time cease to have any force and effect.

INTERPRETATION

54. In these by-laws and in all other by-laws of the Corporation hereafter passed unless the context otherwise requires, words importing the singular number or the masculine gender shall include the plural number or the feminine gender, as the case may be, and vice versa, and references to persons shall include firms and Corporations.
55. These By-laws are issued in English and may be translated into French. In the event of any inconsistency or discrepancy between the English version and any translated version, the English version shall prevail.

METHOD OF GIVING ANY NOTICE

56. Any notice (which term includes any communication or document), other than notice of a meeting of members or a meeting of the Board of Directors, to be given (which term includes sent, delivered or served) pursuant to the Act, the articles, the by-laws or otherwise to a member, Director, officer or member of a committee of the Board or to the public accountant shall be sufficiently given:
1. if delivered personally to the person to whom it is to be given or if delivered to such person's address as shown in the records of the Corporation or in the case of notice to a Director to the latest address as shown in the last notice that was sent by the Corporation in accordance with section 128 (Notice of Directors) or 134 (Notice of change of Directors) and received by the Director;
 2. if mailed to such person at such person's recorded address by prepaid ordinary or air mail;
 3. if sent to such person by telephonic, electronic or other communication facility at such person's recorded address for that purpose; or
 4. if provided in the form of an electronic document in accordance with Part 17 of the Act.
57. A notice so delivered shall be deemed to have been given when it is delivered personally or to the recorded address as aforesaid; a notice so mailed shall be deemed to have been given when deposited in a post office or public letter box; and a notice so sent by any means of transmitted or recorded communication shall be deemed to have been given when dispatched or delivered to the appropriate communication company or agency or its representative for dispatch. The Secretary may change or cause to be changed the recorded address of any Member, Director, Officer, public accountant or Member of a Committee of the Board in accordance with any information believed by the Secretary to be reliable. The declaration by the Secretary that notice has been given pursuant to this by-law shall be sufficient and conclusive evidence of the giving of such notice. The signature of any Director or officer of the Corporation to any notice or other document to be given by the Corporation may be written, stamped, typewritten or printed or partly written, stamped, type-written or printed.

Modified March 2026